

**Meeting of the Board of Directors
Royal Papworth Hospital NHS Foundation Trust
05 June 2025 at 11:15 am – 12:20 pm
Heart and Lung Research Institute
and Microsoft Teams**

UNCONFIRMED MINUTES – Part I

Present	Dr J Ahluwalia	(JA)	Chair
	Ms D Leacock	(DL)	Non-Executive Director
	Ms C Conquest	(CC)	Non-Executive Director/Senior Independent Director
	Mr G Robert	(GR)	Non-Executive Director
	Ms A Fadero	(AF)	Non-Executive Director
	Mr D Jones	(DJ)	Non-Executive Director
	Dr C Paddison	(CP)	Non-Executive Director (Interim)
	Mrs E Midlane	(EM)	Chief Executive Officer
	Mr T Glenn	(TG)	Deputy Chief Executive Officer & Director of Commercial Development, Strategy and Innovation
	Dr I Smith	(IS)	Medical Director
	Mr H McEnroe	(HMc)	Chief Operating Officer
	Ms O Monkhouse	(OM)	Director of Workforce and OD
	Mrs M Screatton	(MS)	Chief Nurse
	S Harrison	(SH)	Interim Chief Finance Officer
	Mr A Raynes	(AR)	Chief Information Officer
In Attendance	Mr A Bottiglieri	(AB)	Freedom to Speak up Guardian (For Item 2.iii – Freedom to Speak up Guardian Report)
	Mr K Mensa-Bonsu	(KMB)	Associate Director of Corporate Governance
	Mr G Matenga	(GM)	Corporate Governance Lead
Apologies	Professor I Wilkinson	(IW)	Non-Executive Director

Agenda Item		Action by Whom	Date
1	WELCOME, APOLOGIES AND OPENING ITEMS		
	JA welcomed everyone to the meeting. The apologies from IW were noted.		
1.i	Declarations of Interest		
	There were no new declarations of interest.		
1.ii	Minutes of Previous Meeting on 01.05.2025		
	Board of Directors: 01.05.2025 (Part II).		

Agenda Item		Action by Whom	Date
	The Board of Directors approved the minutes of the Part II Trust Board meeting held on 01 May 2025 as a true record of the meeting.		
1.iii	Matters Arising from the Minutes/Action Checklist		
	<p>i. 05/25 – 09/05/24 – 1.vi Board Assurance Framework BAF 1021: Potential for Major Organisational Disruption due to Cyber Breach – Re 6 Incomplete Business Continuity Disaster Recovery Plans. Report on the EPRR programme to test 6 areas of the hospital site in January and February 2025, on their ‘timeliness of standing back up and responsiveness’ in case of an incident.</p> <p>The report on the tabletop EPRR exercise – “Exercise Crash Point – Digital Outage” was reviewed at the May 2025 Performance Committee meeting. Closed.</p> <p>The Board noted the Matters Arising and Action List.</p>		
2	PEOPLE		
2.i	Workforce Committee Chair’s Report		
	<p>AF presented the Workforce Committee Chair’s report.</p> <p>The Board noted the Workforce Committee Chair’s Report.</p>		
2.ii	25/26 Workforce Strategy Workplan		
	<p>OM presented the Workforce Strategy Workplan.</p> <p>OM informed the meeting that a comprehensive 2025/26 Workplan had been developed by the senior Workforce Team to build on the work undertaken from 2024/25. OM noted that there remained a significant number of items which would be progressed through 2025/26.</p> <p>AF suggested that there was the need for a summary of the Workforce Strategy to be developed which would show the position of the 2024/25 Workplan and the deliverables in the 2025/26 Workplan.</p> <p>JA enquired about how the Workforce Committee would determine how the success could be measured. AF explained that there were stringent KPIs in place that would be used as measures and provide the assurance that the Workforce Strategy was being implemented as required.</p> <p>The Board approved the Workforce Strategy Workplan.</p>	OM	10/25
2.iii	Freedom To Speak Up Guardian – 2024/25 Annual Report		
	<p>AB presented the Freedom to Speak Up Guardian – 2024/25 Annual Report.</p> <p>There was a discussion around how staff were engaged with the Freedom to Speak up Guardian. Though colleagues reporting concerns to line managers was viewed to be a positive way of dealing with staff complaints, such a method had resulted in</p>		

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	<p>cases not being dealt with in a timely manner. This had led to frustration amongst colleagues. In order to improve such reporting, better training needed to be given to managers and there needed to be better role modelling.</p> <p>In addition, it was noted that the information on Datix, HR and that held by the Freedom to Speak Guardian was being used to identify what the areas of immediate focus were and help inform on a plan of action.</p> <p>It was added that we were introducing an anonymous reporting option for staff which it was hoped would give staff confidence to raise concerns. It was hoped that this would particularly help staff who were concerned about unwanted behaviour of a sexual nature. All staff would receive an email informing them of this option and how to use it.</p> <p>The Board noted the Freedom To Speak Up Guardian Report – 2024/25.</p>		
3	PERFORMANCE		
3.i	Performance Committee Chair's Report		
	<p>GR provided a verbal Chair's report from the May 2025 Performance Committee.</p> <p>GR reported that the Cancer Recovery Transformation Team provided a presentation on a deep dive into an area of elective recovery where concern was raised over compliance with the 2-week standard. The presentation's details of the improvement actions being implemented was helpful in providing assurance to the Committee.</p> <p>GR highlighted the issues which had been brought to the attention of the Committee:</p> <ul style="list-style-type: none"> • Cost Improvement Programme (CIP) under-delivery, which was attributed to constrained capacity due to savings. Enhanced resourcing had been requested to mitigate this under-delivery. GR stated that the Committee would continue monitor the delivery of the CIP programme and had asked for more detailed reporting at future meetings. • It was noted that there had been progress in the elective services recovery programme. There were metrics in place in order to measure progress and to make the necessary adjustments as the year progressed. • In respect of CT reporting, the meeting heard that there was a long-term plan to mitigate the backlog and to achieve a sustainable recovery. The Trust was recruiting consultants to enhance internal capacity, while taking steps to procure an external provider to provide some enhanced capacity. It was noted that based on current trajectory, the Trust expected to be back within the 4-week turnaround KPI for CT report by late July/early August 2025. <p>The Board noted the Performance Committee Chairs' report.</p>		
3.ii	Elective Care Recovery Priorities		
	<p>The Board noted the Elective Care Recovery Priorities report which was for information only.</p>		

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4	AUDIT		
4.i	Audit Committee Chair's Report		
	<p>CC presented the Audit Committee Chair's report.</p> <p>CC reported that GR, as Chair of Performance Committee gave a very good presentation on how the Performance Committee gained assurance around the risks and issues assigned to that Committee. The focus of the presentation was on the actions being implemented to improve Trust's Waiting List backlog and the Trust's cyber security arrangements.</p> <p>CC also reported that BDO (the internal auditors) had carried out two internal audit advisory reviews – one on the Electronic Patient Record (EPR) system and the other on the evaluation of the 2024/25 Data Security and Protection Toolkit (DPST) and both were found to be satisfactory.</p> <p>The Committee was also pleased to inform the Board that BDO's Head of Internal Audit opinion for 2024/25 for the Trust would be "Moderate". This is in keeping with past years.</p> <p>It was noted that KPMG, the external auditors, had informed the Committee that 2024/25 year-end annual accounts audit was progressing as required with no issues needing to be highlighted.</p> <p>The Board noted the Audit Committee Chair's report.</p>		
5	Assurance		
5.i	<p>Board Committee Part I Approved Minutes:</p> <ul style="list-style-type: none"> a. Audit Committee – 13.03.25 b. Workforce Committee – 27.03.25 c. Quality and Risk Committee – 24.04.25 d. Performance Committee – 24.04.25 		
6	Board Forward Agenda (Part I)		
6.i	Board Annual Plan		
	The Board noted the Board Annual Plan.		
6.ii	Future Agenda Items		
	The Board approved future agenda items.		
6.iii	Review of Board agenda/objectives		
	The Board noted the Board agenda /objectives.		

Agenda Item		Action by Whom	Date
7	ANY OTHER BUSINESS		
	None		
8	CLOSE		
	JA concluded the meeting at 12.20pm.		

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Signed

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Date

**Royal Papworth Hospital NHS Foundation Trust
Board of Directors**

Meeting held on 05 June 2025