Royal Papworth Hospital
NHS Foundation Trust

Meeting of the Board of Directors
Royal Papworth Hospital NHS Foundation Trust
06 November 2025 at 9:30 am – 12:15 pm
Heart & Lung Research Institute
And Microsoft Teams (access 10 minutes prior to meeting)

AGENDA - Part I

					Lead	*Timing*
1		**WELCOME, APOLOGIES AND OPENING ITEMS**				
	i.	Patient Story by: Helen Webb, Cardiac Rehabilitation Service lead	Information	Verbal	*MS*	*20 mins*
	ii.	Declarations of Interest	Information	Verbal	*JA*	*5 mins*
	iii.	Minutes of previous meetings: • 04.09.25 • 02.10.25	Approval	Attached		
	iv.	Matters arising from the Minutes /Action Checklist	Information	Attached		
	v.	Chair's Report	Information	Verbal	*JA*	*5 mins*
	vi.	Board Assurance Framework	Assurance	Attached	*KMB*	*5 mins*
	vii.	CEO Update	Information	Attached	*EM*	*5 mins*
	viii.	NEDs Update	Information	Verbal	*ALL*	*5 mins*
2		**STRATEGIC DEVELOPMENTS**				
	i.	Trust 2026 – 2031 Strategy	For Approval	Attached	*TG*	*30 mins*
	ii.	Trust 2026 – 2031 Strategy – Next Steps		Verbal		
3		**PEOPLE**				
	i.	Workforce Committee Chair's Report	For Discussion	Attached	*AF*	*5 mins*
	ii.	Guardian Safe Working – Report	For Discussion	Attached	*IS*	*10 mins*
	iii.	Armed Forces Champion Annual Report	For Discussion	Attached	*OM*	*10 mins*
4		**QUALITY**				
	i.	Quality and Risk Committee Chair's Report	For Discussion	Attached	*IW*	*5 mins*
	ii.	Combined Quality Report	For Discussion	Attached	*MS/IS*	*5 mins*
	iii.	Health & Safety Annual Report	For Approval	Attached	*MS*	*10 mins*

5		**PERFORMANCE**				
	i.	Performance Committee Chair's Report	For Discussion	Attached	*DJ*	*5 mins*
	ii.	Papworth Integrated Performance Report (PIPR) Month 06 – September 2025	For Discussion	Attached	*EDs*	*10 mins*
	iii.	Annual Assessment Against NHSE EPRR Core Standards	For Discussion	Attached	*HMc*	*10 mins*
6		**AUDIT**				
	i.	Audit Committee Chair's Report	For Discussion	Attached	*CC*	*5 mins*
7		**GOVERNANCE & ASSURANCE**				
	i.	Review of Terms of Reference: Remuneration Committee Terms of Reference	For Approval	Attached	*Chair*	*5 mins*
	ii.	Board Committee Approved Part 1 Minutes: a. Quality & Risk Committee: 28.09.25 b. Performance Committee: 28.09.25 c. Strategic Projects Committee: 28.08.25 d. Audit Committee: 17.07.25	For Information	Reference Pack	*Board Committee Chairs*	
8		**BOARD FORWARD PLAN**				
	i.	Board Forward Plan	Information	Attached	*KMB*	
	ii.	Review of actions and items identified for referral to committee/escalation	Approval	Verbal	*All*	
9		**ANY OTHER BUSINESS**				
		Questions from Members of the Public Previously Submitted			*JA*	

The Board of Directors hereby resolves to end the public part of the meeting. There will follow a Part II Board of Directors' meeting to cover in confidence elements of Board business, which is not open to members of the public.

Dates for Board of Director meetings in public 2025/26

Date	**Time**	**Venue**
Thursday 04 December 2025	11:30am	HLRI & public access via Teams
Thursday 08 January 2026	9:30am	HLRI & public access via Teams
Thursday 05 February 2026	11:30am	HLRI & public access via Teams
Thursday 05 March 2026	9:30am	HLRI & public access via Teams

STATEMENT ON RESTRICTION OF PUBLIC ACCESS

Papers and minutes of meetings will be posted to the Trust website

The Chairman may exclude any member of the public from a meeting of the Board of Directors if they are interfering with or preventing the proper conduct of the meeting, or for other special reasons.