

Board Annual Business Plan Part I

(x indicates items moved to the following month – due to the new Board meeting arrangements).

NB: Part 1 Board Meetings in the following months will be Extraordinary Meetings. - February April, June, August, October, December

Agenda Item / Issue	Lead	Nov 25	Dec 25	Jan 26	Feb 26	Mar 26	Apr 26	May 26	June 26	Jul 26	Aug 26	Sept 26	Oct 25
STANDING ITEMS PART I													
Introductions, Apologies, Declaration of Interest	Chair	X	x	x	x	x	X	X	x	x	X	X	x
Minutes, Matters Arising, Actions Update	Chair	X		x		x		X		x		X	
Board Assurance Framework	AD-CG	X		x		x		X		x		X	
Chair's Report & CEO's Report	Chair & CEO	X		x		x		X		x		X	
Patient Story	CN	X		x		x		X		x		X	
PEOPLE													
Workforce Committee Chair's Report	WFC Chair	X		x		x		X		x		X	
DWOD Report	DWOD		X	x		x		X		x		X	
Guardian of Safe Working – Report	GSW	x			x				x				
QUALITY													
Quality & Risk Committee Chair's Report	Q&R Chair	X		x		x		X		x		X	
Combined Quality Report	CN/MD	X		x		x		X		x		X	
PERFORMANCE													
Performance Committee Chair's Report	PC Chair	X		x		x		X		x		X	
Performance Committee Chair's Report Integrated Performance Report (PIPR)	EDs	x		x		x		x		X		X	
<ul style="list-style-type: none"> Safe Effective Caring Responsive People Management and Culture Transformation Finance 													
CT Backlog – Lessons Learnt Report	HMc		x										
GOVERNANCE													
Audit Committee Chair's Report	Audit Chair	x			x		x		x	x			
Governance:		x		x		x		x				X	
<ul style="list-style-type: none"> Quality and Risk Committee Minutes Audit Committee Minutes Performance Committee Minutes Workforce Committee Minutes 	Q&R Chair Audit Chair PC Chair WFC Chair												
RESEARCH & EDUCATION													
Research & Education	MD/CN			x				X				x	
BOARD FORWARD PLAN													
Matters for Action/Escalation	AD-CG/EDs	X		x		x		x				x	
Items for Board Forward Planner	AD-CG	X		x		x		x				x	
Any Other Business	ALL	X		x		x		x				x	
ANNUAL ITEMS (Part I)													

Commented [KM1]: December 2025 DWOD Report to include 'Sexual Safety, Fair Recruitment and Inclusive Leadership' - NB- These reports were submitted to the September 2025 Workforce Committee meeting.

Commented [KM2]: One-off item

NHS
Royal Papworth Hospital
NHS Foundation Trust

Trust Committees		Nov 25	Dec 25	Jan 26	Feb 26	Mar 26	Apr 26	May 26	Jun 26	Jul 26	Aug 26	Sept 26	Oct 26
Council of Governors		x				x			x			x	
Annual Members Meeting												x	
Appointments Committee (for NEDs)								x					x
Remuneration and Nominations (For EDs)								x				x	
Quality & Risk Committee	Last Thursday	x	x	x	x	x	x	x	x	x	x	x	x
Performance Committee	Last Thursday	x	x	x	x	x	x	x	x	x	x	x	x
Strategic Projects Committee	Last Thursday		x		x		x		x		x		x
Workforce Committee	Last Thursday	x		x		x		x		x		x	
Audit Committee ¹				x		x			x ¹	x			x

NOTES¹ The Audit Committee meeting in June is to review and approve the Annual Report and Accounts.

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Abbreviations:

CEO	Chief Executive	CFO	Chief Finance Officer
D/CEO	Deputy Chief Executive	DWOD	Director of Workforce and OD
MD	Medical Director	CIO	Chief Information Officer
CN	Chief Nurse	EDs	Executive Directors
COO	Chief Operating Officer	AD-CG	Associate Director of Corporate Governance