

Agenda item 4.i

Report to:	Board of Directors	Date: 08 January 2026
Report from:	Chair of the Performance Committee	
Principal Objective/ Strategy and Title	GOVERNANCE: To update the Board of Directors on discussions at the Part 1 Performance Committee on 28 August 2025	
Board Assurance Framework Entries	678, 1021, 2829, 2904, 2985, 3009, 3074, 3223, 3261	
Regulatory Requirement	Well Led/Code of Governance:	
Equality Considerations	None believed to apply	
Key Risks	To have clear and effective processes for assurance of Committee risks	
For:	Information	

1. Significant issues of interest to the Board

2025 in Review

The Committee would like to recognise all Papworth staff and the enormous amount of work that has been put into delivering a year with lots of positive results across performance indicators. Whilst there is always more work to do and a desire for continual improvement, 2025 represents an example of what can be achieved when teams work together and with clear direction

Finance

The Committee noted that we continue to forecast a breakeven position for 2025/26 and that finances are being actively managed to achieve this. It should be noted that achieving balance is as a result of the use of non-recurrent significantly offsetting items adverse to plan, primarily pay.

The temporary staff overspend has now been observed as a sustainable trend in 2025 and the Committee asked whether this is under planning rather than over-spend and that a deeper dive and follow up on staffing costs is brought back to the Committee in 2026.

Financial Improvement & Productivity

The Committee noted progress in the planning for Financial Improvement with a series of programmes of work linked to key themes to improve productivity and reduce costs being assessed. These will form the basis of our Cost Improvement Plan with each approved scheme having its own roadmap and project plan for delivery in 2026. The Committee is interested to see the results of the initiative as delivery commences in 2026.

CIP

The Committee noted that the gap in CIP is closing and we are on track to end the year closer to target than previously anticipated. There is still an expectation that we may miss targets and there is still a risk with the number of non-recurrent items that have contributed to CIP this year.

The Committee has requested that CIP planning for 2026/27 starts earlier than this year to ensure a validated pipeline of recurrent initiatives is ready to execute and the hospital can be confident of hitting its CIP targets.

More resources are planned to become available in early 2026 to assist with the planning and execution of CIP activities.

CT Reporting

The Committee has been updated on the progress of the outsourcing and the mitigating insourcing ensuring that CT reporting continues to track until the cutover expected in early Feb. The Committee has requested that an update in March as a deep dive on how the various investments in CT Reporting are improving patient care and also to follow up with the challenges in recruitment.

PIPR

The Committee has been made aware of pending changes in PIPR that will allow the Committees and Board to track position and status against RPH annual targets as well as the national targets. This is very welcome news as it allows for easier indication of the hospitals current operational state enabling improved assurance.

Operational Planning 2026/27

The Committee was provided with an update on the first submission of the 2026/27 Operational Plan which was made on 17 December 2025. The Committee was advised that the first submission was a deficit Plan of £2.5m which assumes a £6.9m CIP requirement.

It was noted that there is significant work required between now and the final submission date of 12 February 2026 to be able to submit a breakeven plan. Key areas of focus flagged were agreeing assumptions relating to growth and demand with commissioners and the associated financial values and developing our Cost Improvement Plan to be fully identified and opportunities work up and ready to be implemented from 1 April 2026

2. Key decisions or actions taken by the Performance Committee

None

3. Matters referred to other committees or individual Executives

None

4. Other items of note

None

5. Recommendation

The Board to note the contents of this report.

