

**Meeting:** Trust Board Meeting in Public

**Date:** 26 November 2025

### Assurance Report

<b>Agenda item</b>	Integrated Performance Report (IPR)
<b>EMC Lead</b>	Ellis Pullinger, Interim Chief Operating Officer
<b>Author</b>	Wendy Joyce, Director of Performance & Planning
<b>Appendices</b>	IPR October 2025
<b>Onward governance</b>	Quality & Clinical Governance Committee (quality metrics) Strategic People Committee (people metrics) Finance & Business Performance Committee

#### Report overview

The Integrated Performance and Quality Report provides a monthly update on Trust performance based on the latest information available.

Performance Benchmarking for South-East Region is included on page 9 and 10 of the attached document.

#### Level of assurance

<input type="checkbox"/> <b>Substantial assurance</b> High level of confidence in delivery of objectives	<input checked="" type="checkbox"/> <b>Acceptable assurance</b> General confidence in delivery of objectives	<input type="checkbox"/> <b>Partial assurance</b> Some confidence in delivery of objectives	<input type="checkbox"/> <b>No assurance</b> No confidence in delivery of objectives
---	---	--	---

#### Previously considered

**Executive Management Committee – 18 November**  
EMC acknowledged areas requiring improvement (UEC and theatre utilisation) and agreed on relevant actions.

**Finance & Business Performance Committee – 25 November**  
A verbal update of discussion will be provided to the Board.

#### Decision

The Board is requested to take assurance from the report, as above.

#### Relevant strategic priority

Outstanding Care  Healthy Communities  Great Place to Work  Net Zero

#### Relevant breakthrough objective – 2025/26

<input type="checkbox"/> Reduction in emergency admissions <input type="checkbox"/> Reduction in elective waiting times	<input type="checkbox"/> Supporting people to live healthier lives	<input type="checkbox"/> Zero tolerance to bullying	<input type="checkbox"/> Governance / Statutory Requirement
--	--	---	---

#### Implications / Impact

##### Quality

Considered in detail by the Quality & Clinical Governance Committee

<b>People</b> (BHT colleagues)	Considered in detail by the Strategic People Committee
<b>Risk: link to Board Assurance Framework (BAF) and local or Corporate Risk Register</b>	Principal Risk 1: Failure to provide care that consistently meets or exceeds performance and quality standards
<b>Financial</b>	The productivity metrics within the IPR are key to the financial sustainability of the Trust and these are considered in detail by the Finance & Business Performance Committee
<b>Compliance</b>	Public and Board accountability
<b>Partnership: consultation / communication</b>	Reflects programmes run in partnership with ICB and Place partners
<b>Equality</b>	Contains a focus through the Healthy Communities metrics on reducing health inequalities