

Meeting: Trust Board Meeting in Public

Date: 26 November 2025

Assurance Report

Agenda item	Integrated Performance Report (IPR)
EMC Lead	Ellis Pullinger, Interim Chief Operating Officer
Author	Wendy Joyce, Director of Performance & Planning
Appendices	IPR October 2025
Onward governance	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"/> Substantial assurance High level of confidence in delivery of objectives	<input checked="" type="checkbox"/> Acceptable assurance General confidence in delivery of objectives	<input type="checkbox"/> Partial assurance Some confidence in delivery of objectives	<input type="checkbox"/> No assurance No confidence in delivery of objectives
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Previously considered	<p>Executive Management Committee – 18 November EMC acknowledged areas requiring improvement (UEC and theatre utilisation) and agreed on relevant actions.</p> <p>Finance & Business Performance Committee – 25 November A verbal update of discussion will be provided to the Board.</p>
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Decision	The Board is requested to take assurance from the report, as above.
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Relevant strategic priority

Outstanding Care <input type="checkbox"/>	Healthy Communities <input type="checkbox"/>	Great Place to Work <input type="checkbox"/>	Net Zero <input type="checkbox"/>
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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
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Implications / Impact

Quality	Considered in detail by the Quality & Clinical Governance Committee
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People (BHT colleagues)	Considered in detail by the Strategic People Committee
Risk: link to Board Assurance Framework (BAF) and local or Corporate Risk Register	Principal Risk 1: Failure to provide care that consistently meets or exceeds performance and quality standards
Financial	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
Compliance	Public and Board accountability
Partnership: consultation / communication	Reflects programmes run in partnership with ICB and Place partners
Equality	Contains a focus through the Healthy Communities metrics on reducing health inequalities