

Trust Board Paper F2

Meeting title:	Public Trust Board					
Date of the meeting:	9 October 2025					
Title:	Escalation Report: Operations and Performance Committee 25 September 2025					
Report presented by:	Scott Adams, Non-Executive Director (Chair)					
Report written by:	Hina Majeed, Corporate and Committee Services Officer					
	Decision/Approval		Assurance	x	Update	
Where this report has been discussed previously	Not applicable					

To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which

Yes, The BAF Activity Risks 2.

Impact assessment

- N/A

Acronyms used:
BAF – Board Assurance Framework
FDS - Faster Diagnosis Standard

PAS – Patient Administration System
OPC – Operations and Performance Committee
UEC – Urgent and Emergency Care

1. Purpose of the Report

To provide assurance to the Trust Board on the work of the Operations and Performance Committee (OPC) and escalate any issues as required.

2. Recommendation

That the report be noted

3. Summary

OPC met on 25 September 2025. The meeting was quorate and considered the reports below.

4. Discussion Items
4.1 BAF

The Committee received the BAF, noting the risks within its remit. The risks had been reviewed and updated, there were no significant changes to report for this period. The importance of aligning Committee discussions with BAF actions was emphasised.

4.2 MRI/CT – Demand and Capacity Plan

The Committee was updated on progress against the third iteration of the MRI & CT capacity plan, now expanded to include CT alongside MRI. MRI demand had surged over five years, with only a 21% increase in machine capacity, noting that productivity gains, especially from AI and protocol rationalisation could significantly reduce future equipment needs. AI-enabled MRI scanners were being trialled. While CT demand had grown by 36% since 2019/20, staffing challenges had hindered utilisation. CT productivity was based on extending operating hours through additional staffing. Discussions highlighted AI's stronger role in MRI and the importance

of adapting projections to evolving clinical practices. The Committee supported the development of a costed MRI & CT capacity plan to support MES renewal and outlined the need for including benchmarking protocols, reviewing AI scanner performance, clarifying emergency vs. elective demand and integrating ERF-funded machines into baseline capacity planning. *The predicted growth in scanning demand be highlighted to the Trust Board, for information.*

4.3 Cancer Operational Performance Report *(in mitigation of BAF Risk 2 (3))*

The Committee was briefed on cancer operational performance highlighting a significant deterioration in cancer standards, with July and August seeing the Trust not achieve the Faster Diagnostic Standard (FDS) for the first time since September 2023 due to unexpected capacity losses in Breast, Skin, and Head & Neck services. The 62-day and 31-day standards also deteriorated from previous months, with Skin being the largest contributor to the deterioration. The Committee discussed the impact of workforce shortages, the implementation of a new PAS system, and the need for robust escalation and early intervention processes. Recovery actions include insourcing, business cases for sustainability, increased clinic capacity, and targeted use of cancer recovery funds. Radiotherapy performance was noted as improving, with backlogs reducing. The Committee supported the ongoing recovery plans, emphasised the need for clear Executive support, and agreed to maintain close oversight of both underperforming and stable tumour sites to ensure sustained improvement. *The Committee Chair to highlight the risks and requirements to the Trust Board to ensure prioritisation and timely action.*

5. Information items

- Integrated Performance Report M5 2025/26