

Trust Board paper F4

Meeting title:	Trust Board
Date of the meeting:	8 October 2026
Title:	Escalation Report from the Our Future Hospitals and Transformation Committee (OFHTC): 23 September 2026
Report presented by:	David Moon, Non-Executive Director OFHTC Chair
Report written by:	David Moon, Non-Executive Director OFHTC Chair

Action – this paper is for:	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						
BAF Risk 6(1) – Digital Capability & Transformation BAF Risk 6(2) – Cyber Security & Digital Resilience BAF Risk 8(1) – Estate Safety, Compliance & Service Capacity						
Impact assessment						
N/A						

Purpose of the Report

To provide assurance to the Trust Board on the work of the Trust's Our Future Hospitals and Transformation Committee (OFHTC).

Summary

OFHTC met on 23 September 2026 and was inquorate. The attached escalation report identifies any issues which the Committee either needs to recommend, or wishes to highlight, to the Trust Board, and sets out the OFHTC's level of assurance.

There are no items requiring formal recommendation to the Trust Board for approval from the September 2026 OFHTC meeting, although in the minutes all items will be marked as 'recommended' due to the inquorate nature of the meeting.

This escalation report follows a quadrant template, focusing on assurance levels and aiming to provide an 'at a glance' report from the Board Committees. The template covers: **key escalations; actions to take outside the Committee; positive assurances**, and **decisions taken**.

The escalation report also sets out any items recommended for Trust Board approval, and any items referred to other Committees.

The report is not intended to be a narrative account of all issues discussed at the meeting.

Key escalations to notify to the Board	Actions to take outside of the committee
None	
Positive Assurance taken	Decisions taken
BAF Risk 05-OFH-03 The Committee received the Urgent Treatment Centre (UTC) Target Operating Model which was a comprehensive view of how UTC will integrate with ED. Moderate Assurance BAF Risk 06-OFH The Committee received an update on Data Quality highlighting the progress to date (six Groups improving with two slightly deteriorating). We are still on a journey which will take between one to two years to hopefully get down to delays of no more on e.g., outcoming patients. Moderate Assurance	
Items recommended for Board approval:	
None which required formal Trust Board approval due to the nature of the item. All items will be marked as ‘recommended’ in the formal minutes as the meeting was inquorate.	
Items referred to other committees:	
None.	

SIGNIFICANT ASSURANCE	Clear understanding of the issues with a robust, deliverable plan which will achieve the required outcomes. Only insignificant residual risk. There may be external evidence to corroborate this view
MODERATE ASSURANCE	Good understanding of the issues, a clear plan with timescales that are credible and deliverable but some action still required. The residual risk is more than insignificant
LIMITED ASSURANCE	Recognised material weaknesses which may be incomplete understanding of the issues or an action plan which is not comprehensive, credible or deliverable. A significant amount of residual risk remains
NO ASSURANCE	A fundamental failure to understand the issues. An action plan is inadequate with fundamental gaps, weaknesses or breakdown in compliance. A significant of residual risk remains and immediate action is required