University Hospitals of Leicester NHS
NHS Trust

Trust Board paper H4

Meeting title:	Trust Board
Date of the meeting:	12 November 2026
Title:	**Escalation Report from the Our Future Hospitals and Transformation Committee (OFHTC): 28 October 2026**
Report presented by:	David Moon, Non-Executive Director OFHTC Interim Chair
Report written by:	David Moon, Non-Executive Director OFHTC Interim 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 28 October 2026 and was quorate. 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 October 2026 OFHTC 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	None
Positive Assurance taken	**Decisions taken**
BAF Risk (ref) The Committee received the Continuous Improvement development updates and were pleased to note the CIP delivery across a number of Projects. Moving forward QI work would form part of the planning process and more clearly defined in CMG plans via the Director of Improvement ensuring that there is one improvement plan and that they follow the 5-step process. Moderate Assurance	
Items recommended for Board approval:	
None	
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