



Cover Sheet

Trust Board Meeting in Public: Wednesday 21 January 2026

TB2026.14

Title: **Trust Management Executive Report**

Status: **For Decision**

History: **Regular Reporting**

Board Lead: **Interim Chief Executive Officer**

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Confidential: **No**

Key Purpose: **Assurance**

Trust Management Executive Report

1. Purpose

- 1.1. The Trust Management Executive (TME) has been constituted by the Trust Board and is the executive decision-making committee of the Trust. As such, it provides a regular report to the Board on some of the main issues raised and discussed at its meetings.
- 1.2. Under its terms of reference, TME is responsible for providing the Board with assurance concerning all aspects of setting and delivering the strategic direction for the Trust, including associated clinical strategies; and to assure the Board that, where there are risks and issues that may jeopardise the Trust's ability to deliver its objectives, these are being managed in a controlled way through the Trust Management Executive Committee. This regular report aims to contribute to this purpose.

2. Background

- 2.1. Since the preparation of its last report to the Trust Board, the Trust Management Executive has met on the following dates:
 - 13 November 2025
 - 27 November 2025
 - 11 December 2025

3. Key Decisions

Financial Controls

- 3.1. TME reviewed the Trust's financial position at Month 7 and the risk to the delivery of the 2025/26 financial plan.
- 3.2. TME approved a range of actions, including a vacancy pause with criteria for exemptions and comprehensive review of business cases. These would be effective from 1 December 2025 to support delivery of the 2025/26 plan position.
- 3.3. TME affirmed the principle that financial discipline must not compromise patient safety or operational requirements.

Endoscopy

- 3.4. TME approved a business case to ensure that the Trust's Endoscopy service would achieve re-accreditation from the Royal College of Physicians Joint Advisory Group on GI Endoscopy and achieve a run-rate saving.

Patient Experience and Engagement Committee

- 3.5. TME approved Terms of Reference for this new committee, which would provide strategic oversight of patient experience.

4. Other Activity Undertaken by TME

Annual Plan 2026/27

- 4.1. Members were briefed on the new NHS multi-year planning framework, required efficiency savings, and changes to capital funding.

Improving Working Lives of Resident Doctors

- 4.2. TME reviewed the Trust's site-by-site action plan to address NHS England requirements.
- 4.3. Members were updated on the activities of the Improving Working Lives of Resident Doctors working group. It was acknowledged that Resident Doctors faced a range of challenges; in recognition of this, the group's remit went beyond the issues outlined in the NHS England 10-point plan.
- 4.4. TME offered its support to the ongoing work of the Improving Working Lives of Resident Doctors working group.

Recruitment Trends for Consultant Positions

- 4.5. A review of gender and ethnicity in recent consultant appointments was presented to TME. The Trust continues to strive for greater representation and equality within its recruitment processes, including importantly the interview panels which make final appointments.
- 4.6. Divisional Directors led a broad discussion about the report during the TME meeting and they will be using the data included in the report to inform what they are doing in their clinical divisions in relation to this issue.

Integrated Quality Improvement Plan

- 4.7. TME was updated on the work of the Integrated Quality Improvement (IQI) Programme which continued to deliver strategic and operational improvements across OUH, aligned to Trust priorities and national standards.
- 4.8. The update outlined progress across the IQI Programme's five core workstreams – QI Capability & Community Building; Urgent & Emergency Care; Cancer Improvement; Standard Work; Wider Short-Term Improvement Support.
- 4.9. Two areas were highlighted:

- Cancer Improvement workstream, including breast screening, seeing an increased uptake of 7% thanks to using text message reminders to reduce the number of people not keeping their appointment;
- Upper GI support of the Oxford Pancreatic Rapid Access Clinic (OPRA) has seen impactful initial improvement from the new OPRA clinic through mapping pre-clinic and post-clinic pathway timings for 10 patients.

4.10. The generous support of Oxford Hospitals Charity for the new OUH Quality Improvement Fund was gratefully acknowledged.

Block 6 Immediate Fire Response Programme Board

4.11. TME was updated on work to address the required actions following the fire in the Women's Centre.

4.12. A programme board was proposed to oversee the work; TME members recommended that the reporting and governance structure be strengthened and agreed to receive updated Terms of Reference in due course.

Annual Reporting

4.13. TME reviewed the Premises Assurance Model Report 2025 and Emergency Preparedness Resilience and Response Annual Assurance Audit 2025.

5. Regular Reporting

5.1. In addition, TME reviewed the following regular reports:

- Integrated Performance Report (this is now received by TME prior to presentation to the Trust Board and Integrated Assurance Committee);
- Capital Schemes: TME continues to receive updates on a range of capital schemes across the Trust and provided feedback to improve the clarity of reporting;
- Finance Report: TME continues to receive financial performance updates;
- People Performance Report: TME receives and discusses monthly updates of the key KPIs regarding HR metrics;
- Health and Safety Report;
- Clinical Governance Committee Report;
- People and Communications Committee Report;
- Research and Development Briefing;
- Divisional Performance Reviews;
- Business Planning Pipeline Report;

- Procurement Pipeline Report; and
- Summary Impact of TME Business (which allows TME members to more easily track the combined financial impact of decisions taken.)

6. Key Risks

- 6.1. **Risks associated with the financial performance:** TME recognised the risks in relation to the delivery of the financial plan for 2025/26 and has acted to mitigate. **(BAF Strategic Risk 3.1 & 3.2)**
- 6.2. **Risks associated with workforce:** TME maintained continued oversight on ensuring the provision of staff to ensure that services were provided safely and efficiently across the Trust and to maintain staff wellbeing in the light of operational pressures. **(BAF Strategic Risk 1)**
- 6.3. **Risks to operational performance:** TME noted the risks to operational performance and the delivery of key performance indicators that were included in its plan for 2025/26. **(BAF Strategic Risk 2)**

7. Recommendations

- 7.1. The Trust Board is asked to
 - **note** the regular report to the Board from TME's meetings held on 13 November 2025, 27 November 2025 and 11 December 2025.