

Cover Sheet

Trust Board Meeting in Public: Wednesday 27 May 2026

TB2026.50

Title: Trust Management Executive Report

Status: For Information

History: Regular Reporting

Board Lead: Interim Chief Executive Officer

Presenter: Interim Chief Executive Officer

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Confidential: No

Strategic Pillar: Patients, People, Performance

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:
 - 12 March 2026
 - 26 March 2026
 - 16 April 2026
 - 30 April 2026
 - 14 May 2026

3. Key Decisions

Stock Change Management Programme

- 3.1. TME reviewed this business case which had been developed in response to the findings of a September 2025 Internal Audit report.
- 3.2. A Trustwide, Supply Chain-led inventory model was proposed, supported by accelerated rollout of Ingenica (Atticus) and a reconfiguration of responsibilities between clinical areas and the Supply Chain team.
- 3.3. TME supported the proposal, recognising its safety, performance, and cost-efficiency benefits.

Health and Safety Strategy

- 3.4. TME reviewed the updated Health & Safety Strategy for 2026–31, confirming it sets overall intent, with a detailed delivery plan and annual work

programme to follow. Discussion focused on prioritising high-risk areas, aligning resources, and ensuring a coherent safety narrative.

- 3.5. Key points included establishing a clear musculoskeletal sickness baseline, prioritising reduction of violence and aggression, assessing estate-wide planning requirements, and ensuring adequate support service capacity.
- 3.6. A draft delivery plan will go to the April Health & Safety Committee before returning to TME. The strategy was approved, with a request to refine priorities, resources, and reporting informed by Chief Officer input.

Artificial Intelligence Policy Update

- 3.7. TME received an update on the revised Trust Policy for the Use and Approval of Artificial Intelligence (AI) Technologies. The update outlined the extensive engagement undertaken with staff and patients, including surveys, listening events, patient-group consultation, and the creation of an Experts by Experience group to shape the policy.
- 3.8. TME reviewed the revised policy and recommended that the Trust Board approve the policy. The Policy has been placed in the Reading Room for reference.

Modern Slavery Statement

- 3.9. TME reviewed the updated 2025/26 Modern Slavery Statement, which sets out the Trust's statutory responsibilities and public commitment to ethical labour practices across its workforce and supply chain.
- 3.10. The Statement has been strengthened to clarify expectations of suppliers and reinforce the Trust's own obligations. Members requested factual checks and emphasised the importance of assuring compliance among major strategic partners. It was confirmed that the Statement meets the required legal minimum and should not extend beyond it.
- 3.11. TME approved the Statement in principle, subject to minor amendments. These amendments would be approved off by the TME Chair and the final version of the Statement placed in the Reading Room. TME recommended the Statement to the Trust Board for approval.

Radiation Protection Policy and Radon Management Procedure

- 3.12. TME reviewed and approved the updated Radiation Protection Policy and Radon Management Procedure, both required to maintain statutory compliance and reflecting strengthened governance.
- 3.13. The Radiation Protection Policy has been updated to align with the Trust's committee structure, clarify escalation routes, and address gaps in business-case and procurement processes by setting clear expectations for radiation-safety oversight when introducing new equipment.

- 3.14. Revisions to the Radon Management Procedure incorporate new HSE requirements for training staff working remotely and reinforce planned preventative maintenance, drawing on learning from previous lapses at the Horton.
- 3.15. TME supported a consistent approach to embedding radiation safety within capital and business-case processes, including the introduction of standardised questions within template documentation.

Enforcement Notices Standard Operating Procedure (SOP)

- 3.16. TME reviewed the proposed Enforcement Notices SOP, which introduces a Trust-wide process for receiving, escalating, and managing regulatory enforcement notices. The SOP addresses a previously identified governance gap by clarifying responsibilities and supporting timely, coordinated responses.
- 3.17. TME confirmed that the SOP had undergone appropriate review and provides a clear, proportionate framework for consistent handling of enforcement activity.
- 3.18. TME approved the SOP. The document has been placed in the Reading Room for information.

4. Other Activity Undertaken by TME

Updated Review of Recruitment Trends for Consultant Positions

- 4.1. TME was presented with an updated review of recruitment trends for consultant roles showing a narrowing gender gap, with more female appointments despite predominantly male applicants; however, low disclosure rates of diversity data were identified as an area for future focus.

Learning from Winter Event

- 4.2. TME received an update on the lessons-learned event held at the NOC on 27 February, which brought together a wide range of services and reinforced that Urgent and Emergency Care is a shared Trust responsibility. Colleagues reviewed winter performance, identifying what worked well, what did not, and a set of 'even better if' actions to inform planning for future seasonal pressures.
- 4.3. Appreciation was noted for all staff who contributed.

Impact of Immigration Rule Changes

- 4.4. TME received an update on the impact of recent UK immigration rule changes, which present significant challenges for some Trust staff.

- 4.5. TME emphasised compassionate support for affected colleagues, with guidance available through HR and the new Wellbeing & Occupational Health Programme, offering a single access point for wellbeing support.

Patient-Led Assessments of the Care Environment (PLACE) results 2025

- 4.6. TME received the 2025 PLACE assessment update, completed in October with 27 lay assessors reviewing non-clinical aspects of care. The Trust's overall scores improved on 2024.
- 4.7. The PLACE Delivery Group will lead Trustwide improvements in areas falling below national benchmarks.

Quality Account Update

- 4.8. TME reviewed the draft Quality Account, presented as part of the statutory governance process. The document sets out the Trust's priorities for improving patient care and reports on performance across patient safety, clinical effectiveness, and patient experience.
- 4.9. Thanks were noted to all colleagues contributing to the Quality Priorities and development of the report.

Integrated Quality Improvement Programme November 2025 to April 2026

- 4.10. TME received an update on the Integrated Quality Improvement (IQI) Programme, which continues to drive Trustwide improvement across UEC, Cancer, Standard Work, the QI Learning Hub, and Improvement Sprints.
- 4.11. Over the past six months, paediatric UEC performance has strengthened, including a 50% reduction in same-day cancelled discharges, and OUH ranked among the Top 10 most improved trusts nationally, rising from 72% to 78%. Cancer pathways have developed 100-day improvement plans, with early gains emerging, though 31- and 62-day standards remain below target.
- 4.12. Full implementation of Standard Work, including Board Rounds across adult wards and hospice sites, has contributed to reduced length of stay, with paediatric rollout due to complete by September.
- 4.13. These improvements demonstrate the continued positive impact of a QI-led approach to patient care.

Capital Projects Update

- 4.14. TME received an update on the capital programme. Work is underway with external partners to strengthen project oversight, and a new Project Management Office is being established to improve planning and control.
- 4.15. A range of environmental and maintenance schemes is progressing, including JR window replacement; safety and maintenance works in the Women's Centre at the JR and Horton; new Biplane imaging equipment and

West Wing refurbishment; a new X-ray room and refurbishment at the Horton; and refurbishment of the Level 6 Stoma Clinic at the JR, alongside other ongoing improvements.

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);
- 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;
- People and Communications Committee Report;
- Health and Safety Report;
- Get it Right the First Time (GIRFT Annual Update)
- Clinical Governance Committee Report;
- 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 continued to recognise the risks and opportunities to deliver at pace the changes required to recover the financial position.
- 6.2. Risks associated with workforce: TME maintained continued oversight on ensuring provision of staff to ensure that services were provided safely and efficiently across the Trust and to maintain staff wellbeing in the light of substantial operational pressures.
- 6.3. Risks to operational performance: TME continued to monitor the risks to operational performance and the delivery of key performance indicators and the mitigations that were being put in place.

7. Recommendations

- 7.1. The Trust Board is asked to **note** the regular report to the Board from TME's meetings held on 12 March, 26 March, 16 April, 30 April and 14 May 2026
- 7.2. The Trust Board is asked to **note** the Enforcement Notices Standard Operating Procedure (Reading Room).
- 7.3. The Trust Board is asked to **approve**:
 - Artificial Intelligence Policy (Reading Room); and
 - Modern Slavery Statement (Reading Room).