



**Chair’s Report
Public Board
Thursday 26 May 2022**

Presented for:	Discussion and information
Presented by:	Linda Pollard – Trust Chair
Author	Linda Pollard, Chair
Previous Committees	None

Trust Goals	
The best for patient safety, quality and experience	✓
The best place to work	✓
A centre for excellence for research, education and innovation	✓
Seamless integrated care across organisational boundaries	✓
Financial sustainability	✓

Trust Risks (Type & Category)			
Level 1 Risk	Level 2 Risks	(Risk Appetite Scale)	Risk
External Risk	- Legal & Governance Risk We will operate the Trust in a compliance with the Law and UK Corporate Governance Code, where applicable	Averse	↔ (same)
External Risk	- Partnership Working Risk We will maintain well-established stakeholder partnerships which will mitigate the threats to the achievement of the organisation’s strategic goals.	Open	↔ (same)
External Risk	- Regulatory Risk We will comply with or exceed all regulations, retain its CQC registration and always operate within the law	Averse	↔ (same)
External Risk	- Strategic Planning Risk We will deliver Our Vision ‘to be the best for specialist and integrated care’ through the delivery of a set of Strategic Goals and operating in line with Our Values	Cautious	↔ (same)

Key points	
1. To provide an update on the actions and activity of the Chair since the last Board meeting	Discussion and information

1. Government Review of Leadership in Health and Social Care

In addition to my role as Chair of Leeds Teaching Hospitals NHS Trust and following the announcement from the Government on the 2nd October regarding the Review of Leadership in Health and Social Care, I have continued to work closely with General Sir Gordon Messenger. We have undertaken many meetings with key individuals over the past few weeks to help us understand what is required to ensure that our report reflects the needs and requirements for Leadership Management in the NHS/Social Care and Primary Care for the future. We have continued to have meetings with NHS England. I and the Secretary of State for Health and Social Care and have now finalised the report and have presented this to the Secretary of State and are awaiting the launch date which will be announced by him very shortly.

2. Visits in the Trust

In light of the Infection Prevention & Control (IPC) measures within our hospitals as we seek to keep our patients and staff safe, we are restricting groups of people meeting and the Government's announcement to work from home where possible. Therefore, my reference to meetings within my report most have taken place virtually or outside in accordance with ICP Guidelines.

On the 26th April along with Julian Hartley, CEO and Simon Worthington, Director of Finance we visited the new Pathology Lab based at St James's Hospital where we met with Paul Cleminson from BAM Construction and Emma Payne Senior Biomedical Scientist to see the work which has now begun on this site. This new laboratory is expected to be completed in the summer of 2023 and will support hospitals across the region with the growing demand for specialist treatment and care. It will also allow the Trust to incorporate most of our pathology services under one roof.

We are looking forward welcoming The Right Honourable Tracy Brabin MP Mayor of West Yorkshire, to the Trust on the 25th May, she will have a chance to look at the demolition site at the LGI and see our plans for the New Hospital Build. This is a great opportunity for us to showcase our plans and how these will benefit Leeds as a whole.

3. Non-Executive Directors

On the 24th March I Chaired the interview panel for two new Associate Non-Executive Director Roles within the Trust and can confirm that we have made appointments to both of the roles which were advertised.

Post 1: We were seeking a senior leader from the public sector senior leader, ideally with experience of large complex organisations gained in a government department / civil service, with an understanding of the complexities to transformation, productivity, stakeholder engagement, governance and funding streams, and broker engagement between public, private and charity sectors. This Role was offered and accepted by Mike Baker

Post 2: We were seeking a senior leader with recent, relevant finance experience within a large and complex and regulated organisation, ideally with a financial qualification. And as part of our succession plan would have the capacity to Chair the Audit Committee. This role was offered and accepted by Mark Burton

Please see links to our press release confirming these roles and giving the background on the two successful candidates;

This is the news item on our Website <https://www.leedsth.nhs.uk/about-us/news-and-media/2022/04/21/new-associate-non-executive-directors-join-leeds-teaching-hospitals>

This is our updated Trust Board webpage <https://www.leedsth.nhs.uk/about-us/trust-board/>

Appraisals

As we continue with our Annual Appraisals, I have met with over half of our NEDs to carry out their Appraisals and will continue with these meetings through to early June.

4. Local and Regional Network Meetings

As part of my role of the Chair of Leeds Teaching Hospitals NHS Trust (LTHT), it is important to remain connected to the local and national agenda and by meeting key individuals for mutual benefit. I therefore report on the following meetings which do not include my normal meetings with the Executive and Senior Managers, Committee meetings or site visits, held since the last Board meeting.

Yorkshire & the Humber Chairs Meeting

On 5th April I chaired the Yorkshire & the Humber Regional Chairs Meeting. We hold this meeting quarterly and it is a chance for all the Trust Chairs in the Region to come together and discuss the topics of relevance and to collectively received updates from both Regional and National speakers. At this meeting we were joined by Richard Meddings the new Chair of NHSE/I, who gave us his insight to his new role and his ideas going forward. Sir Andrew Morris, Chair NHSI and Deputy Chair of NHSE gave an update on the changes at NHSE/I and put some context around these. Dominic Dodd the Chair of UCL Health Alliance, Chair Royal National Orthopaedic Hospital NHS Trust and Senior Advisor NHSE joined us to share the development of the new NHSEI Operating Model. Richard Baker, Regional Director NHSE/I gave a Y&H Regional update and Dr Layla McCay, Policy Director, NHS Confederation joined to give an update on the National Challenges we are all facing.

Leeds Hospitals Charity

On the 12th May along with Julian Hartley I am attended the Hospital Charity Capital Appeal Board, this meeting was Chaired by Michael Beverley and discussed our ongoing plans for the Capital Appeal. Alongside other Charity Trustees and to Non Execs's from the LTHT Board we attended a charity fund raising day on the 9th May in North Yorkshire, which was beneficial to meet with some of the future investors of our new hospital.

I have held my regular 1-1 meeting with Esther Wakeman, CEO of the Hospital Charity and Edward Ziff, Chair of the Trustees, to ensure that the Charity and Trust are aligned with ongoing work and future strategic developments.

Leeds Innovation Partnership Meeting

I Chaired the above meeting along with Julian Hartley, CEO. These meetings are held with senior leaders in Leeds, Eve Roodhouse, Chief Officer, Culture and Economy Leeds City Council, Tom Riordan, CEO Leeds City Council and are to update key members of the current issues affecting us all. LTHT gave an update on the new hospitals programme and key visits which were taking place in the near future at the Trust. We had updates from the University of Leeds and Leeds City Council.

WYATT Committee in Common Meeting

I Chaired the above meeting on the 26th April. At this meeting we discussed the issues which are of importance to the West Yorkshire Association of Acute Trusts which included the WYAAT Role in the West Yorkshire Integrated Care System with representation within the Integrated Care Board, review of service provision for Non-Surgical Oncology with recommendations underpinned by a Clinical Strategy to strengthen fragile services along with a range of other key issues.

Finance and Performance Committee

On the 27th April and 25th May I attended our Monthly Finance and Performance Committee meetings.

Building and Development Committee

On the 12th May I attended the above meeting as part of my Chair role to observe the meeting.

Innovation District Committee Meeting

I Chaired our regular Innovation District Committee meeting on the 10th May at this meeting we had an update on Programme Assurance and discussed the effect of the delay to HofF on our commercial approach to the disposal OMS. We received an update on the Innovation Pop up which described the increase in membership and informed the Committee that the healthtech gateway, in partnership with Israel, has been launched which will promote collaborations in healthcare innovation between the north of England and Israel. The Committee also received a summary of the events to take place at the UKREiiF conference where I and colleagues will be presenting/ hosting a session titled “Creating a Science and HealthTech powerhouse in Leeds” and participating in a number of other sessions as well as hosting a display stand.

Virtual Leadership Visit

Along with our Director of Human Resources and Organisational Learning and two of our NED’s we meet with the Team on the Children’s Ward at the LGI for one of our fortnightly virtual Leadership Walkrounds. These are always very informative and welcome meetings.

Excellence in Practice Awards

The above awards took place on the 28th April which were in recognition of the hard work by our newest Cohort of Graduates and was attended virtually by the Team along with guest speaker Professor Mark Radford CBE and Professor Jackie Dunkley Bent OBE. I was delighted to be able to attend and pass on my congratulations to the Graduates and closed the day’s events.

Growing Well LTHT

As part of a nine-week programme looking at the gardening around LTHT I undertook a walk round with Ben Williams, Head Gardner LTHT of the grounds in SJUH and we discussed the upcoming events which are taking place throughout May and June which are scheduled and are

part of the programme showing how gardening and the activities involved with it can help with our Wellbeing. I also did an Estates Tours to St James to ascertain remedial work needed to re establish parts of the estate post Covid.

Female Leaders Network

On the 27th April I joined the Leeds Female Leaders Conference where we held some interactive sessions, discussed the Women in Leadership Roles and supporting tools for Women in Leadership. I presented my thoughts and reflections around the content of the event and on the Network Group going forward.

Other NHS Trusts and Organisations

I have held meetings with:

- Brodie Clark – Chair, Leeds Community Healthcare NHST
- Keith Ramsey – Chair, Mid Yorkshire Hospital NHS Trust
- Lord Patrick Carter of Coles
- Lord Prior – Former Chair of NHSE
- Chris Hopson – CEO NHS Providers
- Professor Geoff Hall –Professor of Digital Health and Cancer Medicine
- Eve Roodhouse – Leeds City Council
- Chris Blundell - Member of Capital Appeal Board
- Several meetings in relationship to the National Leadership Review
- Robert McGough, Partner, Hill Dickinson
- Daniel Acheampong - DHSC

5. National Network Meetings

NHS Providers

The Board meeting of NHS Providers took place on the 4th May, unfortunately I had to give my apologies to this meeting but in my role as a Trustee, however I attended the Board Check in meeting on the 6th April which enabled me to feed into the meeting and approve the items for discussion. The meeting looked at current issues affecting the NHS, we received updates from Chris Hopson, CEO, Jo Whyte, Director of Corporate Services, NHS Providers gave a Finance update and Miriam Deakin, Executive Director of Policy and Strategy provided an update on the Stakeholder survey results.

6. UKREiiF Annual Conference

This event is being held in Leeds over three days (17 – 19) and I along with Julian Hartley, CEO, a number of colleagues from R&I and BtLW programme will be attending the event. I will be part of the Panel and speaking with Tom Riordan, CEO Leeds City Council regarding the Leeds Innovation Partnership and will also be speaking at the ‘Investor Centre Pavilion’ alongside James Goodyear, Director of Strategy, Professor David Brettle , Chief Scientific Officer and Dr Nisah Sharma, Director of Breast Screening, about our Innovation Village which will create a science and healthtech powerhouse in Leeds. We will also be showcase our new hospitals design, Innovation Village and some of the fantastic innovation we’re developing our of our Innovation Pop Up in the exhibition hall (stand E22) over the three days.

This three-day event is a wonderful opportunity for us to communicate all the work which is going on regarding Innovation and the New Hospital Builds to a wide audience of influential people.

7. Chairs Action (Use of Emergency Powers for urgent Decision)

Standing Orders states;

Emergency Powers and urgent decisions -These powers which the Board has reserved to itself within these Standing Orders (see SO 2.23) may in emergency or for an urgent decision be exercised by the Chief Executive and Chairman after having consulted at least two Non-Executive Directors. The exercise of such powers by the Chief Executive and Chairman shall be reported to the next formal meeting of the Trust Board in public session for formal ratification. Therefore, I seek formal ratification for the following decisions that have been given Chairs action prior to this Board meeting;

In my last report to the Board, approval for Chairs action was provided to support the creation of a new Ophthalmology Department, noting the business case had been reviewed by the Finance & Performance (F&P) Committee meeting on 26 January 2022. The estimated costs for the associated funding required Chairs action in order to maximise capital expenditure in 2021/22 financial year. Since this approval the estimated costs have been further developed in to final costs with an increase of 1.6%, £105k, which was presented to 27 April F&P Committee for assurance, prior to requestion Chairs Action to support this uplift in costs associated with inflation. Chairs action was supported by Linda Pollard, Julian Hartley, Suzanne Clark and Gillian Taylor.

Following a report to the 30 March Finance & Performance (F&P) Committee meeting that provided an update to the development of the Vanguard Theatres and Photo Voltaic installations at Wharfedale Hospital, the Committee were supportive of seeking Chairs Action for a letter of indemnity to be agreed between the Trust's legal team and that of Project Co for the PFI at Wharfedale. The letters of indemnity will allow works to commence ~~imminently~~ more quickly than would be the case with a formal deed of variation. Chairs action was supported by Linda Pollard, Julian Hartley, Gillian Taylor and Tom Kenney (Suzanne Clark was on annual leave).

8. Risk

The information received within my report support the Trust remains within its defined risk appetite.

9. Publication Under Freedom of Information Act

This paper has been made available under the Freedom of Information Act 2000.

10. Recommendation

The Board is asked to receive this paper for information and discussion and ratify Chairs action as set out in the report.

Dame Linda Pollard

Chair

May 2022