



Chair's Report
Public Board

Thursday 27th January 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 the NHS for the future.

General Sir Gordon Messenger and I presented to the Board of NHS England/Improvement in London on 25 November, hence been unable to attend and Chair the LTHT Board meeting, which was Chaired by my deputies.

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 have taken place virtually or outside in accordance with ICP Guidelines.

On the 1st December, along with our Senior Project nurse Dawn Benn, we welcomed Russ Piper, CEO of Sovereign Health Care to the Trust where he presented us with a cheque for £8,000 which will be used for Nursing and Midwifery Education. Last year's donation from Sovereign Health Care was invested in the Florence Nightingale Frontline Leadership Support Sessions for Nurses, Midwives and Allied Health Professionals.

On the 8th December I attended the Imperial College Healthcare Trust Board Timeout Meeting along with our CEO Julian Hartley, we were invited to attend this meeting by the Acting Chair of the Trust, Bob Alexander and were asked to share our experiences working within the West Yorkshire Association of Acute Trusts.

3. Non-Executive Directors

Committee Chairs Meeting

To ensure that our Committee Chairs remain connected and are sighted on common issues, prevent duplication and we are assured of our governance structures, during the year we hold a Committee Chairs meeting which took place on 13th January.

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.

Health and Wellbeing Board to Board Meeting

This meeting is Co-Chaired by Cllr Fiona Venner, myself and Dr Jason Broch and is to discuss with attendees across the health and care system the current issues we are collectively facing. At the meeting on the 30th November we were joined by Tom Riordan, CEO Leeds City Council who assisted with facilitation the group discussions, Tim Ryley, CEO Leeds CCG and Rob Webster, CEO West Yorkshire ICS. The meeting updated on Leeds and West Yorkshire Health and Care Partnerships, winter planning and system pressures and also the Leeds city ambition to 2030.

Leeds Hospitals Charity Board

I met with Catherine Smith, Head of Governance, Compliance & Risk to discuss the agenda for the upcoming Business Committee Meeting.

I have met with Michael Beverly, Chair of the Capital Appeal Board for our regular monthly update

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

The Board of LTHT and Trustees of Leeds Hospital meet annually to provide an overview and update and ensure that each understand respective priorities for the year ahead. This meeting was due to take place on 13 January however in light of operational pressures this was deferred until 10 March.

Yorkshire and Humber Chairs Meeting

On the 8th December I chaired the Yorkshire and Humber Charis meeting, this meeting is attended by all the Chairs in Y&H and also the local ICS Chairs. We heard from Sir Andrew Morris Interim Chair NHSE/I who updated the group on the NED Lead Roles (cross ref to agenda item 14.2), Peter Ridley, Deputy Chief Finance Officer (Operational Finance) NHSE/I, General Sir Gordon Messenger updated on the Leadership Review and Richard Barker, Regional Director NHSE/I gave a Regional Update followed by Chris Hopson CEO NHSP who give a National Update and opened the floor to questions.

Integrated Care in Leeds and West Yorkshire - Leeds Partnership Development Meeting

I attended the above meeting along with Julian Hartley, CEO. These meetings are held with senior leaders in Leeds, Tim Ryley, CEO Leeds CCG and Dr Jason Broch, Clinical Chair,

Leeds CCG and are working to develop the governance model for Leeds , for the delegated duties for the City on behalf of the West Yorkshire ICS, this meeting took place on the 16th December.

WYATT Committee in Common Meeting

On the 25th January I will be attending the WYATT Committee in Common Meeting, in this meeting we will discuss our WYAAT Collaborative Programme, Sustainability Approach and had an update on Non-Surgical Oncology and Elective Recovery, this will be published on the website on Friday 21st January 2022.

Finance and Performance Committee

On the 15th December and 25th January I attended our Monthly Finance and Performance Committee meetings.

Aqua Well Led Review

On the 2nd December I was asked to take part in the stakeholder discussion regarding the Aqua Well Lead Review

Covid 19 Vaccine Booster Arrangement

On the 16th December the members of the WY&H Partnership Board were invited to attend the above meeting to discuss our approach in West Yorkshire following the announcement by the Prime Minister offering every eligible adult over the age of 18 a buster by the end of December 2021.

Innovation District Committee Meeting

I Chaired our second Innovation District Committee meeting on the 18th January, we were joined by Eve Roodhouse and Angela Barnicle who gave a presentation on the Economic and Spatial Analysis which they have commissioned Leeds City Centre West Spatial Analysis and From Innovation District to Innovation Arc) we were also updated on our Commercial Strategy and Communication and Engagement Plans

Other NHS Trusts and Organisations

I have held meetings with:

- Lord Patrick Carter of Coles
- Lord Prior – Chair NHSE regarding Leeds Innovation District
- Kath Lavery – Chairman Yorkshire Ambulance Service
- Chris Hopson – CEO NHS Providers
- Several meetings in relationship to the National Leadership Review

5. National Network Meetings

NHS Providers

On the 1st December I attended the NHSP Board Check in Meeting, this meeting is a chance for the leaders with in the NHSE/I to discuss current issues which are affecting the NHS. At

this meeting with were give an update on the Winter and Operational Pressures faced along with an update as to how we are rising to this challenge with new ways of working. The Chief Executive also updated members on his meeting with Sir Gordon Messenger and preparing for the Covid 19 Inquiry.

The Board meeting of NHS Providers took place on the 12th January, I attended this meeting virtually and we looked at current issues affecting the NHS, we had feedback on the Member Survey, updates on the Management account and the four year budget headlines along with updates from the Race Equality Advisory Group and the Governor Advisory Committee

Chairs and CEO Network Meeting

The above meeting run by NHS Providers was held on the 2nd December. This meeting is open to all Chairs and CEOs within the NHS and at this meeting we were joined by Amanda Pritchard, CEO of NHSE who gave an update on the national NHS response to the pandemic and elective recovery. Chris Hopson CEO NHSP gave an update on the Strategic Policy covering all the latest key issues and developments across the service

Chairs Advisory Group

On the 14th December I attended the quarterly Chairs Advisory Group which is run by NHSE/I. We were updated on the NHS Operating Model by Dominic Dodd, Chair of the Royal National Orthopaedic Hospital NHS Trust and Ben Jupp, Director of Strategy NHSE/I

Board and Committees

I met with our Committee Chairs to review the letter providing guidance on '*reducing the burden of reporting and realising capacity to manage the Covid-19 pandemic*'. We recognise the significant pressures on our operational and corporate teams however with the support of all, we will continue to hold Board and Committee meetings, and where possible will streamline reporting but seek to maintain our governance structures to underpin assurance to the Board. We noted the reference within the letter to '*no sanctions for technical quorum breaches (eg because of self isolation)*'. Should any of our Committees not maintain quoracy, the Committee minutes of the meeting are routinely received by the Board. Therefore any decisions made by the Committee (if not quorate) will be formally endorsed by the Board. A suitable audit trail will be reflected within the minutes.

Cross ref item 9.1(i) Appendix – Amanda Pritchard Letter (reducing the burden of reporting releasing capacity)

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;

The Cardiac Catheter Lab Managed Equipment Contract business case was approved at Trust Board in November 2019. The case includes £6,808k in capital funding for BE work to the 6no. existing labs, to enable the replacement of the lab equipment under the Philips Managed Equipment Service.

Lab 1 is Phase 2a of the work. The contract sum to Sewell Group (Illingworth & Gregory) for which approval is sought is £934,725.96 net (£1,121,671.15 incl. VAT). In order to enable a start to be made on site on 13th December 2021, with completion by 29th April 2021. Due to the Christmas break, waiting for approval at the next F&P Committee would result in work starting on 4th January and completing by 13th May 2021. These dates remain subject to material lead times in the current market. Hence Chairs action was required outside F&P Committee and was supported by Linda Pollard, Julian Hartley, Suzanne Clark and Gillian Taylor.

Chairs action was requested following the presentation to the December F&P Committee for the capital investment of £3.54m for the replacement and upgrade of two surgical robots and the loan of a third, noting support from NHSE from the Targeted Investment Fund (TIF). This required swift action meet the criteria of this funding, noting 12 week lead time for delivery - hence seeking approval prior to January Board. This was supported by F&P Cttee however needed Board approval due to the financial thresholds. Noting the management of conflict of interests of Committee members by Linda Pollard, Julian Hartley, Gillian Taylor and Tom Keeney. Chairs action was requested and supported by the following members of the Board; Dr Phil Wood in capacity as Deputy CE, with the inability to seek support from Deputy Chairs via Gillian Taylor and Tom Kenney, the next senior NED in capacity as SID was therefore from Chris Schofield, Suzanne Clark as per norm and Bob Simpson as the second supporting NED and has insight as a former member of F&P to the scrutiny place during the meeting.

6. Risk

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

7. Publication Under Freedom of Information Act

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

8. 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

January 2022