

**Chair's Report
Public Board
Thursday 30th January 2025**

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

Our Annual Commitments for 2024/25 are:	
Reduce wait for patients	✓
Reduce Healthcare Acquired Infections by 15%	✓
Reduce our carbon footprint through greener care	✓
Use our existing digital systems to their full potential	✓
Strengthen participation and growth in research and innovation	✓
Deliver the financial plan	✓
Be in the top 25% performing Trusts for staff retention	✓

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. Visits in the Trust

I was delighted to welcome Sovereign Health Care to the Trust on the 5th December, Sovereign Healthcare are ongoing supporters of Leeds Teaching Hospital and we were so grateful to them for once again making a donation of £8,000 which is used to help support our nurses on the Excellence in Practice Programme. We also took the opportunity to visit X37 in Martin Wing where Neil McCallum, CEO of Sovereign Health Care officially opened the newly refurbished day case unit which they had kindly funded. It was a great opportunity to see firsthand the difference that their contributions make to our patients and staff.

On the 7th January along with Prof Phil Wood, CEO, Craige Richardson, Director of Estates and Facilities and Jenny Ehrhardt, Director of Finance, we were delighted to welcome to the Trust leading landscape architects Tom Stuart Smith and Max Harriman who have led many garden projects for the Royal Horticultural Society. They were joined by Chris Blundell and key supporter of several charitable initiative including LTHT to explore further support. We were able to discuss our plans for the new hospital and the masterplan for the public realm.

I was delighted to welcome Katie White, MP for North West Leeds to officially open the Elective Care Hub at Wharfedale Hospital on 10th January. Katie had time to speak to staff members and to see for herself the amazing new facility which provides additional operating theatres and wards for planned surgery. These new facilities will play an important part in the Trust delivering our planned elective surgery for patients. On this visit we were joined by Jonathan Coulter, CEO at Harrogate and District NHSFT who spoke about how our partnership helps them with the extra surgical capacity.

Myself, Phil Wood, CEO and Deputy Chair, Chris Schofield were invited by the new Chair of the Yorkshire Air Ambulance, Mike Harrop to visit their new office facility in Nostell, along with a tour of the facility which provided further understanding of the work carried out across the region, to see and hear how they manage incoming calls, how these are directed amongst the Trauma Hospitals in the region and how the LGI site was a major partner to their work.

Once again, this year I was honoured to be asked to sit on the judging panel for the Yorkshire Business Women of the Year Awards. Every year the people of Yorkshire are asked to nominate women they believe to have excelled within the different awards categories including; Women of Achievement in Business, Education, Sport, Young Achievers, Small Businesses, Equality and Diversity to name but a few. It is a privilege to be able to sit on this panel and to recognise some of the amazing work undertaken by women in our region.

I visited Chapel Allerton Hospital on the 23rd January along with Mike Baker and Mark Burton, NEDs. We met one of our new consultants and the Team who showcased their plans to grow and expand the Chapel Allerton Orthopaedic Centre portfolio and explained to us how they plan to integrate robotic surgery into this unit. We also took the opportunity to see some of the amazing work that our Teams are doing to improve productivity and patient care at the site.

2. Non-Executive Directors

I continue to have regular meetings with my Non-Executive Directors and can confirm that I have completed all the Mid-Year Reviews with each of the NEDs. These reviews gave us the opportunity to reflect on our objectives and make any adjustments in the Team were required. As an outcome Gillian Taylor will cease being a member of the Infrastructure Committee and move to Finance & Performance Committee, and Chris Schofield will cease being a member of Finance & Performance Committee. These changes are set out for Board approval at agenda item 14.1.

I would like to formally recognise and thank Bob Simpson for his seven years of service as a Non-Executive Director, however he will continue to support the Trust as a special advisor within the Infrastructure Committee. I have received the resignation from Chris Schofield who will leave at the end of July and also thank Chris for his just short of his seven years of service too.

At the end of January, we will be working with NHS England for the recruitment of two Non-Executive Directors with the following specification;

Post 1 – Legal expertise ideally gained working in a corporate or commercial environment. Experience of property development and/or planning would be an advantage.

Post 2 – A strong commercial background with leadership and delivery of transformation/ change management to support commercial growth with a sound financial background.

More information can be found at [Non-executive opportunities in the NHS » Public appointments](#)

3. Local and Regional Network Meetings

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

4.1 Innovation Partnership Board

On the 10th December I Chaired the Leeds Innovation Partnership Board Meeting. This meeting is attended by key people from across Leeds. Martin Stow, Vice Chancellor for Business Engagement and Enterprise at the University of Leeds along with Fiona Bolan, Interim Chief Officer, Economy and Skills at Leeds City Council, talked us through the findings from the Innovation Review and discussed the next steps of how to deliver this vision. Ben Still, CEO of the West Yorkshire Combined Authority, delivered a presentation on the Changing Policy Landscape including the Local Growth Plan and the Industrial Strategy development along with an update on the process and timelines on West Yorkshire Investment Zone. Prof Phil Wood, CEO Leeds Teaching Hospital Trust gave an update on the changing national policy in health.

4.2 LTHT Advisory Board

Along with Prof Phil Wood in attendance, I Chaired the first meeting of the LTHT Advisory Board. This meeting was attended by key external individuals with a wide range of extensive knowledge and skills to explore the possibilities for the Trust for the best use of the future development of both the new build and public realm.

4.3 West Yorkshire ICB

We held a meeting on the 22nd January with the West Yorkshire ICB. This meeting was to discuss and plan our Capital Plans going forward due to the review of the national capital programme. I was joined by Prof Phil Wood, CEO, Cathy Elliott, Chair ICB, Rob Webster, CEO, ICB

4.4 WYAAT Committie in Common Meeting

I will attend the quarterly WYAAT Committee meeting on the 28th January where we will look at the WYAAT Service Review, and receive a presentation on the Future Imaging Platforms Outline Business Case for us to support progress to Trust Boards, along with a finance update and a review of place based arrangements. This meeting is attended by Chairs and CEO from the acute trusts that form WYAAT (West Yorkshire Association of Acute Trusts).

5. Leeds Hospitals Charity

I have held my regular meeting with Esther Wakeman CEO of the Leeds Hospitals Charity to ensure that the Charity and Trust are aligned with ongoing work and future strategic developments.

6. Other NHS Trusts and Organisations

I have held meetings with:

- Cathy Elliott, Chair, West Yorkshire ICB
- Sir Julian Hartley, CEO, NHS Providers
- Sir Ron Kerr, Chair, NHS Providers
- Shearer West, Vice Chancellor and President, University of Leeds
- Anthony Kealy, Locality Director West Yorkshire ICB
- Sam Allen, CEO, North East and North Cumbria ICS
- Sue Symington, Chair Humber and North Yorkshire ICB
- Helen Jeremiah, Global Vice President Marketing for Croda
- Ed Whiting, CEO Leeds City Council
- Lord Carter of Coles
- Emma O Kerry, Head of NHS Workforce Planning, DHSC
- Paul Caddick, Chair, Caddick Construction
- Eve Roodhouse, Interim Director of Strategy and Reform, Local Government Association (LGA)
- Robin Snell, Partner, Snell and Partners Architecture
- Clare Morrow, Chair, Bettys & Taylors
- Fiona Bolam, Interim Chief Officer, Economy and Skills Leeds City Council
- Cllr James Lewis, Leeds City Council
- Chris Blundell, Mount St John
- Tom Stuart, Smith, OBE, RHS Landscape Architect
- Max Harriman, Landscape Design, Tom Stuart Smith Design
- Clare Matterson, Director General RHS
- General Sir Gordon Messenger
- Sam Kenny, Policy Lead, Regeneration, Ministry of Housing

7. National Network Meetings

NHS Providers

On 4th December I attended the NHS Providers (NHSP) Board Meeting. In this meeting we received an Executive update from Saffron Cordery, Interim CEO. Caroline Harrison, Director of Corporate Services and Finance gave an update on the Management Accounts for Month 7 and followed this with updates on Governance which included the Risk Register, Charity Commission and Recruitment.

On the 12th December I attended the NHSP Chairs and Chief Executives Network, this event is open for attendance by all Chairs and CEOs across the Region. We started this meeting with our AGM and then followed on with a Strategic Policy Update and Q&A with Saffron Cordery, Interim CEO and Isabel Lawicka, Director of Policy and Strategy. There were discussions on Workforce Inequalities lead Joy Warmington, CEO of the Charity Birmingham Race Action Partnership (BRAP) and Roger Kline, Research Fellow, Middlesex University. This was followed by an interactive discussion with Sam Allen, Chief Executive, North East & North Cumbria ICB, Jan Thomas, CEO Cambridgeshire and Peterborough ICB and Louise Shepherd, Regional Director for the North West and Chair of the National Childrens Transformation Programme, NHSE

On the 8th January I attended the NHSP Board check in meeting where we had an update from Saffron Cordery, Interim CEO on the 10 Year Health Plan and investment in mental health service and media activity coming up in the month. We also looked at Key items for support, membership subscriptions, developing peer support for trust leaders and growing our Board development officer, networks and events. We also discussed the member survey, recruitment and other staffing issues.

The date of our next Board meeting is the 5th February in person in London.

8. NHS England

On the 27th January I will be joining the Operating Model; Regional Workshop which will be held by our Interim Regional Director Robert Cornall. This meeting is to provide more information on the development of the oversight and assessment framework, looking to improve the framework and strategic commissioning framework. We will discuss the feedback we have received on the best approach to implement these frameworks and the broader NHS Operating model and how this will support delivery of a neighbourhood health service and to help understand the key outstanding issues to be resolved by the advisory groups of Chairs and CEOs.

9. 10 Year Health Plan People Workstream

As a member of the national 10 Year Health Plan People Workstream I can report that we are well underway with the project and have already had three extremely productive meetings with the fourth meeting been held here in the Trust on the 16th January. This Workstream is to look at supporting the Government in its goals and to look at the long-term reform which needs to be implemented to achieve a sustainable health care system over the next 10 years.

10. 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 these Standing Orders (see SO 2.23) may be used in emergencies or for an urgent decision be exercised by the Chief Executive and Chair after having consulted at least two Non-Executive Directors. The exercise of such powers by the Chief Executive and Chair 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 Chair's action prior to this Board meeting.

This related to a Business Case relating to Surface Guided Radiotherapy (SGRT) for Bexley Wing. This was reported to June Finance & Performance Committee (F&P) from Capital Planning Group (CPG), who made the approval as set out in the update report to F&P hence this was 'received for information', and wasn't presented for 'approval' to F&P. CPG approval was defined on financial threshold (which was within their delegated authority), and not did not adhere to the requirements defined in Standing Financial Instructions/Scheme of Delegation relating to PFI schemes. This required a Deed of Variation with the PFI Company underpinned by Board approval. Hence the rationale for seeking Chairs Action which was requested and supported on 18 December 2024. The Trust Chair was on annual leave, hence this was approved by Chris Schofield, as Deputy Chair, Prof Phil Wood, Chief Executive, two NEDs, Mark Burton as Chair of F&P and Gillian Taylor as Chair of Audit Cttee.

11. Risk

The information received within this report supports the Trust to remain within its defined risk appetite.

12. Publication Under Freedom of Information Act

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

Dame Linda Pollard

Chair

January 2025