

**Chair's Report
Public Board
Thursday 31st July 2025**

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

| Our Annual Commitments for 2025/26 are: | |
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| Recognise and act upon moments that matter to our patients | ✓ |
| Support our patients to get home a day sooner | ✓ |
| Be in the top 25% for patient experience and efficiency in outpatients | ✓ |
| Support each other to act with kindness and compassion | ✓ |
| Reduce our carbon footprint by creating greener patient pathways | ✓ |
| Support our staff to manage every £ wisely | ✓ |
| Make best use of our estate, equipment and digital assets | ✓ |

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

As this will be my last Chairs Report before leaving Leeds Teaching Hospital Trust. I would like to thank all the colleagues I have worked alongside throughout the Trust, for their messages of goodwill, recognising our achievement in the last 13 years.

I have had several meetings with the new Chair Antony Kildare, and I know Leeds Teaching Hospital Trust will continue to be successful with his leadership.

My time at the Trust has been exceptionally rewarding and we have come a long way, thanks to the talent and skills of so many people and I wish everyone the best for the future.

1. Visits in the Trust

We welcomed Paul McClintock, Chair of Icon Group, who was visiting from Australia to the Trust on the 24th June. Paul has huge experience in healthcare and beyond and was interested to see the work we do here and our state-of-the-art Cancer Centre and especially interested to compare the which they do in both public and private hospitals in Australia. We presented an overview of the Trust including our innovation work and then visited the Radiotherapy unit where we showcased the MR SIM, the first purpose-built suite in the UK and discussed the use of AI for Radiotherapy planning.

On the 25th June I had the pleasure of officially opening the new Surface Guided Radiotherapy (SGRT) Suite in Bexley Wing. This new equipment means we can give patients better, faster and more comfortable cancer treatment. This project was made possible thanks to a donation from the Leeds Hospital Charity and extra support from the West Yorkshire Cancer Alliance.

On the 8th July we welcomed Dr Penny Dash, Chair of NHS England to the Trust. Penny was visiting Leeds and took the time to visit the Leeds General Infirmary (LGI) where we were able to take the opportunity to give her an overview of the Trust and to share with her the improvement work, we are doing. She also visited the Innovation Pop Up where she was shown some of the new technologies which are being developed in partnership with the industry. We then joined in a meeting with other leaders across the City.

On the 22nd July I was joined by members of the Royal Horticultural Society who are working on creating the Wellness Garden at the Trust Headquarters in St James's, which has been created to make a restful space where staff can go and enjoy the outdoors and recharge and relax when taking their breaks. Myself, and other colleagues were able to take part in the first planting of the garden.

Along with Prof Phil Wood, CEO and members of our Board we attended the 10th Time to Shine Awards Evening in Leeds. This is our annual staff award and celebration to recognise the hard work of all our staff and highlight those who have been nominated for one of our awards. It is always a special event to attend and a fantastic opportunity to meet with colleagues and hear their stories. Staff work extremely hard, and this is a wonderful opportunity to show our appreciation and celebrate with them. There were over 500 colleagues at the event, and it was a pleasure to meet so many of them in person and to be able to congratulate them on their achievements.

The Care Quality Commission (CQC) carried out a Well-led review 17-19th June, and we await a draft publication of their report during August. The initial feedback letter is included as a blue box item for information at agenda item 10.3(ii). Members of the Board, both Executive and Non-Executive Directors participated in 1:1 interviews, along with a Non-Executive Director focus group, with more details set out in agenda items 10.3.

2. Non-Executive Directors

I continue to have regular meetings with my Non-Executive Directors as required and can also confirm that we have now completed the Annual Appraisals as required. Following these appraisals, I can reconfirm that Laura Stroud will remain the Maternity Safety Champion.

I would like to formally thank Chris Schofield for his seven years of service as a Non-Executive Director along with Prof Jane Nixon 14 months of service, as the nominate Non-Executive from the University of Leeds. We are working closely with the University to confirm the nomination of the future Non-Executive Director and seek approval from NHS England. Chris Schofield was the Non-Executive Director for supporting Doctors difficulty and this role will transfer to Amanda Stainton from 1 August 2025.

With the changes in Non-Executive Directors, current and forthcoming vacancies, along with annual leave, there were two Committee meetings in July that were supported by Non-Executive Directors who were not members of these Committees, Research & Innovation and Workforce Committee. Cross ref to more details in agenda item 15.2. These Committee Chairs report in more detail relating to any decisions that require the full endorsement of the Board.

It has been historic practice for the Remuneration Committee to meet each July. At this meeting I would include a summary report, as assurance to my appraisal with Phil and objectives for the coming year, along with Phil providing an assurance report on the appraisal of the Executive Team. Following the CQC Well-led review and the understanding that a draft report would be issued during August, I have agreed with the new Incoming Chair that the Remuneration Committee will be held in the autumn to include objective that are pertinent to this review.

As part of my role as Chair of LTHT, I observe each of the Committees in turn and in June I attending the Infrastructure Committee which was held in our Leeds Offices.

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 Non-Executive Directors, Executive and Senior Managers, Committee meetings or site visits, held since the last Board meeting.

3.1 Innovation Partnership Board

On the 10th July I Chaired the Leeds Innovation Partnership Board Meeting which was held at the LGI. This meeting was attended by key people from across Leeds, at this meeting Fiona Bolam, Interim Chief Officer, Economy and Skills at Leeds City Council, who gave an update on the work they are doing to develop the Economic Vision for Leeds and she also updated on the Leeds Improvement Partnership Structure and next steps. We had a discussion on the Impact of the Spending Review and other Government announcements and what this means for the City. Benn Still, CEO West Yorkshire Combined Authority gave an update on the West Yorkshire

Combined Authority Innovation Centre of Excellence, the finance work they are doing and the AI Growth Zone.

3.2 WYAAT Committee in Common

On the 29th July I will Chair the WYAAT Committee meeting, at this meeting we will look at the WYAAT Service Review, discuss the overview of outputs and the priorities for 2025/26 and the implications for WYAAT along with the Communication plan for the future. Rob Webster, CEO West Yorkshire Integrated Care Board will join us to speak about the WYICB model development and implementation and will also update us on the progression of the integrated neighbourhood health models.

3.3 Yorkshire and Humber Chairs Meeting

On the 9th July I was joined by Chairs from across the region for a surprise leaving tea. For the past five years, since the Covid Pandemic we have held quarterly Regional meetings which I have Chaired and these meetings have been attended by all the regional Chairs across Yorkshire and the Humber. It was a lovely surprise to have a group of Chairs attend at the LGI and a pleasure to have the chance to discuss our achievements and how far we have come as a group. Again, I was humbled by the kind words from all who attended.

4. 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.

I would like to say a huge thank you to the Charity for hosting a leaving dinner for me on the 19th June, this dinner was sponsored by two of our Trustees, Edward Ziff, OBE and Michael Beverley, and I would like to say a huge thank you to them for their generosity. The dinner was attended by key contacts across Leeds along with our Charity Trustees and Colleagues from Leeds Teaching Hospitals NHS Trust. At this event we launched 'The Dame Linda Pollard Innovation Fund' and I was absolutely delighted with the response to this fund and the generosity of the people who attended the dinner and donated on the night. *(At the time of drafting this report, the fund currently stood at £60k and increases daily)*. There were some amazing speeches on the evening, and I want to thank everyone for their kind words, I really appreciate all the cards, kind words and messages which I have received.

5. Other NHS Trusts and Organisations

I have held meetings with:

- Paul Caddick, Chair, Caddick Construction
- Alexandra Hulme, Director, Caddick Construction
- Lucy Cole, Director WYATT
- Ed Whiting, CEO, Leeds City Council
- Keith Ramsey Chair, Mid Yorkshire NHST
- Kath Lavery Chair, Rotherham, Doncaster and South Humber NHS FT
- Martin Havenhand Chair, Yorkshire Ambulance Service
- Brodie Clark, Chair, Leeds Community Health Trust
- Sarah Armstrong, Chair, Harrogate and District NHST
- Sharon Mays Chair, Sheffield Health and Social Care

- Martin Barkley Chair, York and Scarborough NHS FT
- Helen Hirst Chair, Calderdale and Huddersfield NHS FT
- Rebecca Payne, Consultant, The Value Circle
- Lord Prior of Brampton, House of Lords
- Fiona Edwards, Regional Director, NHSE
- Mandy Ridyard, West Yorkshire Combined Authority, Business Advisor
- Michael Allen, Partner, KPMG
- Kate Grussing, Founder of Sapphire Partners
- Fiona Bolam, Interim Chief Officer Economy and Skills, Leeds City Council
- Cllr, James Lewis, Leader of Leeds City Council
- Lord Partick Carter of Coles, House of Lords
- Nisha Sharma, Director of Breast Screening and Clinical Lead for Breast Imaging
- Sam Jones, New Permanent Secretary, DHSC
- Tom Riordan, Second Permanent Secretary, DHSC

6. National Network Meetings

Department of Health and Social Care

On the 17th July along with other NHS Leaders, I attended a meeting in London with the newly appointed Permanent Secretary of the Department of Health and Social Care. This meeting was for us to hear firsthand the vision for the Department and the Health and Social Care sector.

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

Standing Orders state:

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.

Capital Planning Group at their meeting on 15th July 2025 requested seeking Chair's Action to instructions to proceed with a contract award for the Brotherton Wing roof repair works to Kier Construction Limited of £5,488k net of VAT (£6,586k including VAT).

In summary:

- The business case for roof repairs to Brotherton Wing at Leeds General Infirmary for £5.8m capital was approved by the Trust Board on 25th January 2024.
- Approval to award a contract for the Brotherton Wing roof repair works to Kier Construction Limited for £4.875m net of VAT (£5.580m including VAT) was approved by Trust Board on 27th March 2025. Also approved was revised project funding of £6.85m.
- The project is now funded from the National Estate Safety Fund for costs incurred before the end of March 2026.

- The contract approval was based on the expectation that approval from the Building Safety Regulator (BSR) under the Building Safety Act (BSA) would be achieved by the end of March 2025, and requested to allow mobilisation to start as soon as approval was received.
- In the event, BSR approval was not received until 20th June 2025 (a further 12 weeks after the Board meeting). This further delay and additional unanticipated BSR requirements have resulted in additional costs to be included in the contract sum of £613k net of VAT (£736k including VAT).
- To avoid incurring further additional costs and to reduce external funding risk, a Chair's action for the revised contract sum is requested.

This was supported by Linda Pollard, Chair, Prof Phil Wood, Chief Executive, Gillian Taylor Deputy Chair & Audit Committee Chair and Chris Schofield, Deputy Chair on 15th July 2025.

8. Risk

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

9. Improving Health Equity

The Trust is committed to Improving Health Equity meaning reducing the unfair and avoidable differences in health some groups experience, and in my role as Chair I totally endorse this commitment within my work.

10. Publication Under Freedom of Information Act

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

Dame Linda Pollard
Chair
July 2025