

**Chair's Report
Public Board
Thursday 25 September 2025**

Presented for:	Discussion and Information
Presented by:	Antony Kildare, Trust Chair
Author	Antony Kildare, Trust Chair
Previous Committees	None

Our Annual Commitments for 2025/26 are:	
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	
1. To provide an update to the Board.	Discussion and information

I am truly delighted to commence my role as Chair of Leeds Teaching Hospitals NHS Trust from 1st August 2025. It has been a busy time and during my first few weeks, I have met many colleagues, both internally and externally within my induction programme, and I look forward to working together in the future and to meeting more of our amazing staff during my site visits.

Update to Board Membership

Chief Executive

We are currently out to advert for the recruitment of our future Chief Executive, with the closing date 3rd October and a two-day recruitment process taking place 13th & 14th November 2025. www.odgers.com/94491

From Monday 15th September, Brendan Brown, the Chief Executive of Calderdale and Huddersfield NHS Foundation Trust has taken over as Interim Chief Executive at Leeds Teaching Hospitals NHS Trust. Phil will work closely with Brendan to ensure a smooth transition.

I would like to take this opportunity to thank Phil for his dedication and commitment during his time here in Leeds. Phil has led the response to the Covid pandemic for the Trust and the roll out of the vaccination programme across West Yorkshire, he has been instrumental in developing the plans for our new hospital and Innovation Village at Leeds General Infirmary and has spearheaded our work to develop the Leeds Improvement Method and our 7 Commitments, which has instilled a culture of continuous improvement in everything that we do. His impact and dedication has also been felt even more widely across the health and care system particularly through his passion for using research and innovation as a way of reducing health inequalities.

Chief Operating Officer

We congratulate Clare Smith on her appointment as Chief Executive of York and Scarborough Teaching Hospitals NHS Foundation Trust, and we are currently mid recruitment for a six-month interim Chief Operating Officer.

Director of Human Resources & Organisational Development

We congratulate Jenny Lewis on her appointment as Group Director of Human Resources & Organisational Development at the North Bristol NHS Trust and we are currently mid recruitment for a six-month interim Director of Human Resources & Organisational Development.

Substantive recruitment will commence for these positions on the appointment of the substantive Chief Executive.

Non- Executives

During the summer we have advertised for Non-Executive Directors with skill sets from a clinical background, ideally having functioned at Board level in previous roles. For succession planning we also seek an Associate Non-Executive Director to become the future Chair of the Audit Committee. The closing date is 22 September 2025 with interviews to be held in mid-October.

I warmly welcome Professor Angela Graves, as the University of Leeds's nominated Non-Executive Director who commenced in role as from September. Angela is Professor in Maternal Health & Professional Education and Head of the School of Healthcare at the University of Leeds. Her research and educational interests include health professional education with a focus on obstetric emergencies and enhanced maternal care.

I also add a further welcome to Andrew Greenwood who will join in October. He is a highly accomplished leader with extensive experience in leading transformational change, holding roles where he has delivered strategic, commercially focused legal advice. He is currently Deputy Chief Executive at Leeds Building Society, overseeing Customer Operations, Risk, and Legal teams. Previously, as Executive Director and Chief Risk Officer, he championed diversity and inclusion initiatives, reflecting the diverse communities served by the organisation, experience he plans to bring to the Trust.

Working with Regulators

We continue to work with both the CQC and MSSP for improvements into our Maternity and Neonatal services. During July, Birte Harlev-Lam commenced her role as Independent Chair of the Maternity Improvement Board and brings a wealth of expertise for her national leadership roles from the Royal College of Midwives, NHS England and Improvement along with operational accountability at Board level within Trust roles.

We understand that the CQC are to publish the report of the Well-led inspection, which was carried out in June, before the end of September. Along with feedback from the Regional Director of NHS England, Fiona Edwards, we are now in receipt of the support of an Improvement Director, via a secondment for three months, to support the Trust in reviewing aspects of our governance processes.

Publication Under Freedom of Information Act

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

Antony Kildare, Chair

September 2025