

Chair's Report
Public Board
Thursday 30 July 2026

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

Freedom of Information Act (FOIA) Exemption	☐ YES (restricted from the FOIA) ☒ NO (available to the public under the FOIA)
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Link to Strategic Objective	Applicable to all objectives
Link to Provider Capability Assessment	Governance, risk and regulatory
Link to CQC Well-led Statement	Governance, Management and Sustainability
Regulatory Impact	Considers all regulatory impact
Key points	Purpose
1. To provide an update to the Board	Discussion and information

<u>Risk Appetite Framework</u>			
Level 1 Risk	Level 2 Risks	(Risk Appetite Scale)	Impact
External Risk	Legal & Governance Risk We will operate the Trust in a compliance with the Law and UK Corporate Governance Code, where applicable	Averse	Operating within
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	Operating within
External Risk	Regulatory Risk We will comply with or exceed all regulations, retain its CQC registration and always operate within the law	Averse	Operating within
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	Operating within

Appraisal Season

I am pleased to report that the annual appraisal process for all Executive Directors and Non-Executive Directors has now been completed. As part of this process, every Board member has agreed an Equality, Diversity and Inclusion (EDI) objective for the coming year. This represents a key step in ensuring compliance with NHS England's Board-level EDI requirements, supporting the Trust's People priorities, and strengthening Board accountability and visibility for EDI through established governance arrangements.

Assurance on progress and delivery will be provided to the Board through regular reporting, with objectives subject to formal review as part of the annual appraisal process. A summary of the overarching themes emerging from the Board's EDI objectives is provided in the Appendix.

Leadership Visits

Oncology Team

As part of the Trust's Leadership Walkround programme, which is our programme 'ward to Board triangulation' and in response to CQC Well-Led feedback (September 2025). I visited J95 and J96 Joint Oncology Nursing Assessment (JONA) service alongside Tim Hiles (Chief Operating Officer) and Penny McSorley (Director of Quality). A quarterly summary of the Board's visits within this Leadership Programme is included at agenda item 9.6, which is a new style Quarterly report in response to improvements we are implementing from our Well-led review.

Robotic Theatres Visit

I visited the Leeds Dedicated Adult Robotic Theatres in Lincoln Wing at St James's University Hospital and was most impressed by the procedures I observed, and the insights shared regarding the benefits of robotic technology for both patients and staff. In particular, hearing directly from patients who had recently undergone complex procedures, and learning about their positive experiences and outcomes, was both powerful and inspiring.

Mayor of West Yorkshire Visit

On 16 June, I had a first opportunity to meet with Tracy Brabin, Mayor of West Yorkshire, to discuss the significant opportunities arising from regional growth, regeneration and innovation programmes, and the role of LTHT as a key anchor institution.

Our discussion highlighted strong alignment between the Trust's strategic ambitions and the West Yorkshire Combined Authority (WYCA) Local Growth Plan. The New Hospital and Innovation Village are recognised as a major regional opportunity, creating a world-leading clinical, research and innovation ecosystem that is expected to generate around 4,000 jobs, contribute £13 billion to the economy and deliver up to 1,000 homes.

We discussed the proposed West Yorkshire Mayoral Development Zone, which includes the former LGI and Innovation Village site. This initiative aims to accelerate regeneration and infrastructure investment, with health, life sciences and innovation identified as priority sectors. Progress on the Old Medical School redevelopment was also noted, including

proposals for a £20 million Investment Zone grant to establish a HealthTech Innovation Hub, with strong early market interest.

The Mayor and I also discussed the proposed Mass Transit system, including the potential for a stop adjacent to the Brotherton Wing. Improved connectivity could enhance access to healthcare, support workforce recruitment and retention, and help reduce health inequalities.

The meeting reinforced the strength of the Trust's partnership with WYCA, and the significant opportunities presented by innovation-led growth and regeneration. The Mayor also expressed strong interest in SUSTAIN, our collaborative simulation and innovation facility with academic and research partners, which is expected to open in summer 2026.

Perinatal Improvement Assurance Committee (PIAC)

As part of my programme of observing Board Committees on a rotational basis, I attended the Perinatal Improvement Assurance Committee (PIAC) on 9 July. Throughout the year its important for me to observe assurance Committees of the Board. This is a new Committee that is seeking assurance against the progress of our Perinatal Improvement Plan. A summary of the meeting is covered at agenda item xxx from the PAIC Committee Chair.

Events

The National Pathology Imaging Co-operative (NPIC) Summit

I was delighted to open the National Pathology Imaging Co-operative (NPIC) Summit 2026 in Leeds, which brought together more than 120 leaders from the NHS, academia, government and industry. The event provided an important opportunity to celebrate progress to date and to shape the future direction of digital pathology and data-driven healthcare.

Pathology is fundamental to disease diagnosis, cancer care and the wider life sciences sector. Through NPIC, Leeds and its partners continue to play a leading role in transforming pathology services through digital innovation, research and artificial intelligence. Established in 2018, NPIC has developed the world's largest national digital pathology network, now operating across 16 NHS sites and serving around one-eighth of England's population. More than four million pathology images have been digitised, enabling faster diagnoses, improved access to specialist expertise and greater collaboration across organisations.

I learnt how its national secure data environment is supporting access to millions of NHS patient samples, accelerating research, innovation and the responsible use of health data to improve patient outcomes. The Summit highlighted several major achievements, including NPIC's partnership with Genomics England, which has helped create the world's largest cancer imaging genomics dataset.

As NPIC looks ahead to its next five years, the event provided a valuable forum to align with national priorities in artificial intelligence, health data and research, whilst strengthening collaboration across sectors. It was a powerful demonstration of Leeds' contribution to advancing innovation that will benefit patients locally, nationally and internationally.

On 25 June, as part of the Board development programme, I was pleased to welcome colleagues from The NHS Alliance and Public Digital (digital transformation specialists working across sectors) to our first collective Board workshop session on Digital Boards (Digital Boards programme is commissioned by NHS England as part of the Digital Academy). Key aims included: to ensure shared understanding and ownership of the Trust's digital ambition and transformation; to share insights from elsewhere about why digital transformation programmes have succeeded or failed; to reflect on how to create the conditions for successful transformation, and how to build a successful digital delivery culture.

Long Service Awards

I was delighted to present long service awards to some of our colleagues at City Hall with Craige Richardson (Director of Estates and Facilities) on 30 June. This provided an opportunity to recognise and celebrate the dedication of colleagues who have given many years of service to the NHS and now include continuous NHS service and not solely service accrued at Leeds Teaching Hospitals.

Recognising long-serving staff is important to us as an organisation. Each year, we celebrate colleagues who have reached significant milestones of 20, 30, 40 and 50 years of continuous NHS service, acknowledging their commitment, expertise and contribution to patient care and the wider NHS.

West Yorkshire Trust Chairs Meeting

I joined a newly established informal quarterly meeting of Trust Chairs from across West Yorkshire. The meeting provided a valuable opportunity to discuss key issues affecting the region, share perspectives on shared challenges and opportunities, and strengthen collaborative working across partner organisations. The formation of this forum will support ongoing dialogue and collective leadership on matters of shared importance across the West Yorkshire health and care system.

Leeds Hospitals Charity Inaugural Lecture

I was pleased to attend the Charity's inaugural Annual Lecture, *Advancing Cancer Care*, on 2 July. The event brought together leading clinicians, researchers, supporters and people with lived experience of cancer to explore developments in cancer care and research in Leeds. Personal accounts from patients and families were particularly powerful, providing important context to the scientific and clinical achievements being discussed.

The lecture highlighted several key themes, including the importance of holistic care, advances in paediatric cancer research, the long-term effects of cancer treatment, Leeds' position as a centre for research and innovation, and the need to address health inequalities in cancer outcomes. I gained fascinating insights into the future of cancer surgery and the growing emphasis on kinder, more personalised and precision-based treatments that can improve outcomes while reducing the impact of treatment on patients' lives.

The progress achieved in cancer care over recent decades has been remarkable. Whereas only around 10% of children diagnosed with cancer survived 40–50 years ago, survival rates today exceed 90%. While this represents a significant achievement, the speakers also

highlighted the considerable opportunities that remain to further improve outcomes, patient experience and equity of access.

Leeds Hospitals Charity plays a vital role in supporting innovation, research and the adoption of innovative approaches that can help address the ‘five frontiers’ of cancer care. The lecture demonstrated that, with continued investment, collaboration and bold thinking, Leeds is well placed to lead the next generation of breakthroughs in cancer diagnosis, treatment and care.

We are immensely proud of our NHS, and the event provided an excellent opportunity to highlight the expertise, dedication and innovation of colleagues across Leeds Teaching Hospitals. Their commitment to advancing research, delivering outstanding care and improving outcomes for patients and families continues to make a profound difference to the communities we serve.

Leeds Research and Innovation Conference

15 July I attended with Brendan Brown (Chief Executive Officer), the Leeds Research and Innovation Conference, which highlighted the breadth and quality of research and innovation taking place across Leeds. Bringing together more than 500 delegates from the NHS, academia, industry, partner organisations and the third sector, the conference highlighted the collaborative strength of our health innovation ecosystem and its contribution to improving patient care.

The event focused on the five themes of the Research and Innovation Strategy 2025–2030: AI and Digital Transformation, Health Inequalities, Diagnostics and Devices, Improving Patient Outcomes and Experience, and Novel Therapies. Discussions demonstrated how partnership working across healthcare, research, education and industry is accelerating the adoption of innovation and translating innovative ideas into tangible benefits for patients.

Particularly encouraging was the announcement of a new partnership to strengthen the UK’s health data infrastructure, enabling more secure and efficient access to high-quality oncology data. This has the potential to accelerate research, support clinical decision-making and improve outcomes for people living with cancer. The conference reinforced Leeds’ position as a national leader in health innovation. Through initiatives such as the Innovation Village and strong collaboration across organisations, Leeds is creating the conditions for innovation to flourish, driving improvements in patient outcomes while contributing to economic growth and regional prosperity. It was an inspiring demonstration of our collective ambition to translate discovery into impact and shape the future of healthcare.

North East and Yorkshire Leadership Event

17 July I attended the North East and Yorkshire Leadership Event in York, convened by Samantha (Sam) Allen, Interim Regional Director, and Bill McCarthy, Regional Chair, bringing together leaders from all trusts across the region. The event focused on our collective approach to values-based, delivery-focused leadership, the transformational “big leaps” we aspire to achieve together, and the future ways of working needed to deliver sustainable improvements for patients, staff and communities. The discussions reinforced the importance of collaboration across organisations and a shared commitment to

delivering high-quality, equitable care while responding to the challenges and opportunities facing the NHS.

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 to be exercised by the Chief Executive and Chair after having consulted with 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.

There have been no requests for Chair's Action since the May Board meeting.

Publication Under Freedom of Information Act

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

Antony Kildare
Chair July 2026

Appendix

High-level themes across NEDs Appraisal EDI objectives.

The themes reinforce a coherent approach where leadership, insight, accountability, and measurable action combine to drive meaningful and sustained improvements in inclusion, belonging, and workforce equity across the organisation.

1. Leadership and Accountability

2. Data-Driven Insight Informed by Lived Experience

3. Focus on Measurable Improvement (Ensure clear action plans are in place and delivering impact Align improvement efforts with the Trust's Inclusion and Belonging strategy.

4. Governance, Assurance and Scrutiny

- Quarterly assurance to the Board through the People & Culture Committee
- Ensuring EDI considerations are embedded within governance frameworks and Board Assurance processes.
- Holding the organisation to account for delivery of agreed actions, recommendations, and improvement plans

5. Embedding an EDI Lens Across the Organisation

- EDI is positioned as a core organisational priority, not a standalone initiative.
- Ensuring inclusion is integrated into all aspects of organisational decision-making

6. Engagement, Culture and Belonging

- Foster a culture where Leaders actively engage with staff through networks, mentoring, and direct interaction.

7. Continuous Improvement and System Influence

- An expectation of ongoing challenge, learning, and influence.