

**Chair's Report  
Public Board  
Thursday 26 March 2026**

|                            |                             |
|----------------------------|-----------------------------|
| <b>Presented for:</b>      | Discussion and Information  |
| <b>Presented by:</b>       | Antony Kildare, Trust Chair |
| <b>Author</b>              | Antony Kildare, Trust Chair |
| <b>Previous Committees</b> | None                        |

|                                               |                                           |
|-----------------------------------------------|-------------------------------------------|
| <b>Link to Strategic Objective</b>            | Applicable to all objectives              |
| <b>Link to Provider Capability Assessment</b> | Governance, risk and regulatory           |
| <b>Link to CQC Well-led Statement</b>         | Governance, Management and Sustainability |
| <b>Regulatory Impact</b>                      | Considers all regulatory impact           |

|                                         |                            |
|-----------------------------------------|----------------------------|
| <b>Key points</b>                       |                            |
| 1. To provide an update to the Board    | Discussion and information |
| 2. Seeking endorsement to Chairs Action | Approval                   |

| <b>Risk Appetite Framework</b> |                                                                                                                                                                                                         |                              |              |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------|
| <b>Level 1 Risk</b>            | <b>Level 2 Risks</b>                                                                                                                                                                                    | <b>(Risk Appetite Scale)</b> | <b>Risk</b>  |
| External Risk                  | <b>Legal &amp; Governance Risk</b><br>We will operate the Trust in a compliance with the Law and UK Corporate Governance Code, where applicable                                                         | Averse                       | ↔ (same)     |
| External Risk                  | <b>Partnership Working Risk</b><br>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                  | <b>Regulatory Risk</b><br>We will comply with or exceed all regulations, retain its CQC registration and always operate within the law                                                                  | Averse                       | ↑ (increase) |
| External Risk                  | <b>Strategic Planning Risk</b><br>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)     |

## **Non-Executive Director Update**

On behalf of the Board, can I offer our sincere thanks to Phil Corrigan for her tenure as a Non-Executive Director (NED) at Leeds Teaching Hospitals NHS Trust. *You will be missed!*

As a Board we welcome Yasmin Khan, who has been appointed by NHS England as a NED from 1 April 2026 for three years. The remit of this appointment was:

*A Non-executive Director who can represent and advocate for the diverse local communities the Trust serves. Candidates should bring senior-level experience gained within the public, voluntary, community, or charity sectors, combined with a strong understanding of the challenges and opportunities facing health and social care.*

Yasmin is Chair of Domestic Abuse Housing Alliance (DAHA) Yorkshire and Humber, Chief Executive Officer, Staying Put Group, Third Sector Advisor West Yorkshire Combined Authority, and was until the end of March Independent Member, Leeds Committee of West Yorkshire ICB.

## **Appraisal Season**

I can confirm that Board appraisals are scheduled in diaries during Q1 (the Trust Appraisal Season). I will conduct NED appraisals and Brendan Brown, as Chief Executive will carry these out with his Executive Team. Towards the end of Q1 Mike Baker, as Senior Independent Director (SID) will conduct my own appraisal. I will complete the data return required to NHS England by the end of June. Mike Baker will provide an assurance report to July public Board on the process of my own 360 review and appraisal.

As a result of the appraisal process, all Board members will review objectives, progress and delivery against 2025/26 along with setting new objectives for 2026/27. We will also reflect on the learning and development needs, which could be individual or collective for the Board, which will feed into the Board development plan where appropriate (cross ref to agenda item 8.8)

During the year the Board has re-set the inclusion and belonging values for the organisation and by doing so, each Board member will adopt a standard inclusion and belonging objective for the year ahead. Individual Board members may tailor the specific actions they take, with NED members demonstrating their role in assurance that improvement is being made using current governance structures, but all will be held to this consistent objective and evidence framework.

## **Board Timeout Meeting**

The Board held a Timeout development session on 19 March 2026, which included a session from Chris Storton, Deputy Director of Operations Hospitals (Secondary and Specialist Care) North-West Region. A review of progress for the refresh of the Trusts strategy. An update on the developments and work towards the Leeds Committee in Common, to strengthen our partnership working. The afternoon was dedicated to reviewing and reflecting on ways of working as a Board to explore curiosity and the attributes of a good Board.

## **Re-set of the Leadership Visits by the Board**

We have arranged Executive Leadership visits scheduled from April 2026 to March 2027 for both Executive and Non-Executive Directors, ensuring consistent engagement across the organisation. Following discussions at the recent Board meeting, we have expanded the

programme to include a total of 41 visits throughout the year across all sites. This enhanced schedule includes five dedicated Maternity and Neonatal visits, which will be conducted alongside Board Maternity and Neonatal Safety Champions to strengthen oversight, support quality improvement, and reinforce our commitment to patient safety in these critical areas.

In addition, we have incorporated four quarterly night-time visits involving either the CEO, Chief Nurse, or Chief Medical Director, alongside three weekend visits and a further three visits scheduled to take place out of hours. It was also highlighted that non-clinical areas should be included, and as a result, we have arranged visits to an additional 14 non-clinical areas to ensure a comprehensive organisational perspective. Visits will be across all our sites.

We will also be inviting Heads of Nursing to attend these visits to enable us to gather their feedback and further strengthen engagement and insight from senior nursing leadership. Within the governance review of the Board and Committees it was also agreed that a quarterly report from these visits would flow to Board and would be modelled on best practice from others rated as good or outstanding by the CQC Well-led.

**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 Chairs Action since the January Board meeting.

#### **Publication Under Freedom of Information Act**

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

**Antony Kildare, Chair**  
**March 2026**