

DRAFT MINUTES OF THE ANNUAL GENERAL MEETING (AGM)

Thursday 25 September 2025 4:00-5:30pm
Seminar Rooms 2 (099) and 3 (096), Gledhow Wing, SJUH

Present:	Antony Kildare	Trust Chair
	Amanda Stainton	Associate Non-Executive Director
	Brendan Brown	Chief Executive Officer
	Clare Smith	Chief Operating Officer
	Craige Richardson	Director of Estates and Facilities
	Gillian Taylor	Non-Executive Director
	Jenny Ehrhardt	Director of Finance
	Joanne Koroma	Associate Non-Executive Director
	Jo Bray	Company Secretary
	Laura Stroud	Associate Non-Executive Director
	Magnus Harrison	Chief Medical Officer
	Mark Burton	Non-Executive Director
	Mike Baker	Non-Executive Director
	Paul Jones	Chief Digital and Information Officer
	Phil Corrigan	Non-Executive Director
In Attendance:	Chris Jones	Deputy Director of HR
	Sudharsan Suriyakumar	Trust Board Administrator
Observing:	Jane Westmoreland	Associate Director of Communications
	Wisdom Echefula	Governance Officer

Agenda Item	
1 - 2	Welcome & Introduction
	The Trust Chair welcomed members of the public and staff to the 2025 Annual General Meeting. He offered apologies that sign language interpretation was not available but highlighted for the pre-recorded videos that subtitles had been enabled for the presentation. He invited members of the public to ask questions during the meeting and noted that this was his first Annual General meeting as Trust Chair. He expressed his gratitude to Board colleagues for their support and extended particular thanks to Prof Phil Wood for his dedicated service to the Trust. The Trust Chair introduced the pre-recorded video in which he acknowledged that the challenges faced had tested the organisation's resilience but emphasised that Leeds remained strong and proud, with an unwavering commitment to improvement. He highlighted the themes of resilience, compassion, and determination that continued to drive colleagues to provide the very best care for patients. He recognised the current challenges within Maternity and Neonatal Services and confirmed that the Trust was working hard to address these issues, noting that visiting services, Teams, and families in person was a key priority. He expressed his gratitude to colleagues for their openness in discussing challenges and commended the dedication of staff who consistently sought to deliver patient-centred care. He reiterated his personal commitment to supporting staff across the organisation, ensuring that every colleague had the backing they needed to deliver high-quality care. He concluded by reaffirming the Trust's focus on the priorities that mattered most: patient safety, quality of care, and staff wellbeing, and praised the pioneering research, energy, and determination across the Trust that continued to make a real difference for patients and the wider community. The video was made available for viewing via the following link: Introduction to our AGM - Antony Kildare
3	Review of the Year
	Brendan Brown addressed the meeting, noting that it was only a few days since he had commenced as the Chief Executive and that this was his first Board meeting and Annual General Meeting. He reflected that this was a time of real change for the Trust. He acknowledged that the Care Quality Commission (CQC) Well-led rating of "Requires Improvement" demonstrated the need for both colleagues, partners and stakeholders to respond collectively. He stated that he had not taken on the interim role simply to maintain continuity, but to take action and drive progress during his tenure. He expressed his thanks to patients and service users, acknowledging that the Trust had not always listened to them as it should have done. He emphasised his commitment to responding to concerns and leading the organisation forward, with a particular focus on addressing the issues that had been raised. He specifically recognised the families in Leeds who had received poor care and responses from the Trust, offering them an unreserved apology and a commitment to improvement.

	Brendan Brown then introduced a pre-recorded video presentation, which was available to view via the following link: Review of our year - Brendan Brown In the video, he acknowledged the significant challenges faced over the past year for patients, for services, and for colleagues. He stated that his role was to listen, to respond to concerns, and to lead the organisation with fresh eyes, focusing on strengthening engagement with both patients and colleagues. He recognised the serious challenges within Maternity and Neonatal services and confirmed his intention to begin by speaking directly with the families affected. He stated that he now held responsibility for ensuring that the Trust learned from its mistakes, improved its services, and rebuilt public trust. He reaffirmed the Trust's duty to respond to the concerns raised by regulatory bodies, including the CQC, NHS England and the Maternity Safety Support Programme (MSSP). He welcomed the announcement that Leeds Teaching Hospitals NHS Trust (LTHT) would be one of the 14 Trusts taking part in the Government's Maternity and Neonatal Investigation chaired by Baroness Amoss. He outlined the actions already underway, including strengthening and increasing Maternity staffing levels and addressing critical estate improvements. He reiterated the Trust's commitment to ensuring that every family felt safe, supported, listened to, and respected throughout their care journey. Post meeting note – the Trust was removed from the Baroness Amoss review and on 20 October 2025 the Secretary of State announced an independent inquiry into maternity services at LTHT. He drew attention to the achievements and contributions across the wider Trust and the region. He highlighted that more than 1,300 live research trials were ongoing, providing patients with access to innovative and potentially life-changing treatments. He reflected on key developments during the year, including the opening of the new Centre for Laboratory Medicine at St James's University Hospital, progress on the Green Plan and the ambition to become the greenest NHS Trust, and strengthened partnerships with Leeds City Council and local healthcare providers. He cited the successful HomeFirst initiative and the opening of a £12 million Elective Care Hub at Wharfedale Hospital, delivered in partnership with Harrogate & District NHS Foundation Trust. He concluded by thanking all colleagues for their continued dedication and professionalism in striving to provide the best possible care to patients during a challenging and uncertain period. He stated that LTHT's people remained its greatest asset and expressed his belief that the organisation was at a turning point as it continued its journey of improvement and renewal.
4	Financial Review
	Jenny Ehrhardt introduced the financial overview and began by reiterating that one of the Trust's strategic goals is achieving and maintaining financial sustainability. She emphasised that while the Trust had a statutory duty to break even, maintaining financial control was equally important to ensure a patient-centred approach to financial management.

	She introduced the pre-recorded video presentation, which was available to view via the following link: Financial review - Jenny Ehrhardt In the video, she reflected on the challenges faced during the financial year, highlighting the significant impact of inflation, changes in Government and senior NHS leadership, and the increasing costs of both drugs and staffing. Despite these pressures, she reported that the Trust had continued to deliver strong financial results, achieving its financial plan through the delivery of a revenue surplus for the eighth consecutive year. She noted that the Trust had £2.1b in operating income, which had enabled the continued delivery of high-quality patient care, investment in infrastructure developments, advancements in technology, and support for the workforce. She provided an overview of how NHS funding flowed into the Trust and was allocated across key operational and strategic priorities. She reported that the Trust's Waste Reduction Programme (WRP) had delivered £110.4m in savings during the year. This achievement was attributed to the commitment, creativity, and hard work of staff across all areas of the organisation, who had identified and implemented efficiencies while maintaining and improving high standards of patient care. She also noted the Trust's ongoing efforts to reduce its carbon footprint, strengthen its supply chain, and deliver environmental benefits in line with the Green Plan, while ensuring patient safety and quality remained central to all activity. She drew attention to several key projects completed during the year, including the development of the Rob Burrow Centre for Motor Neurone Disease at Seacroft Hospital. She expressed her gratitude to all staff for their collective efforts in achieving these results during a challenging financial year. Following the video presentation, Jenny Ehrhardt reflected on the importance of continuing to improve both productivity and quality of care, and noted that the Trust had entered the new financial year with a healthy cash position. She highlighted that, from both a revenue and capital perspective, the coming year was expected to present challenges. However, she expressed confidence in the Trust's ability to respond effectively, remarking that "If anyone can do it, we can." She concluded by recognising the work of the Finance and Procurement Teams, who remained committed to ensuring that every pound spent delivered maximum value for patients and the organisation.
5	Maternity and Neonatal Service Improvement Magnus Harrison introduced the section and reaffirmed the Trust's commitment to delivering high-quality, safe, and compassionate care across its Maternity and Neonatal services. He introduced a pre-recorded video, which was available to view via the following link: Improving maternity care together - Magnus Harrison In the video, Magnus Harrison highlighted that the Trust had the privilege of supporting around 9,000 births each year across its Maternity units and providing care for more than 1,600 newborns within its Neonatal services. He emphasised that this was a responsibility the Trust held with great respect and dedication. He acknowledged the

	difficulties and challenges faced over the past year, noting that the CQC reports published earlier in the year had identified areas requiring significant improvement, and that the NHSE MSSP had also made important recommendations. He stated that the Trust had listened directly to families whose experiences had fallen short of the standards expected and extended a sincere apology to those affected. He confirmed that the Trust had developed and was already implementing a comprehensive improvement plan, which was beginning to make a positive impact. The video featured Rukeya Miah, Director of Midwifery and Deputy Chief Nurse, who reiterated the Trust's commitment to providing care that was safe, inclusive, compassionate, and of the highest quality. She outlined the actions taken to strengthen staffing levels within Maternity and Neonatal services and to create a culture where staff felt supported and empowered to speak up. She also described the establishment of a Maternity and Neonatal Improvement Programme Board, which oversees progress and ensures that the voices and experiences of families remain central to improvement work. The video included contributions from a number of clinical colleagues, who spoke positively about the changes already being made, their commitment to delivering the highest standards of care, and their determination to ensure that improvements are sustainable and meaningful. The video concluded with a message of commitment and compassion, emphasising that the steps being taken would help ensure that every family receives the standard of care they deserve. Following the video, Magnus Harrison reflected on the Trust's ongoing journey of improvement. He acknowledged that the organisation had not always got things right in the past, but reaffirmed the commitment to make things right going forward. He highlighted the importance of continuing to support Maternity and Neonatal staff through dedicated staff support programmes and emphasised that the current regulatory oversight provided a valuable opportunity to strengthen the safety, quality, and culture within these services.
6	Formal Proceedings
	The draft minutes of the 2024 AGM held 25 September 2024 were agreed to be a correct record. The 2024/25 Annual Report and Accounts were accepted (and available to view in full on the Trusts website): Corporate documents - Leeds Teaching Hospitals NHS Trust
7	Leeds Hospitals Charity
	The Trust Chair highlighted the vital contribution of Leeds Hospitals Charity (LHC), noting that its work extended across all areas of the Trust and had made a significant difference in supporting patients, staff, and services. He paid particular tribute to the Charity's substantial contribution towards the development of the Rob Burrow Centre for Motor Neurone Disease, describing it as a project of great importance to the Trust and the wider community. The Trust Chair extended his sincere thanks to Esther Wakeman, Chief Executive of Leeds Hospitals Charity, and her team for their continued dedication and partnership.

	Esther Wakeman expressed her pride in leading the Charity alongside the hospital and reaffirmed its commitment to making a positive impact through donations and fundraising. She explained that many of the Charity's initiatives were inspired by staff-led ideas, where colleagues had identified opportunities to improve patient and staff experience, with the Charity providing the means to make these ideas a reality. She emphasised that the Charity's purpose was to enable patients, families, and supporters to give back to the hospital in meaningful ways. She confirmed that LHC would continue to strengthen its partnership with the Trust and welcomed the opportunity to raise the profile of its work across Leeds and beyond. She introduced a pre-recorded video showcasing examples of the Charity's activities and impact over the past 12 months. The video was available to view via the following link: Leeds Hospitals Charity: Our year - Esther Wakeman - YouTube
8	Questions
	A member of the public asked for further detail regarding the Trust's work with third sector organisations and how collaboration across the system could be strengthened to better serve local communities. The question also referenced the ten-year plan and sought insights into how the Trust could work in partnership to develop and deliver neighbourhood-based healthcare. Brendan Brown responded that the focus must be on working in genuine partnership with local communities, emphasising that the answers were often within the communities themselves. He reflected on the importance of understanding what a neighbourhood health model should look like in practice and how acute providers could play an active and integrated role within it. He added that while hospital admissions were unlikely to decline in the short term, the Trust must continue to engage with partners and communities to understand local needs, including those related to living well and education and to ensure that care and support were delivered closer to home. He stressed the value of working with the voluntary sector as equal partners in this approach. Magnus Harrison added that there were already positive examples of such collaboration taking place across the Trust, citing work by consultants who were engaging directly with community services to help reduce hospital admissions and shorten lengths of stay. He noted, however, that while these examples demonstrated good practice, there remained an opportunity to extend this approach more consistently across the wider system. There were no further questions raised at the meeting and it was noted that a copy of the videos shared would be made available on the Trusts website: Annual General Meeting 2025 - Leeds Teaching Hospitals NHS Trust
9	Closing Remarks
	The Trust Chair thanked all attendees for their participation and interest in the work of the Trust. He encouraged members of the public and staff to re-watch the videos shared during the meeting.
	Date of Next Meeting: 23 September 2026