

**Chair's Report
Public Board
Thursday 24 September 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	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

Review of NHS Chairs and Non-Executive Directors

Penny Dash has commissioned a review of governance across the NHS, aiming to strengthen leadership and governance and to review the roles, expectations and contribution of NHS Chairs and Non-Executive Directors. On behalf of the Trust, I have completed the data return to NHS England.

The review is examining how these roles are evolving in response to increasing system complexity, changing governance requirements and the growing demands placed on board members. To inform the review, NHS England is gathering evidence on remuneration and time commitment arrangements across Trusts and Foundation Trusts.

In addition, I was invited to provide more detailed feedback as Chair, and I can confirm that responses have been submitted to both requests.

NED Update

I report that Andrew Greenwood, Non-Executive Director will be taking leave of absence from his role from 11 September, for a six-month period, due to exceptional family circumstances. This is with the support of Bill McCarthy, Chair NHSE North East Region and senior colleagues within the NHSE Appointments Team. Additional Non-Executive Director representation will be provided consistently by both Laura Stroud for the Audit Committee and for Finance & Performance Committee by Ricky Singh. This will ensure adherence to our defined governance rules, as set out in terms of reference, along with quoracy.

We are currently searching for a Non-Executive Director/Deputy Chair to join our Board. Closing date for applications was 17 September with interviews to take place on 15 October. I will obviously update the Board in due course and within more details within my November report.

Secretary of State Visits the Rob Burrow Centre for Motor Neurone Disease (MND)

I was delighted to join colleagues to welcome the new Secretary of State for Health and Social Care, Yvette Cooper, to The Rob Burrow Centre for Motor Neurone Disease. I attended alongside Beverley Geary (Chief Nurse) and Craige Richardson (Director of Estates and Facilities), as well as partners from Leeds Hospitals Charity and the MND Association.

The visit formed part of a Government announcement focused on reducing delays, improving coordination between services, and ensuring people living with MND and their families can access support more quickly and easily.

The Secretary of State spent considerable time meeting patients, staff and partners, gaining first-hand insight into the Centre and the Leeds model of care. We were grateful for the opportunity to engage with her early in her tenure and to showcase the exceptional support being provided to the MND community.

Leadership Visits

Cardio Respiratory Team on J10

In September, I visited J10 and the Acute Respiratory Care Unit (ARCU) to gain insight into the care provided for patients with complex respiratory conditions and to discuss current opportunities and challenges within the specialty.

Colleagues highlighted the positive impact of the Rob Burrow Centre for MND and opportunities to strengthen collaboration across services to further enhance patient experience and outcomes. I also received assurance regarding the robust mitigations in place to manage the recognised oxygen supply risk within ward bays and the progress being made through the associated business case and planning processes.

I was pleased to hear positive feedback from a patient who spoke highly of the compassion and professionalism of the team. We also discussed ongoing work to better understand demand within the sleep service and identify sustainable approaches to managing service pressures within available resources.

The visit provided valuable insight regarding the quality of care being delivered and the team's continued focus on patient safety, service improvement and collaborative working.

Back on the Trolley – Serving Free Refreshments

I recently joined Leeds Hospitals Charity volunteers Jean Carr and Susan Davison on the refreshment trolley round at Gledhow Wing, visiting wards including postnatal, respiratory and care of older people. Seeing first-hand the comfort and companionship this service provides to patients, carers and families who often spend long hours on our wards.

The experience was uplifting, and a timely reminder of the important contribution our volunteers make every day in supporting patients, families and colleagues across the Trust.

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 July Board meeting.

Publication Under Freedom of Information Act

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

Antony Kildare
Chair September 2026

Appendix

High-level themes across Board 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.

Objective: Demonstrate visible, accountable leadership on inclusion and belonging by setting and evidencing a personal objective that:

- (a) uses organisational data and lived-experience to identify priority inclusion issues
- (b) supports the measurable improvement in at least one inclusion or belonging metric
- (c) provides quarterly assurance to the Board via the People Committee

To demonstrate achievement of the objective, Board members may want to evidence:

1. Use of Data and Lived Experience

- Review of People metrics to identify priority issues
- Engagement with colleagues and colleague networks to gather lived-experience insights

2. Driving Measurable Improvement

- Demonstrated involvement in the improvement of at least one inclusion metric (e.g., reduced disproportionality, improved belonging scores, better access to development).
- Supporting within the Inclusion and Belonging strategy

3. Quarterly Assurance

- Regular updates to the People Committee and visibility of progress within the Board Assurance Framework

Individual Board members have tailored the specific actions they will take, and all will be held to this consistent objective and evidence framework.

A standardised objective will:

- Ensure compliance with NHS England's mandated Board-level EDI expectations;
- Support LTHT's People priorities
- Strengthen accountability and visibility through established Trust governance structures.