PUBLIC BOARD AGENDA

Thursday 26 November 2026 at 9.00am
Boardroom, Ground Floor, Trust HQ, SJUH Site

All items listed in the Blue Box, and shown in blue text, are to be received for information/ assurance and no discussion time has been allocated within the agenda

Time	Item	Paper Title	Purpose	Presenter	Report/ Verbal
Opening Standing Items					
9.00	**1**	**Apologies for absence:** **Welcome, and Introductions:** Rashik Parmar, Non-Executive Director and incoming Deputy Chair from 4 January 2027 Formal thanks to Gillian Taylor for her tenure as a Non-Executive Director	Information	Antony Kildare	Verbal
	2	**Declarations of Interest**	Governance	Antony Kildare	Verbal
	3	**Draft Minutes of the Last Meeting** 25 September 2026	Approval	Antony Kildare	3
9.05	**4**	**Matters Arising**	Governance	Antony Kildare	Verbal
	5	**Review of Action Tracker**	Information	Antony Kildare	5
9.10	**6**	**Chair's Report** *(Endorse Chair's action – if any approvals)*	Receive Note & Endorse	Antony Kildare	6
9.15	**7**	**Chief Executive's Report** *(Endorse consultant appointments)*	Receive Note & Endorse	Brendan Brown	7
Governance Risk and Regulatory					
9.25	8.1(i) 8.1(ii)	Board Assurance Framework – Update *In attendance: Brad Willingham, Associate Director of Policy and Partnership* Corporate Risk Register	Information Information	Mike Harvey Jo Bray Executives	8.1(i) 8.1(ii)
9.35	8.2	Well-led Improvement Update	Assurance Approval	Jo Bray	8.2

9.45	8.3 8.3(i) 8.3(ii)	Update to Standing Orders, and Standing Financial Instructions& Scheme of Delegation Appendix 1 – Standing Orders Appendix 2 – Standing Financial Instructions & Scheme of Delegation	Information Approval Approval	Jo Bray Jo Bray Jenny Ehrhardt	8.3 8.3(i) 8.3(ii)
9.50	8.4	Leeds Independent Review into Maternity and Neonatal Services at LTHT	Information	Craig Brigg	8.4
10.00	8.5	Care of the Deceased Improvement Plan Update	Assurance	Elizabeth Garthwaite	8.5
-	8.6	Board Forward Work Plan 2026/27	Information	Jo Bray	8.6
Quality of Care					
10.10	9.1	Colleague Story: **Freedom to Speak Up**	Information	Suzanne Dunkley	Verbal
Our patient stories aim to provide insight to the care received by our patients and their families. It is important that our Board understand both positive and negative feedback for learning. We are grateful to those who take the time to record and share their experiences, which are also used in undergraduate training.					
10.20	9.2	Integrated Quality Performance Report	Information Assurance	Executive Team	9.2
10.30	**Comfort Break (10 minutes)**				
10.40	9.3	QAC Committee Chair's Summary Report	Assurance	Laura Stroud Beverley Geary Elizabeth Garthwaite	9.3
-	9.4	Annual Mortality and Learning from Deaths Report 2025/26	Information	Elizabeth Garthwaite	9.4
-		*Item removed and included as appendices to 9.3*			
10.45	9.6	Q2 Leadership Walkround Programme Report	Assurance	Beverley Geary	9.6
Quality of Care; Maternity and Perinatal					
10.50	10.1	Perinatal Improvement Assurance Committee Chair's Summary Report	Assurance	Simon Le Clerc Beverley Geary Elizabeth Garthwaite	10.1
10.55	10.2	Perinatal Transformation Plan *(Report scrutinised by PIAC)*	Information	Beverley Geary	10.2
11.05	10.3	Perinatal Assurance Report *(Report scrutinised by PIAC)* *In attendance: Michala Little, Head of Midwifery*	Assurance	Beverley Geary Elizabeth Garthwaite	To Follow
-	10.4	*Item withdrawn*	-	-	-
-	10.5	*Item withdrawn*	-	-	-

11.15	10.6	NHSE 10-point Plan Tool – Update *(Report scrutinised by PIAC)*	Information Assurance	Elizabeth Garthwaite	To Follow
-	10.7	Thirlwall Update *(Report scrutinised by PIAC)*	Information Assurance	Elizabeth Garthwaite	10.7
People and Culture					
11.20	11.1	People Committee Chair's Summary Report	Assurance	Amanda Stainton Suzanne Dunkley	11.1
11.25	11.2	Inclusion and Belonging Engagement Annual Report *In attendance: Nikki Hosty, Director of Organisational Development and Inclusion*	Assurance	Suzanne Dunkley	11.2
11.35	11.3	Fair Chance' Inclusive Career Progression *In attendance: Nikki Hosty, Director of Organisational Development and Inclusion*	Assurance	Suzanne Dunkley	11.3
11.40	11.4	Staff Survey *In attendance: Nikki Hosty, Director of Organisational Development and Inclusion*	Information	Suzanne Dunkley	11.4
-	*11.5*	*Freedom to Speak Up – biannual update to Board* ***(deferred to January)***	-	*Suzanne Dunkley*	-
-	*11.6*	*Equality, Diversity and Inclusion Update (WRES/WDES submission requirements and gender pay gap)* ***(deferred to January)***	-	*Suzanne Dunkley*	-
-	*11.7*	*Violence Against Staff Annual Report* ***(deferred to January)***	-	*Craige Richardson*	-
Access and Delivery of Services					
-	12	*IQPR taken in section 9 to triangulate quality & performance. Committee oversight & assurance via Finance & Performance Committee*	-	-	-
Strategy, Leadership and Planning					
11.45	13.1	Alignment of Partnership Working Bi-annual Update *In attendance: Brad Willingham, Associate Director of Policy and Partnership*	Information	Mike Harvey	13.1
11.55	13.2	Emergency Preparedness Resilience & Response Core Standards - Compliance	Declaration Approval	Tim Hiles	13.2
12.05	13.3	Operational and Clinical Services Draft Strategy	Approval	Tim Hiles	13.3

-	13.4	Notes of the Remuneration Committee meeting 11 September & 20 October 2026	Assurance	Antony Kildare	13.4
Financial Performance and Oversight					
12.10	14.1	Finance and Performance Committee Chair's Summary Report	Assurance	Mark Burton Jenny Ehrhardt Tim Hiles	14.1
12.15	14.2	Annual Plan Submission (finance, activity, workforce and capital)	Approval	Jenny Ehrhardt Tim Hiles Suzanne Dunkley	14.2
Productivity and Value for Money					
	15	*No items to report*	-	-	-
Closing Standing Items					
12.30	**16**	**Risk** *Consideration of any issues to escalate to Corporate Risk Register, BAF and reflections on Risk Appetite and working within our defined tolerances:* Risk Appetite Framework (June 2026) - Leeds Teaching Hospitals NHS Trust **Legal Advice** *Consideration of any issues from the meeting* **Regulators - CQC or NHS England, ICB/Place issues** *Any issues to be reported/escalated* **Communication Issues** *Any internal or external issues to be addressed, and items for Weekly Executive Board (WEB)*	Discussion	Antony Kildare	Verbal
	17	**Review of Meeting and Effectiveness**	Discussion	Jo Bray	Verbal
12.35	**18**	**Any Other Business**	Information	Antony Kildare	Verbal
Date of Next Meeting: The next formal Board meeting will take place on **Thursday 28 January 2027** – Location SJUH					

Additional information (Blue Box)		
8.1(ii)	Corporate Risk Register	Executive Team
8.6	Board Forward Work Plan 2026/27	Jo Bray
9.4	Annual Mortality and Learning from Deaths Report 2025/26	Elizabeth Garthwaite
10.7	Thirlwall Update	Elizabeth Garthwaite

13.4	Notes of the Remuneration Committee meeting 11 September & 20 October 2026	Antony Kildare

The Trust Board will hold a private workshop on the day of Board meetings, in keeping with (Section 1 (2) of the Public Bodies (Admission to Meetings) Act 1960), press and other members of the public are excluded from this meeting, having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest.

Board meetings of Leeds Teaching Hospitals NHS Trust are public meetings held in public. Any member of the public can raise questions regarding the content of the Board meeting. However, questions need to be submitted at least three days prior to the meeting, in writing. To: Jo Bray, Director of Corporate Affairs, Leeds Teaching Hospitals NHS Trust, Trust Headquarters, St James's University Hospital**,** Beckett Street, Leeds, LS9 7TF, or by email to: jo.bray@nhs.net