

**APPROVED Minutes of the Annual General Meeting (AGM)**

**Wednesday 25 September 2024, 3.30pm – 4.30pm**  
**Seminar Rooms 2 (096) and 3 (099), Gledhow Wing, SJUH**

<b>Present:</b>	Linda Pollard	Trust Chair
	Mike Baker	Non-Executive Director
	Mark Burton	Associate Non-Executive Director
	Jenny Ehrhardt	Director of Finance
	James Goodyear	Director of Strategy
	Magnus Harrison	Chief Medical Officer
	Paul Jones	Chief Digital and Information Officer
	Chris Schofield	Non-Executive Director
	Bob Simpson	Non-Executive Director
	Clare Smith	Chief Operating Officer
	Amanda Stainton	Associate Non-Executive Director
	Laura Stroud	Associate Non-Executive Director
	Gillian Taylor	Non-Executive Director
	Rabina Tindale	Chief Nurse
	Craige Richardson	Director of Estates and Facilities
	Prof Phil Wood	Chief Executive
<b>In Attendance:</b>	Jo Bray	Company Secretary
	Eve Hartrick	Director of Finance, Leeds Hospitals Charity
	Vickie Hewitt	Trust Board Administrator
	Chris Jones	Deputy Director of HR
	Jane Westmoreland	Associate Director of Communications
<b>Apologies:</b>	Suzanne Clark	Non-Executive Director
	Phil Corrigan	Non-Executive Director
	Joanne Koroma	Associate Non-Executive Director
	Jenny Lewis	Director of HR & Organisational Development
	Jane Nixon	Non-Executive Director

<b>0</b>	<b>Apologies for Absence</b>
	<p>Apologies for absence were received from Phil Corrigan, Non-Executive Director NED, Suzanne Clark, NED, Jo Koroma, Associate NED, Jenny Lewis, Director of HR and Jane Nixon, NED.</p> <p>Chris Jones, Deputy Director of HR was welcomed on behalf of Jenny Lewis.</p>
<b>1</b>	<b>Welcome and Introduction</b>
	<p>The Trust Chair welcomed members of the public and staff to the 2024 AGM and reminded that this was an opportunity to retrospectively look back at the Trusts performance for the fiscal year 2023/24.</p> <p>She described the theme of this year's AGM as 'Improvement through Innovation' a philosophy that the organisation had embraced and a guiding principle for its journey ahead. She expanded that innovation was often seen as the spark of creativity, the bright idea that disrupts industries and transforms markets, however, at its core, innovation was about improvement, making things better, smarter, and more efficient. She was mindful of the challenges the NHS had faced over the last year which had tested the Trusts resilience and adaptability, however, was positive of staffs demonstration of their commitment to innovation and improvement. She shared several examples of success from the year which included Artificial Intelligence trials in breast screening, completed construction of the new pathology laboratory, and improvements to service pathways to improve patient experience.</p> <p>She reminded of the importance and strength of the Leeds Way Values and introduced a short video from staff which described these. The video emphasised the importance of connectiveness and the strength of collaboration and reinforced the message of 'we are in this together', and was available to view via the following link;  <a href="https://youtu.be/JNtjuScpiw0">https://youtu.be/JNtjuScpiw0</a></p> <p>She commented on the future plans for healthcare in Leeds and to benefit the wider region and updated against the plans for the new hospital development at the LGI, alongside a world-leading innovation village. She introduced a video show real to share the ambition of the Building the Leeds Way which was available to view via the following link; <a href="https://youtu.be/LsSFUsAw-wU">https://youtu.be/LsSFUsAw-wU</a></p> <p>She reflected that innovation was a journey, not a destination and required courage, collaboration, and a willingness to learn from both successes and failures to achieve a shared version. There was excitement and hope for the opportunities ahead, and she took the opportunity to thank staff for their dedication, passion, and commitment to the Trusts journey so far, encouraging all to think about how they could support improvement through innovation in their roles.</p> <p>She concluded by sharing a video entitled improvement through innovation which was available to view via the following link: <a href="https://youtu.be/VMCxHz0CP0A">https://youtu.be/VMCxHz0CP0A</a></p>
<b>2</b>	<b>Review of the Year</b>
	<p>Prof Phil Wood welcomed all to the meeting and reflected on 2023/24 describing it as a year of innovation, growth, and resilience for the Trust as the organisation navigated financial and operational challenges, and continued to deliver exceptional care for the patients and the communities it served.</p>

	<p>He highlighted the introduction of the 7 annual Commitments and explained how these provided clarity and focus across Teams to collectively work towards. He shared several examples of success from the previous year commitments which included;</p> <ul style="list-style-type: none"> <li>• Reduced MRSA infections by 40%;</li> <li>• 10% more patients seen within the Emergency Departments within the four hour Emergency Care Standard;</li> <li>• Achieved savings of £131M;</li> <li>• Improvements in retention with around 270 fewer colleagues leaving the organisation compared to the last year;</li> <li>• Average length of stay reduced by half a day on average;</li> <li>• 40% more appointments in Ophthalmology following the opening of a purpose-built unit;</li> <li>• Over 20,000 patients recruited to research studies.</li> </ul> <p>In addition to the progress against the 7 annual Commitments there had been a range of other successes throughout the year and he introduced a video which highlighted some of these and was available to view via the following link;  <a href="https://youtu.be/DAWdinUwc6s">https://youtu.be/DAWdinUwc6s</a></p> <p>He also took the opportunity to commend and thank staff for their work, despite ongoing pressures and was positive of their commitment to patients and the Leeds Way Values to achieve collective success.</p>
<b>3</b>	<p><b>Financial Review</b></p>
	<p>Jenny Ehrhardt presented an update which shared detail of the Trusts financial performance during 2023/24, with a summary of the key headlines included below;</p> <ul style="list-style-type: none"> <li>• Overall a surplus of £12.3M was delivered which was the seventh consecutive year a surplus had been achieved and meant the statutory break even duty was met;</li> <li>• The year-end cash position was reported at £48M;</li> <li>• £99M had been invested into services via the capital programme;</li> <li>• Statutory Capital Resource and External Financing limit duties had been met;</li> <li>• Better Payments Practice Code of 97%;</li> <li>• Overall operating costs had increased by 5% to £1.8bn;</li> <li>• The number of staff employed increased by over 390 WTE including an additional 250 nurses and healthcare assistants.</li> </ul> <p>She referenced the additional financial support the NHS had received during the Covid-19 pandemic, and explained that from 2023/24 the NHS was asked to return to 'normal' packages of funding which had included lower levels of growth and asked to take steps to reduce costs. She introduced a video which shared the financial picture for the last year (2023/24) and looking ahead for the current year; which was available to view via the following link: <a href="https://youtu.be/gNMKxrVk-Xw">https://youtu.be/gNMKxrVk-Xw</a></p> <p>She was mindful of the financial challenge of the current year however updated on in-roads and waste reduction already achieved and the confidence of the impact of collective actions with all contributing to the annual plan. She highlighted that one of the</p>

	Trusts 7 annual commitments for 2024/ 25 was to deliver the financial plan of a small surplus, and would require waste reduction schemes of £110M which was a significant ask. She explained the use of the Leeds Improvement Method as a key enabler in improving services and identifying waste reductions whilst remaining mindful of maintaining and improving the quality of services for patients.
<b>4</b>	<b>Formal Proceedings</b>
	The draft minutes of the 2023 AGM held 27 September 2023 were agreed to be a correct record.  The 2023/24 Annual Report and Accounts were accepted (and available to view in full on the Trusts website); <a href="https://www.leedsth.nhs.uk/about/documents/">https://www.leedsth.nhs.uk/about/documents/</a>
<b>5</b>	<b>Leeds Hospital Charities</b>
	Eve Hartrick shared an update on the support Leeds Hospital Charities (LHC) had provided to the Trust throughout the year and described the connectedness between the two organisations, with LHC acting as an enabler for many of the Trusts long term ambitions.  She introduced a video which shared examples of the activity through LHC over the last 12 months which was available to view via the following link: <a href="https://youtu.be/gjcv9yej7MY">https://youtu.be/gjcv9yej7MY</a>
<b>6</b>	<b>Questions</b>
	A member of public sought further details on the Autism Bags for Children when attending the Emergency Department (ED) and questioned what was in place for adults. Eve Hartrick explained that these bags were not explicitly for Children but were designed for all patients with autism and James Goodyear updated of improvements to the ED estate for those attending with autism or sensory challenges which included bespoke side rooms. He referenced the patient involvement in the design Teams for the new hospital programme to ensure the new hospital design met the needs of patients with additional needs confirming that autism friendly access was high on the agenda.  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; <a href="https://www.leedsth.nhs.uk/about/board/agm/">https://www.leedsth.nhs.uk/about/board/agm/</a>
	<b>Date of Next Meeting:</b> 24 September 2025