



Purpose of Paper: Chairman's Accountability Report

For Noting

Period: 22 November 2025 to 23 January 2026

This period includes period of annual leave over Christmas and New Year.

As we step into the new calendar year, it's important to acknowledge that our work for the financial year is far from finished. We are still navigating the complexities of closing out a financially difficult year—one that has placed immense pressure on the Executive Team and on all budget holders across our Trust and the entire HSC system. As a Board, we too have sought to reduce our costs and I appreciate the changes everyone has accepted gracefully.

As we near the end of this financial year, a first glance at the year ahead may appear daunting or even impossible to achieve. The potential for a 3-year budget could slip away, a carry-over of savings not found this year and further increasing demand on services - our challenges will be even greater. It may also appear that electioneering is already underway around us for the Spring 2027 elections, media speculation about a Ministerial 'swap out' makes the broader environment feel even more volatile.

But it is in this crucible that we have to hold those we care for and provide services to, as a priority. Our 'raison d'être' is to provide healthcare free at the point of need and to provide in a safe and high-quality manner.

Collaboration with neighbouring Trusts, greater partnership relationships with the Community and Voluntary sectors and innovative thinking will be essential to achieve our objectives. As the accountable Directors, we will need to work closely and with a single mind to make decisions that put our community's health and well-being first.

Trust Engagement

- Participate SIF/SPPG Bi Lateral Meeting
- Meet with SET staff and DLS re legal advice for CiC
- Welcome President British Association of Plastic & Reconstructive Surgery & Aesthetic Surgeons to Trust
- Chair interview panel Director of Surgery, Elective Care, Maternity & Paediatrics
- Chair interview panel Director of Children's Services & Executive Director of Social Work
- Attend SET Volunteers Christmas Coffee Mornings x 2
- Meeting with Permanent Secretary re CiC
- Represent Trust at RQIA Being Human Webinar
- Participate at SET Children's Residential Celebration
- Attend annual appraisal with Deputy Director DoH

Associated Engagements

- Participate RQIA Winter Workshop – Being Human
- Represent Trust at NI Chamber of Trade Dinner
- Present Proposed CiC Model to Healthcare Finance Managers Association Conference Belfast
- Participate in PSCF Committee Meeting
- Represent Trust Chairs at Departmental Meeting on proposed Patient Safety & Quality Committee
- Represent HSC Chairs at Landscape review Oversight Board
- Meet with RQIA Chief Executive on Being Human Framework
- Meet with HR Director Northern Trust
- Participate in Health Innovation Network meeting with Permanent Secretary, Education and Industry leaders
- Meeting Invest NI representative re Health Innovation Network

NICON Engagement:

- Represent NICON with Minister, CMO and Prof Sir Jonathan Van-Tam at Stormont
- Deliver NICON response to Prof Sir Jonathan Van-Tam Inaugural GC Lecture at QUB
- Chair Trust Chairs Meetings x 3 online
- Attend NHS Confederation Transition Board Meeting online
- Participate at a meeting with PSCF and AWS
- Attend NHS Confederation Extraordinary Board Meeting online
- Attend NHS Confederation Chairs Group Meeting online
- Participate in meeting with Permanent Secretaries DoH and Economy and AWS
- Attend NHS Confederation Board in person London
- Meet with NICON Director agreeing agenda for Ministerial meeting and Chairs workshop with Julia Simon

Jonathan