



Bradford Teaching Hospitals
NHS Foundation Trust

Our Council of Governors and our Membership

March 2019 – April 2020

Our Council of Governors

The Council of Governors is an integral part of the governance structures that exist in all NHS Foundation Trusts.

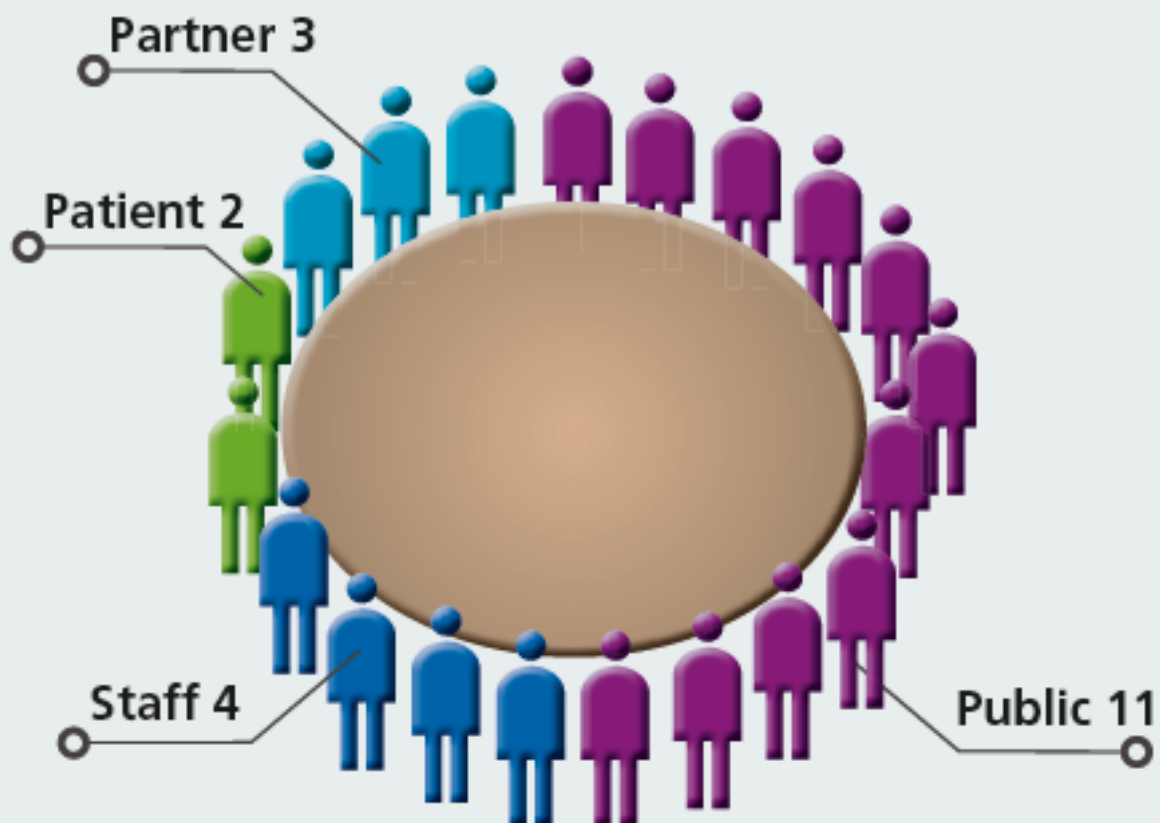
The role of the Council of Governors is to hold the Non-Executive Directors individually and collectively to account for the performance of the Board of Directors and to represent the interests of NHS Foundation Trusts members and of the public. Governors are elected from the Foundation Trust's membership and the majority of the seats on a Council of Governors have to be held by elected Public and Patient Governors (where a Trust has Patient Governors).

Seats on our Council

There are 20 seats on our Council. 13 seats are reserved for public and patient governors, 4 seats for staff governors and 3 seats available for our partner governors (Leeds and Bradford universities and from our local council)

Our Council of Governors

We have a maximum of 20 Governor seats

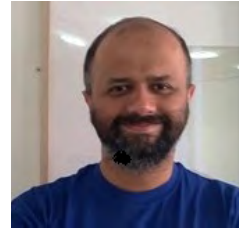


It is a legal requirement that the Chair of the Board of Directors is also the Chair of the Council of Governors, which provides a link between the two groups.

Our Council - who's who

Mr AMIT BHAGWAT, Public Governor 'Rest of England and Wales'

Amit has worked across many parts of the world and brings international recognition in the fields of information and communications technology, programme management and governance.



He has chaired several bodies and events in fields across technology, management and wider governance, and served on the board of the Professional Associations' Research Network. His work has also received recognition through the UK IT Industry Awards, Risk Management Awards and Business Green Leaders Awards.

Amit has a strong national reputation for public service and has been associated, in board roles, with national names like Mind, Age UK and Student Minds. In 2019, he served in six public service roles within the UK, among them public appointments covering bodies associated with the Department of Health and Social Care and the Ministry of Justice, contribution on an NHS England subsidiary board and work as lay leader for NIHR Patient Safety Translational Research. He has also contributed to complex public sector assessments – both as a chair and independent member in assessments of NHS commissioners; as lay member and chair of focus groups on the Keogh Review into patient safety; and as designer and lead for an appraisal process carried out across the Department of Work and Pensions.

Amit has been governor of multiple foundation trusts, and has written a guide for foundation Trust governors, directors and executives on developing effective governance which ensures public accountability, protects public interest and maximises long-term value.

Having spent his formative years in India, Amit understands what a world without an NHS safety net looks like and has a strong commitment to its underlying principles.

Through the greater part of his adult life, Amit has been based in West Yorkshire. He has also served the people of Bradford and the wider district in a variety of ways, including as chair, treasurer and audit chair for prominent Bradford-based institutions.

Mr DERMOT BOLTON, Public Governor Bradford West

Having grown up in Milton Keynes as the son of Irish immigrants, Dermot came to Bradford in 1993 to study at the university. Since graduating he has made his home in Bradford West, with his partner and their two school-age children. Working as a project and programme manager within IT and education. Dermot returned to the University of Bradford as an employee in 2014 (where he still works), focusing on large health-related programmes. A keen networker, Dermot believes that we can make Bradford a better place for all through active co-operation and collaboration. He previously sat on Wakefield adoption panel for four years as an adopted person. Dermot is a humanist member and vice-chair of Bradford SACRE (Standing Advisory Council on Religious Education) committee and volunteers as a humanist speaker in local schools. He also maintains a keen interest in politics, having founded and jointly run Bradford Politics in the Pub between 2015-2017.



Mr MARK CHAMBERS, Patient (out of Bradford District)

Mark originates from the Forest of Dean in Gloucestershire and, having left to study Geography at Leeds University, he has worked his way around Yorkshire in a varied career largely focused on education.



Mark has served as a school and local authority leader and has led small charities and public companies. He currently enjoys a portfolio career, which focuses on leadership coaching, mentoring and education technology. He has recently taken up a role as Chief Operations Officer with a Multi-Academy Trust.

He has always sought opportunities to volunteer and, at various times, has been a sound engineer, car park attendant, barista and charity fundraiser.

Dr ANDREW CLEGG, Partner Governor University of Leeds

Andrew is a consultant geriatrician at Bradford Teaching Hospitals NHS Foundation Trust, and a senior lecturer in elderly care medicine at the University of Leeds.

He has a clinical and research interest in frailty, delirium and dementia, common conditions affecting older people that are especially important for health and social care services.

Andrew has published research papers on these conditions in a range of scientific journals and has given presentations at national and international conferences.

He is Bradford Teaching Hospitals' clinical lead for dementia and has a particular interest in improving clinical pathways of care for older people with delirium and dementia.

Andrew grew up in Keighley before moving to the north-east. He completed his undergraduate medical training in London before returning to Yorkshire for specialist training.



Mr ALAN EDMONDS, Public Governor Bradford West

Alan (Al) was born in Ipswich, Suffolk. After leaving school he joined the Royal Air Force and served as a physical training instructor for 12 years. After leaving the RAF, Al moved to Bradford in 1991 and trained as an ambulance paramedic with West Yorkshire Metropolitan Ambulance Service. He went on to complete 20 years in the NHS, spending his final role in a senior management position with the London Ambulance Service NHS Trust. Al then worked in the hospitality sector for five years until December 2017.

Al currently holds an associate lecturer position with the Open University, where he teaches Health and Social Care, and Business & Management, which he really enjoys. Al enjoys walking and is a Bradford City season ticket holder.

Please see the trust's annual report ([here](#)) for full changes to our council of governors during 2019/20 along with their meeting attendance and terms of office.



Mr ALAN ENGLISH, Public Governor Bradford South

Alan was brought up and educated in Bradford, qualified as a clinical psychologist in 1976 and worked in a clinical role for 30 years, most of the time as a consultant in Child Mental Health.

He returned to the NHS to take on project work and over a six-year stint he managed the reconfiguration of maternity and surgical services, and a number of major service developments.

He has also worked for an independent therapy company, and tried his hand at the hotel business.

He now enjoys voluntary work.



Ms PAULINE GARNETT, Staff Governor Nursing and Midwifery

Pauline has worked in the NHS for over 25 years in various roles and settings, including: Palliative care, Clinical Effectiveness, Cardiovascular Service Development Manager / Team Leader, ICU, research and currently as a Genetic Counsellor.

Pauline is an elected member of the national Governor Advisory Committee to oversee and provide guidance and advice to NHS Providers in support of councils of governor

Pauline is committed and has a genuine interest in making a positive contribution. She is a staff advocate and support staff to have their voice heard, and wherever possible, address workplace issues.

Pauline was elected as a staff governor in 2016, and believes that all NHS staff must be engaged, empowered and



have their views respected.

As a governor she has captured the views of staff, shared concerns to facilitate change and made recommendations to improve service delivery

Pauline is a trustee for two charities dealing with learning disability, mental health, substance use and homeless and also; training and employment services for young people and adult learners within the disadvantaged areas and communities of Leeds.

Professor ALASTAIR GOLDMAN, Partner Governor University of Bradford

Professor Goldman obtained his first degree in Genetics at Queen Mary College, London in 1986. After a travel break, he became a research assistant at East Birmingham Hospital and undertook PhD research at the hospital's Regional Cytogenetics and DNA Diagnostic Laboratory.



In 1993, he moved to the National Cancer Institute at the National Institutes of Health, Maryland, USA to undertake postdoctoral research. Five years later he returned to the UK to take up a lectureship at the University of Sheffield, before becoming head of the university's Department of Molecular Biology and Biotechnology in 2012, when he was also promoted to Professor.

After completing five years as Head of Department, he took the opportunity to lead the Faculty of Life Sciences at the University of Bradford as Dean. The faculty has four schools teaching a wide range of science disciplines to undergraduate and postgraduate students.

The faculty's main undergraduate programmes of study cover archaeology, biomedical science, chemistry, clinical sciences, forensic science, healthcare science, optometry and pharmacy. It also offers a wide range of postgraduate programmes including a Physician Associate MSc, and is home to a bespoke STEM centre, which delivers support to local schools and recently won an award to develop STEM subjects in the community.

Prof. Goldman said: "Being part of and serving the community is a key goal of the university and joining the Council of Governors at Bradford Teaching Hospitals NHS Foundation Trust is a real privilege for me. I look forward to helping the Trust develop its excellent service to the public."

Ms STELLA HALL, Public Governor Bradford East

Stella is a social scientist who has held senior posts in local and central government, the NHS, a voluntary organisation and in two universities. Following her formal retirement, she continues her life-long commitment to providing individual therapy, supervision of research and involvement in organisations in health and social care.



COUNCILLOR TARIQ HUSSAIN, Partner Governor Bradford Metropolitan District Council

Cllr Tariq Hussain was elected as a Councillor in May 2015 and came on the Board of Governors on June 2016. He currently works full time in Social Housing and has over 25 years of experience in this field. Tariq has worked in various other fields, including owning and running three different successful business' and brings lots of different experience to the Board.



Tariq sits on number of Committees, such as the Police Crime & Commissioners Panel. He is also the Deputy Chair of Bradford South Area Committee.

Ms WENDY MCQUILLAN, Public Governor, Keighley

Wendy has lived in the Bradford district for 30 years, been a BTHFT public Governor since 2016 and was elected as Lead Governor in 2019. She has experienced BTHFT as a patient, carer and visitor and believes it is critical that patients and users have their say in ensuring the hospitals deliver a high quality and cost effective service. As well as being Lead Governor , Wendy sits on the Nominations and Remuneration Committee and has been involved with a



number of Governor driven initiatives. She has taken part in CQC Patient Led Assessments (PLACE), and last year helped with the mock CQC inspection which helped staff prepare for the real thing.

During her working life Wendy was a Management Consultant specialising in leadership development working with managers, senior executives and Boards in not for profit organisations she also worked in partnership with a number of universities running strategic leadership programmes. Wendy studied organisational behaviour and co-authored a book on managing change.

Now retired Wendy has had a number of different roles in local voluntary organisations, is a member of Bradford Voices Choir, enjoys ballroom dancing and tending her allotment.

Dr KAVITHA NADESALINGHAM, Staff Governor Medical and Dental

Kavitha has been a Consultant Rheumatologist at Bradford Teaching Hospitals since 2016. Her work is mainly outpatient based at St Luke's Hospital, but also includes inpatient work at Bradford Royal Infirmary.

As rheumatological conditions affect the whole body, she has developed good relationships across specialties to be able to engage with staff and gather opinion.

Kavitha previously held national leadership roles as a trainee (Royal College of Physicians' Specialist Advisory Committee Trainee Representative, British Society of Rheumatology (BSR) Education and Training Committee Representative, and British Rheumatologists in Training representative).



Ms MARIAN OLONADE-TAIWO, Public Governor Keighley

Marian has a passion for representing the views of people from marginalised communities, health improvement in black and minority ethnic communities, and is also interested in health from the perspective of community engagement and involvement.

Her professional background as a qualified accountant and financial analyst combined with a strong academic background (as a teacher) means that she can utilise these skills to support the Trust's board.

Marian also has strong links with churches in Bradford, the local African and African-Caribbean community, and other local groups.

She is a volunteer with Bradford Citizens Advice Bureau and the African-Caribbean Achievement Project, and comes into contact with members of all sections of the community.

Thanks to her knowledge of health issues relating to black communities, Marion is now working with the governors' team to help bridge the gap between the community and the NHS.



Mr KURSH SIDDIQUE, Public Governor Bradford East

Kursh started his working life with the British Army, building bridges with the Royal Engineers in Scotland.

After leaving the military he worked as a youth leader at the YMCA and several other centres in Bradford, but soon realised that he wanted to run his own business. For the past 30 years he has done just that, thanks to ventures including Bradford's first independent car hire company and a print and design business.

He is currently the Trust's public governor for East Bradford, as well as a director of not-for-profit organisation BAME Voices Yorkshire Ltd, and Regen8, an investment and regeneration company.

Kursh also chairs the Yorkshire Cancer Patient Forum, and advises the West Yorkshire and Harrogate Cancer Alliance on community engagement. He is a trustee for both Bradnet, a local disability charity, and MAPA, a youth and community charity. He also finds time to represent his local mosque at the Bradford Trident faith forum.



Ms HARDEV SOHAL, Patient Governor (out of Bradford District)

Hardev is an employment solicitor for a national firm and possesses planning, problem-solving, team working and communication skills.

Hospital staff at Bradford Royal Infirmary looked after both her parents excellently, and her children when they were born there.

She is proud to be a governor and feels it is a challenging but rewarding role that allows her to defend the NHS and the right to receive free care at the point of entry.

She also relishes the opportunity to work on the challenges that the NHS faces.



Mr DAVID WILMSHURST, Public Governor Shipley

David was elected public governor for Shipley in December 2016, having been an interim governor from July 2016. He uses experience gained in his previous role as head of corporate assurance for the Health and Social Care Information Centre – where he used risk-based assurance to assess how the organisation is being managed – to help hold the non-executive directors to account for how they manage the board.

In 2017 he chaired the group tasked with recommending the appointment of external auditors for the Foundation Trust.

David also keeps in touch with constituents' concerns by attending meetings of GP patient-participation groups and meeting with local councillors. David is also part of the group recommending the appointment of the external auditors in 2020 as well, vice-chair of the Council of Governors and a member of the RNC

David is also the Vice-Chair of the Council of Governors



Ms HELEN WILSON, Staff Governor Allied Health Professionals and Scientists

Helen has been employed as a pharmacist at Bradford Teaching Hospitals NHS Foundation Trust since 2012 and, has worked for the NHS for more than 10 years.

In her current role she is responsible for looking after the medication used in our clinical trials, and running the Trust's Medicines Information Service. She is also involved in various governance activities and the review of patient information leaflets, and is often called on to write or check policies and procedures.

She is looking forward to the challenge of being a newly-elected governor, and the opportunity to make a further contribution to Bradford Teaching Hospitals.

Helen trained and worked as a pharmacist in the Midlands before moving to Yorkshire in 2012, where she now lives with her husband and two small children.



Ms RUTH WOOD, Staff Governor, All other Staff Groups (Admin and Clerical, Estates and Facilities)

Ruth worked for Bradford Teaching Hospitals NHS Foundation Trust from 1991 until 2000 in various admin and managerial roles, before leaving to gain experience in Primary Care as a Practice Manager in Leeds West for a 14,000+ patient GP Practice.

In 2008, she was nominated for and won regional and national awards given by the Department of Health for her work project managing in less than a year the rebuilding of the surgery following an arson attack while maintaining services for all patients.

She returned to the Trust in late 2009 as a Patient Service Manager, and now works in the Women's and Children's Division as a Business Manager.



Ruth – who first became a Trust Governor in December 2013 and was recently re-elected – is open, honest and passionate about Bradford, the Trust’s employees and patients. She believes the Trust already has a strong foundation which can only go from strength-to-strength.

“I am committed to the Trust and will work tirelessly with my Governor colleagues to build upon the good work already carried out and improve patient experience,” she said.

Outside work she enjoys spending time with her family, watching her son play rugby, walking her dogs and running.

Election processes held in year

We have held elections in year, some contested and others not. We welcomed back three governors who had served previous terms, Alan English, Marian Olonade-Taiwo, and David Wilmshurst and Ruth Wood. We also welcomed six new Governors; Kursh Siddique, Helen Wilson, Amit Bhagwat, Dermot Bolton, Mark Chambers and Kavitha Nadesalingam.

If you would be interested in becoming a governor – get in touch for our latest governor information booklet. Contact details are available on [page 14](#).

Governors: Statutory Duties and responsibilities

As a Council of Governors we hold a number of statutory duties and responsibilities. The powers of the Governors are established under the 2006 Health and Social Care Act.

The statutory duties of the Council of Governors are to:

- appoint and remove the Chair and Non-Executive Directors
- set the terms and conditions and remuneration of the Chair and Non-Executive Directors
- approve the appointment of the Chief Executive
- appoint the External Auditor
- receive the Annual Accounts, Auditor’s Report and Annual Report
- convene the Annual Members Meeting
- be consulted on the forward plan (annual plan) of the organisation
- approve any proposed increases in private patient income of 5% or more in any financial year
- represent the interests of the Members of the Trust as a whole and the interests of the public
- require one or more of the Directors to attend a Governors’ meeting to obtain information about the Trust’s performance of its functions or the Director’s performance of their duties (and for deciding whether to propose a vote on the Trust’s or Director’s performance)
- approve significant transactions
- approve an application by the Trust to enter into a merger, acquisition, separation or dissolution
- approve amendments to the Trust’s Constitution

Governors Nominations and Remuneration Committee

Governors have also established a ‘Nominations and Remuneration Committee’ that is responsible for making recommendations to our Council of Governors on the appointment of the Chair and non-Executive Directors, their pay, terms and conditions and their appraisals.

How our Council of Governors discharged its duties in 2019/20

Our council held five formal meetings in year (including our annual members meeting which is combined with the annual general meeting).

Governors and the Board have held discussions related to:

- The Trust's Operational Plan
- Developing a new Foundation Trust Membership development and engagement plan
- The outcomes from the Inpatient Survey published in 2019 and the actions the trust has put in place for improvement
- Reports from the Board Committee Chairs covering Quality, Workforce, Finance and Performance and Audit and Assurance (for a who's who on our Board of Directors click [here](#)).

Papers and agendas for Council of Governor meetings are published on the Trust's [website](#) in advance of the meetings taking place.

In line with their statutory duties this year the governors have:

- approved the remuneration of the Chair and Non-Executive Directors
- appointed Julie Lawreniuk as Non-Executive Director with a specific responsibility to chair the Board Finance and Performance Committee.
- appointed Mohammed Hussain as a Non-Executive Director
- approved the appointment of Mel Pickup as Chief Executive Officer
- approved the appraisal processes for the Chairman and the Non-Executive Directors
- received the report from the Chair on the outcome of the appraisal process of the Non-Executive Directors
- received the report from the Senior Independent Director on the outcome of the appraisal process of the Chairperson
- received regular reports from the governors Nominations and Remuneration Committee on the business conducted by the Committee
- following consultation with the Board of Directors, confirmed the Council's support for the appointment of Selina Ullah as Deputy Chairperson of the Board of Directors.
- initiated a search, in line with the process approved by the Council, for the appointment of a Non-Executive Director following the resignation of Mr Amjad Perez
- reappointed Deloitte LLP as the External Auditor
- together, with the Board of Directors, held discussions with regard to annual planning, strategic development, performance and regulatory compliance

The Council of Governors has also reviewed and approved the:

- Council of Governors Standing Orders
- Terms of Reference for the Council of Governors
- Terms of Reference for the Governors Nominations and Remuneration Committee
- appointment of Mr Al Edmonds and Mr Kursh Siddique and the reappointments of Ms Wendy McQuillan and Mr Alan English as members of the Governors Nominations and Remuneration Committee
- appointment of Ms Wendy McQuillan as the Lead Governor
- appointment process for the Non-Executive Directors (including the Chair appointment process)

- terms and conditions for Non-Executive Director appointments made in year
- locally selected indicator for external audit in 2019/20, in line with NHSI reporting requirements. The indicator selected, and based on local priorities, is the 'percentage of patients seen within two weeks of an urgent GP referral for suspected cancer'.

Executive and Non-Executive Directors routinely attend the meetings of the Council of Governors.

Governor engagement with the Board of Directors

The Non-Executive Directors, regularly engage with the Council to develop an understanding of the views presented by Governors. The Board and Governors continue to cement their relationship through a range of activities. The following provides a summary of the activities that have taken place in year:

- **Governor focused development sessions:** In year sessions have taken place at the request of Governors and, at the suggestion of the Board, to respond to questions and queries raised in relation to key matters of material interest. The following subjects have been covered and Governor attendance has been voluntary.
 - Command Centre Programme
 - Wholly Owned Subsidiary
 - NHS Long Term Plan
 - The Trust's Capital Programme
 - Acute Provider Collaboration (between the Trust and Airedale NHS FT)
 - End of Life Care
 - Trust's Clinical Strategy development: 2020 Vision
 - Operational Planning 2020/21
- **Individual and collective meetings with the Chair:** Dr Maxwell Mclean has held individual sessions with all Governors and has routinely met with Governors on a quarterly informal basis to explore areas of concern, ascertain Governor views and feedback from their activities within their communities, areas of development and items they would like to see included on the Council of Governors meeting agendas. The attendance now includes the Senior Independent Director/Deputy Chair of the Board of Directors, Ms Selina Ullah.
- **Joint meetings between the Non-Executive Directors and Governors:** Quarterly informal sessions between Governors and Non-Executive Directors continue to support the focus on matters discussed at meetings of the Board of Directors and, how Non-Executive Directors are holding the Executive Directors to account. These sessions continue to prove beneficial in support of Non-Executive Directors and Governors developing their relationships.
- **Governors observing at Board Committees and Board meetings:** To support Governors in their duty to hold the Non-Executives individually and collectively to account for the performance of the Board, a new development in year has been Governors observing at Board committee meetings. The principles regarding Governors attending committees were developed in conjunction with the Council of Governors.

Governors have organised a schedule of Governor attendance at Board meetings and seek to ensure that at least one Governor attends the meeting of the Board and provides feedback on that attendance to their fellow Governors.
- Governors also continue to be in receipt of the Agenda for Board meetings which is circulated in tandem with the circulation of papers to Board members and prior to publication on the Trust's website. Access to the Board papers including the confirmed minutes from the previous Board meetings is available via the Trust's [website](#).
- **Communications with Governors:** There has been a focus on improvements to the methods of communication with Governors to ensure that they are in receipt of information that supports their understanding and knowledge of developments at the Trust at all levels. The Trust has been encouraging governors to support the dissemination of good news stories to the individuals, groups and organisations they are associated with. The methods of communication initiated include:
 - a quarterly Chair's Bulletin from Dr Maxwell Mclean to ensure that Governors are kept abreast of key developments, activities and governor engagement opportunities at the Trust and externally, as well as a

key in-depth focus on Trust performance in selected areas. This important bulletin also includes news items and briefings from a range of statutory and non-statutory organisations which has included CQC, NHSI, NHS Providers and the King's Fund.

- Provision of a Trust secure email address to all Governors
- Routine receipt by Governors of all press releases
- Access to the Trust's 'Let's Talk' weekly communication to staff
- Ensuring issues of critical importance are flagged with Governors prior to press releases being circulated to the press

Governor engagement with Patients, Visitors and Staff

Governors have attended the events and activities listed under the report on Foundation Trust Membership in paragraph 3.5.3.2. At these events Governors have engaged with our diverse communities, staff, patients and members to understand their views on the impact of the Trust's strategic developments. During 2019/20 Governors have had opportunity to visit a range of clinical and non-clinical operational areas through participation in a number of programmes and initiatives taking place at the Trust. In year involvement has included:

- support of the 'Work as One Week'
- participation in the mock CQC inspection programme
- routine involvement in team of the month and team of the year judging panels
- BRI/SLH site visits to clinical areas
- two Governors continue to attend the panel of the Bradford Innovation Group (BIG) which supports the development of ideas and innovations amongst staff teams to support improvements in patients' experience and contribute to the safety and quality of care provided in our Trust.
- Governors have routinely taken part in the Patient-Led Assessment of the Care Environment (PLACE) visits programme.

External engagement

Governors are active within a range of third sector and statutory organisations that form part of the local health economy and these relationships inform their engagement with the Board of Directors. Governors have also attended or been involved engagement activities specific to their role as Governors. In year this has included Governors attendance or involvement in:

- National Governors' Conference, FOCUS, delivered by NHS Providers
- NHS Providers Governor Advisory Panel where one of the Trust's Governors is an elected member of the national body
- BMDC Health and Social Care Overview and Scrutiny Committee

Governors learning and development

Formal and informal learning and development opportunities have continued to be made available to the Council of Governors. In year these have included participation in:

- General sessions delivered by GovernWell (NHS Providers) which delivers the national training programme for Governors.
- An in-house bespoke session commissioned by the Trust on Challenge and the role of the Council and the Board.
- Internally delivered sessions related to 'recruitment' and 'equality and diversity' to support Governors in relation to the Non-Executive Director recruitment.

About our Foundation Trust Membership 2019/20

Membership strengthens the links between healthcare services and the local community; it is voluntary, free of charge and obligation. Members are able to give their views on relevant issues to help improve the experience for patients, visitors and staff. Our Trust membership is made up of public, patients and staff. All members are required to be at least 16 years old.

Local people and those accessing our services as a patient or carer are invited to become a member of the Trust, either by completing a form at an event, or via the [online membership form](#).

Public membership:

Our public membership is divided into six sub-constituencies which cover Keighley, Shipley, Bradford East, Bradford South, Bradford West and 'Rest of England and Wales'. With the exception of our staff, if you live in one of the above areas (as determined by your postcode) then you can join as a public member.

Patient (Out of Bradford) membership:

Patients, or the carers of patients, who live outside of our Bradford district can join our Patient membership constituency.

Staff membership:

Our staff membership constituency is divided into four groups. These cover Nursing and Midwifery, Medical and Dental, Allied Health Professionals and Scientists, and All our other Staff Groups (comprising administration and clerical staff, estates and facilities staff and some members of staff who provide additional clinical services).

Our membership numbers

From the table below you can see our total membership as at 31 March 2020.

Public Membership Constituency Breakdown	FT members	% membership	BMDC total population	% of BMDC population
Bradford East	8,649	24.39	118,064	21.96
Bradford South	8,322	23.47	105,803	19.68
Bradford West	8,755	24.69	118,589	22.06
Keighley	2,943	8.30	98,174	18.26
Shipley	6,546	18.46	96,901	18.03
Rest of England and Wales	251	0.71	0	0
Total Public Membership	35,466		537,531	

Total Patient Members	6,234
------------------------------	--------------

Staff Membership Constituency breakdown	FT members	Total eligible staff population	Membership as % of total eligible staff population
Allied Health Professionals and Scientists	768	768	100%
Nursing and Midwifery	1580	1580	100%
Medical and Dental	768	768	100%
All Other Staff Groups (admin and clerical)	2462	2462	100%
Total Staff Membership	5,532	5,532	100%

Public Membership representation, engagement and communications 2019/20

Representation

At the beginning of April 2019, total overall public and patient membership stood at 42,142. During the year, membership has declined overall by 442 members (1%). Membership trends across the foundation trust sector have been reviewed and the general trend is that membership levels are falling (for those of foundation Trusts with sizeable memberships).

The profile of the membership is monitored to determine whether it reflects our population. From a socio-economic perspective the membership remains, on the whole, fairly representative of the communities served. However, the number of members within the 16-22 age group is under-represented, and the number of members within the 60-75 age group is over-represented. With regard to ethnicity our Trust is fairly well represented with regard to the majority of the communities served however the Trust has identified that the proportion of members from our Eastern European communities is low compared to our local population.

Since July 2019 a 'task and finish group' comprising Governors, Non-Executives and Executive members of the Board has been working to develop a Membership Plan for 2020 to 2022.

Engagement with our members and the public

Members and the public were invited to join Governors and our Board members at a number of key events delivered in year.

- **'Green Spaces, Healthy Places' festival.** In July the Trust delivered its first annual joint community fun day event with the [Well Bradford Initiative](#). The event took place in the grounds of BRI. Visitors were able to find out about a number of the Trust's services, meet members of staff who could explain their work, and also meet a variety of community groups, while taking part in educational and fun activities. Governors were represented and able to discuss membership with interested members of the public.
- **Annual Members Meeting / Annual General Meeting.** The Annual Members' Meeting (AMM) was combined with the Annual General Meeting (AGM) in October. As well as receiving the formal presentation of the Annual Report and Accounts 2018/19 the key note presentation was delivered by the Chief Nurse, Karen Dawber, and detailed the Trust's Patient Experience Strategy, the Patient Stories discussed through the year with the Board of Directors and how the learning was being used to support improvements.
- **Celebration!** An event to accompany the Trust's Annual General Meeting/Annual Members' Meeting was delivered in October which involved displays and posters showcasing the work of the hospital's various clinical departments and their successes of the past 12 months, presenting opportunities for visitors to engage with the Trust's staff, Governors and Directors.
- **World Café: Learning Matters.** In December an open invitation was extended to members and our local population to attend a very popular "world café" event where attendees were able to learn about the Trust's services and specialties, and engage in conversations to share knowledge and discuss key topics with staff from a wide range of clinical and non-clinical areas, with a focus on the way we try to learn systematically from events to improve patient care
- **General opportunities for involvement and engagement:** Members and the public continue to be:
 - involved in 'patient and public engagement' activities across the Trust including Patient-Led Assessments of the Care Environment (PLACE)
 - signposted to other health related activities and events both at our Trust and across the district
 - encouraged to register as [Volunteers](#)

Communications

General and targeted emails along with press releases have continued to be used as the main means of communications with members and the public. As part of the developments related to the new Membership Plan, routine e-bulletins and newsletters will be scheduled for implementation in 2020.

Getting in touch

You can contact either our membership office or our Governors via the following routes.

- General membership email: members@bthft.nhs.uk
- Governors email: governors@bthft.nhs.uk
- Post: The Trust Membership Office, Trust Headquarters, Chestnut House, Bradford Royal Infirmary, Duckworth Lane, Bradford BD9 6RJ
- Telephone: 01274 364794