

Meeting Title	Board of Directors		
Date	20 January 2022	Agenda item	Bo.1.22.5

Report from the Chairman

Presented by	Dr Maxwell Mclean, Chairman		
Author	Jacqui Maurice, Head of Corporate Governance		
Lead Director	Dr Maxwell Mclean, Chairman		
Purpose of the paper	The report provides an update on activity and engagement involving the Council of Governors and Membership since the previous report provided to the Board in November 2021.		
Key control	N/A		
Action required	To note		
Previously discussed at/informed by	N/A		
Previously approved at:	Committee/Group	Date	

Situation

1. Releasing capacity to manage the COVID-19 pandemic

I have recently met with Council of Governors representatives at our quarterly Chair/Governor meeting and provided an update to those in attendance on the communication received from NHSE/I on 'reducing the burden of reporting and releasing capacity to manage the COVID-19 pandemic'.

Whilst our Council meeting will go ahead as planned on the 27 January; the areas of work related to our governors that is impacted include our launch of the governor elections and the work of our newly established membership planning group.

- **Governor elections:** Our election process will now formally launch on 7 March in line with the schedule below (and not 10 January as originally planned).

ELECTION STAGE	Date
Notice of Election / nomination open	Monday, 7 Mar 2022
Nominations deadline	Monday, 4 Apr 2022
Final date for candidate withdrawal	Thursday, 7 Apr 2022
Notice of Poll published	Wednesday, 27 Apr 2022
Voting packs despatched	Thursday, 28 Apr 2022
Close of election	Tuesday, 24 May 2022
Declaration of results	Wednesday, 25 May 2022

We can continue to promote our elections so I hope Board members will share this with their contacts. As a reminder there are a total of 9 seats we are seeking to fill which cover;

- Keighley (2 seats)
- Bradford East (2 seats)
- Bradford South (1 seat)
- Staff Governor Nursing and Midwifery (1 seat)
- Staff Governor Medical and Dental (1 seat)

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- Patient (1 seat)

My sincere thanks to Kursh Siddique, Wendy McQuillan and Hardev Sohal who have confirmed their willingness to remain as Governors until the election process concludes on 25 May.

• Membership Plan Group

Following our Board approval of the Membership Plan in November 2021; the monitoring group has now been established. Our two Governors, Wendy McQuillan and Kursh Siddique are confirmed as members alongside Julie Lawreniuk, Non-Executive Director. They will be joined by George Reynolds, Public and Patient Involvement Officer. Members of the Corporate Governance team are also involved in supporting this group. The meeting scheduled for January has now been put back to a date yet to be confirmed in March 2022.

2. Members e-Bulletin and Members news

Production of our monthly membership e-bulletin has also been affected by the release of capacity to manage Covid 19. Our next issue is postponed for a couple of months to March 2022. I am though pleased to let you know that issue five was circulated at the end of November 2022 and this, and the easy read version, are available on our website [here](#).



We will of course keep our members (and the public) up to date with any relevant Covid 19 related communications during this challenging period.

3. Chair's Winter Bulletin for Governors 2021

All Board members have been in receipt of my latest bulletin to Governors which was circulated just before Christmas. This bulletin included a very insightful report from Mark Holloway,

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Director of Estates and Facilities. I have included the extract below.

Report and reflections from Mark Holloway, Director of Estates.



As part of these regular bulletins, I wanted to take this opportunity to share with you some of the enhancement and improvements that have been made to the Estates & Facilities Management (EFM) services, and update you on some of the fantastic capital projects that have, and are still, being provided for across our hospital sites.

I have always flippantly maintained that we do the cooking, cleaning and the DIY!, but the reality is, that the Estates & Facilities Directorate has a multitude of important service functions that simply ensures that the hospital functions and works. Everything from complex engineering services, bio-medical technical, building, construction, capital projects, maintenance, cleaning, food services, laundry, patient movement, transport, security, non-clinical risk and more....

The EFM services has seen a lot of change over the recent period and in the last 12 months a refresh and development programme has seen some significant and important improvements in the service to modernise, transform and enhance our service offer in making improvements that will be supportive to our Trust colleague, but most importantly realised by our patients.

Compliance, Governance & Assurance

A range of important changes have been introduced across EFM to ensure that we have better grip and control and a line of sight, of all the important compliance areas associated with the service. This is of course an important element of our service, as the need to ensure safety of the environment, property and people is maintained at the highest and most compliant level as these are predominantly related to Statutory/Legislative requirements.

Some of the key areas that have been improved include the following:

- The introduction of a new Compliance Risk and Assurance Committee (CRAC) that meets on a monthly basis to review all areas of EFM compliance to prove and test all areas of compliance assurance.
- A full review and refresh of all EFM risks across hard facilities management, soft facilities management and clinical engineering to ensure that the local risks and risk assessments are fit for purpose and up-to date. This review identified some significant changes and led to escalation of risks to the Trusts strategic risk register.
- All EFM Business Continuity Plans (BCP) have been refreshed so that they are current and up-to-date.
- We successfully worked with the NHS Northern Procurement Collaborative and led the procurement of the waste contract in the appointment of Mitie Environmental. After all the more recent 'debacle' with NHS waste scandals, it is comforting that all our hard work has now paid off

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and we have a safe and secure off site waste management system that is both compliant and will see some financial savings.

- Additional recruitment has seen the successful introduction of a higher level fire safety manager and the introduction of a new COSHH role in the non-clinical risk department to support the Trust-wide compliance in the management and compliance of this risk area.
- The introduction of high definition body cameras for all our security guards and body stab vests has been a successful addition and which has been warmly welcomed by the team both in self-protection and the ability to potentially de-escalate incidents
- We have enhanced the site services team equipment portfolio with capital investments of over £250k with the addition of 50 new dynamic wheelchairs and 18 trollies (which will really help the portering team use new, easy to use and ergonomic chairs) along with 6 new Hydrogen Peroxide Vaping machines which along with IPC and our cleaning services team will significantly help support ward changeovers and Covid related infection cleans in a fast and efficient way to get patients in a safe and clean environment. The catering team also benefited from 13 new food regeneration trollies which will both assist the staff in the difficult transportation of food to the patient bedside and provide better food heat and food safety.

Workforce Improvement & Engagement

This area has been a big focus for us, in ensuring that the EFM communication and engagement plans and systems are better enhanced so that all our workforce have the ability to talk to management and represented at all levels.

New monthly sessions with Union/Staff Side representatives have been set up and more focused support in the JNCC has been established. A new 'back to the floor' programme introduced in Facilities has been introduced for Senior Management Team to engage with staff working shifts across all service has been introduced in all areas on a rolling schedule basis.

Organic Staff growth has been a significant part of the recent transformation and we have seen the apprenticeship programme firmly embedded in all EFM Services with the introduction of an apprentice painter, office admin & clinical and engineering roles.

The Kickstart programme has been a significant part of the facilities growth plans, particularly in catering & patient movement services where we are working with education to fill roles and support wherever possible. A range of up-skilling in project management roles to support delivery of ambitious capital programmes and support of higher education has been successful in estate and Clinical Engineering supporting CPD progression and succession planning.

New weekly staff team meetings have been introduced by the Estates Teams along with 'toolbox talks' which are delivered to all the operational estate staff on a weekly basis and with a rotating topical agenda.

A range of engagement sessions have already been delivered within the estates, facilities and capital project teams of which have proven very successful in both a communication and listening perspective and allowing staff to engage and voice all service related matters.

Improving & Enhancing Operational EFM Services

A phenomenal amount of work has been achieved in improving and enhancing the operational EFM services with particular emphasis on safety, security and business continuity.

Essential improvements in our medical gas resilience in the provision of Oxygen supply in response to Covid 19 ensured that our oxygen network bulk supply to the site has been increased with a new bulk storage cylinder and alarm systems.

Significant investment has been seen in enhancing security upgrade across our site in the form of

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new security door access system (Paxton) providing improvement control and management of ID/access badges. This has been further complimented with new CCTV enhancements – increasing cover internal cover across all 3 floor levels at BRI.

Specific reviews have been undertaken around areas of fire and asbestos safety to ensure that we have the best level of compliance-assurance in our systems and operations as possible. Work in fire risk assessments has been enhanced along with the progression of a new fire policy and operational procedures.

Some really important and essential improvements have been seen in the management of medical devices with the successful implementation of a new digital asset management database called e-Quip. This will implement laptops and handheld scanning technology within Clinical Engineering services to 'digitalise' and further link with the Trusts Scan 4 Safety programme to include renumbering of medical equipment with GS1 code scanning and RFID Asset Tagging capability.

Improving the Environment

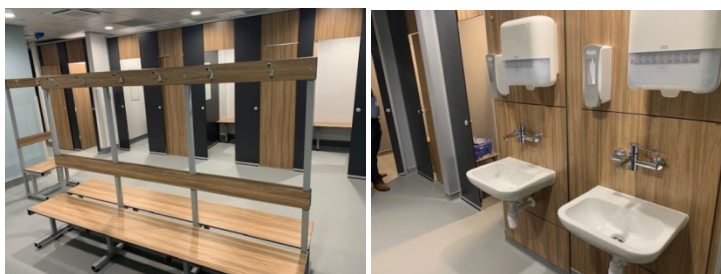
This last 9 months has seen one of the most significant, difficult and busiest capital development programme at Bradford Teaching Hospitals for a long time. With nearly £30m of budgeted capital investment being put into the estate along with the completion of some important backlog maintenance schemes and local environmental improvements, we are making some bold and important steps in getting some modern fit for purpose and wold class facilities completed. This has been a very challenging and difficult time with having to put construction programmes together at speed and with ensuring procurement routes and design specifications and on-site project management of the projects.

We have already delivered a fabulous portfolio of works that include:

- Changing Places – Accessible Wet Room at St Luke's
- New staff welfare facilities at St Luke's, developed and completed in Level 0 (Old Orthotics Department)



- New male and female staff changing facilities at BRI



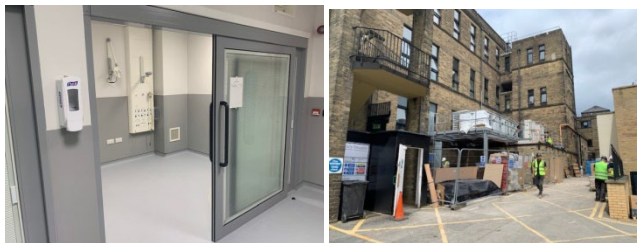
- Conversion and installation of a new Haematology & Oncology at Eccleshill Community

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Hospital. *Pictures show before and after....*



- Refurbishment of Ward 12.
- A new 8 bay HDU single isolation suite with negative pressure ventilation in ED



- A new ICU Facility on Ward 10



- A new PPE hub for staff in surplus Theatre accommodation at BRI for staff to have safe access and ability to obtain PPE equipment and face fit testing for Covid protection measures.
- Refurbishment on the Anaesthetics Corridor
- Refurbishment on Ward 8 to create a Medical Day case Facility
- Covid Secure enhancements in the Maternity Outpatients Department
- New Bike Hubs at BRI and SLH



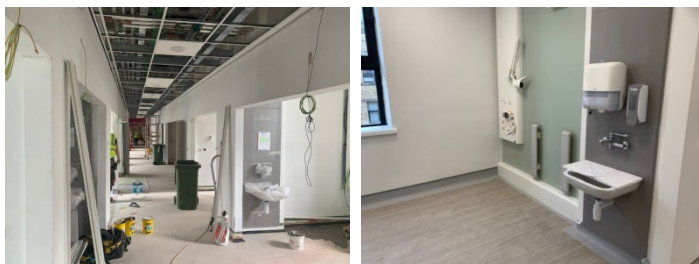
We are imminently completing on the following 3 schemes which will provide:

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- ENT Theatre ventilation upgrades and environmental enhancements



- A new 28 bay Same Day Emergency Care (SDEC) facility on Wards 5&10



- A new twin Theatre complex for our Maternity services



In Conclusion: I am sure that you will all agree that the EFM team have been extremely busy and spinning lots of plates in all areas of the service. We have made some gigantic improvements in compliance-assurance/governance, staff communication and engagement, service improvement and in the background delivered a capital programme of works that will see significant improvement to the estate and its environment, benefitting staff and ultimately our patients.

I have failed to mention one gigantic piece of work which is the 'Moving Bradford Forwards' Strategic Outline Case (SOC) for a new £960m hospital as part of the remaining 8 hospitals to be funded in the New Hospitals Programme (NHP). This would require an entire bulletin update in itself! For now, the plans have been fully approved by our Trust Board, Bradford and Craven CCG, WYAAT and our ICS along with endorsements from the Council and the University of Bradford. Our bid has been submitted to NHS England & Improvement for onwards progression and is currently being assessed and scored. Fingers crossed we will hear something more in the early New Year!

My sincere thanks to Mark and his team for pulling this report together.

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4. Quality Account Improvement Priorities 2022/23

We have now confirmed Thursday 20 January 2022 at 4.30pm for the Council to discuss the Quality Account improvement priorities for 2022/23 with Judith Connor the Trusts Associate Director of Quality and Liz Tomlin, Head of Quality Improvement.

I will be attending this session where we will be seeking to frame governor engagement about the improvement priorities for 2022/23.

If any Non-Executive Director would like to attend, you will be very welcome. Please contact the Corporate Governance team to confirm.

5. Key communications

I am pleased to be able to reassure the Board of Directors that all Governors continue to be in receipt of daily updates regarding the Trust's Covid-19 position. Other key communications continue to be shared as a matter of course with Governors so that Council members remain in touch with all developments at our Trust. As a reminder, Governors continue to have access to Let's Talk (staff newsletter), the daily Covid-19 global emails to staff and, can access the Chief Executive's weekly vlogs with news from across our Trust.

6. My quarterly meeting with Governors

I met with Governors on 11 January 2022. Outcomes from that meeting will be shared at the next Council of Governors meeting on 27 January 2022. My thanks go to executive and governance colleagues who assisted me with detail required to respond to queries promptly.

7. Joint Session: Governors and Non-Executive Directors

Our next joint session with the Governors is scheduled for Thursday 27 January from 2.15pm to 3.15pm (prior to the Council of Governors meeting). The outcomes from this session will also be reported on later that afternoon at the Council of Governors meeting.

Recommendation

The Board of Directors is asked to note this report.