

Meeting Title	Council of Governors		
Date	27 January 2022	Agenda item	CGo.1.22.8

Chairman's Report

Presented by	Dr Maxwell Mclean, Chairman		
Author	Jacqui Maurice, Head of Corporate Governance		
Governance Responsibility	Dr Maxwell Mclean, Chairman		
Purpose of the paper	This report provides an update to the Council of Governors on key items since the previous report provided in October 2021.		
Action required	To note		
Previously discussed at/informed by	N/A		
Previously approved at:	Committee/Group	Date	

1. Update from the Board of Directors meeting held 18 November 2021

The Board meeting agenda and papers for the 18 November 2021 meeting are available [here](#). Part 1 of the meeting recording is available [here](#) with part 2 available [here](#). From our 18 November Board meeting I would particularly recommend viewing the following:

Part 1 at 00.12	Getting to know the CBUs: Critical Care/Anaesthesia & Pain The team shares with the Board how they prepared for the pandemic and worked with physiotherapy and respiratory teams to get systems and processes into place. The team demonstrate their tremendous work through this powerful and insightful presentation. This is truly compassionate care delivered through the most challenging of times. This item lasts approximately one hour and 15 minutes.
Part 1 at 2.05.05	Patient Safety Specialists Patient Safety Specialists are a key feature of the new Patient Safety Strategy which has been launched nationally. The new Patient Safety Strategy is a different way of approaching patient safety through learning, understanding and the sharing of that learning. The role of the Patient Safety Specialist is a role within the organisation which will have visible leadership and will provide expert support. Item lasts 25 minutes.
Part 2 at 1:34:05	Communications Annual Update The document and the presentation provide good insights into our web and intranet traffic to our site and, the areas of focus for our local media and the plans in support of our Council and membership. Whilst the item on the recording is short I would recommend that Governors take a look at the slide pack from the documents highlighting the work of the communications team over the last year and their plans in support of our membership and governors in the future.

Our next meeting of the Board of Directors is scheduled for 20 January 2022. The links to the recorded meeting will be circulated to Governors as soon as they are available.

Meeting Title	Council of Governors		
Date	27 January 2022	Agenda item	CGo.1.22.8

2. New Non-Executive Director Appointment: Ms Sughra Nazir



I am very pleased to let you know that our new Non-Executive Director, Ms Sughra Nazir, appointed by the Council of Governors in October 2021 has now commenced her duties as a Board member following the completion of all necessary checks. Sughra attended the Board meetings on 20 January 2022. Sughra's profile information is attached at [Appendix 1](#).

3. Releasing capacity to manage the COVID-19 pandemic

At my quarterly meeting with Governors on 11 January I provided an update to those present on recent communications received from NHS England / Improvement on 'reducing the burden of reporting and releasing capacity to manage the COVID-19 pandemic'. Whilst our Council meetings will continue to go ahead, albeit with a slight reduction in the time allocated, the key areas of work related to our Governors that are impacted include the launch of Governor elections, the work of our newly established Membership Planning Group and, the session scheduled related to Quality Account 2022/23 Improvement Priorities. Please see below for further details.

- **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)
- Patient (1 seat)

Meeting Title	Council of Governors		
Date	27 January 2022	Agenda item	CGo.1.22.8

Kursh Siddique, Wendy McQuillan, Hardev Sohal and Stella Hall will remain in their Governor seats until the election process concludes on 25 May.

The revised notice of election and general information on our forthcoming elections is available on line on [here](#).

- **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 which was scheduled for January will now be scheduled for March 2022.
- **Quality Account 2022/23 Improvement Priorities:** Governors were due to meet with the Quality Governance team for a development session scheduled for January. Governors are asked to note that this session has now been postponed due to the reduced capacity at the present time within the Clinical Governance team. This important session will be rescheduled for March.

4. Monthly Members' news and Members e-newsletter Winter 2021/22

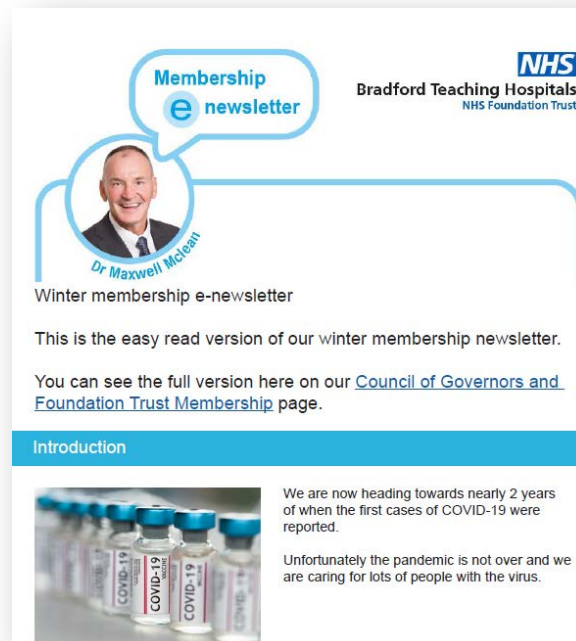
- **Monthly Members' news:** Production of our monthly issue of Members' News by our Trust Communications Team is postponed for a couple of months to March 2022 as a result of the Trust releasing capacity to support the management of Covid 19. I am though pleased to let you know that issue five was circulated at the end of November 2021 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.

Meeting Title	Council of Governors		
Date	27 January 2022	Agenda item	CGo.1.22.8

- **Members' e-newsletter Winter 2021/22:** My [winter e-newsletter](#) to members was circulated in mid-December and includes links to our October Joint Annual General meeting and Annual Members meeting, our Board and Council of Governors meetings and, a special feature on our Trust's response to Covid 19. The easy read version is available [here](#).



5. Chair's Winter Bulletin for Governors 2021

My latest Chair's Winter Bulletin was circulated to Governors just before Christmas. This bulletin included a very insightful report from Mark Holloway, Director of Estates and Facilities and I have included the extract at [Appendix 2](#). My sincere thanks to Mark and his team for pulling this report together.

6. Key Trust Communications

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.

7. NHS Providers (Governwell) Training and Development Programme for Governors

In December 2021 Governwell delivered a well-received session on NHS Finance and Business Skills. Materials from the session have been circulated to all Governors. The outcomes from the session include proposed key lines of enquiry that Governors might like to pursue with regard to reporting from the NED Chairs. The Corporate Governance team will be in touch with the Finance and Performance Committee Chair and Governors to see if it would be appropriate for any changes to be made to the report presented to the Council.

Meeting Title	Council of Governors		
Date	27 January 2022	Agenda item	CGo.1.22.8

We have two additional sessions scheduled with NHS Providers that cover:

- Member and Public Engagement on 1 February from 9.30am to 12.30pm
- Holding to account on 16 March from 9.30am to 12.30pm

As a reminder these sessions cover those areas Governors felt they needed support with, as indicated by the results from the Governors skills and knowledge audit and the annual evaluation undertaken in 2021. Where we do have spare capacity, invitations will be extended to Governors from our neighbouring Foundation Trusts, Bradford District Care Trust and Airedale NHS Trust to join the sessions.

8. My quarterly meeting with Governors

My last quarterly meeting with Governors took place on 11 January 2022. Governors should be in receipt of my mini-briefing circulated on 17 January containing responses to queries raised at our quarterly meeting. As a reminder the areas covered included:

- Plans for Governor involvement with the Bradford Health & Care Partnership
- Feedback on the Counselling Services made available to staff
- Ensuring a proactive EDI approach to engagement as part of our Strategy Engagement processes
- Understanding of the proportion of our in-patients at our hospitals with Covid who might be described as having 'incidental Covid'.
- The possibility of not recording deaths due to Covid if there was no test within the required timescales.
- The provision of local and national comparative data with regard to our Trust's performance metrics.

My thanks to our Executive and Governance colleagues who assisted me with the detail required to respond to your queries promptly.

My next quarterly meeting with the Governors is scheduled for Tuesday 12 April 22. The outcomes from that meeting will be shared at the next Council of Governors meeting on 28 April 2022. My thanks go to executive and governance colleagues who assisted me with detail required to respond to queries promptly.

9. Joint Session: Governors and Non-Executive Directors

Our next joint session is scheduled for Thursday 28 April from 2.15pm to 3.15pm (prior to the Council of Governors meeting). The outcomes from this session will be reported on later that afternoon at the Council of Governors meeting.

Recommendation

The Council of Governors is asked to note this report.

Meeting Title	Council of Governors		
Date	27 January 2022	Agenda item	CGo.1.22.8

Appendix 1

Profile information

Sughra Nazir, Non-Executive Director



Sughra is Director and Care Quality Consultant, Care Excellence Partnership. This is her own consultancy business which provides support on quality, safeguarding, governance and compliance in the health and care sector. She is a serving Parish Councillor and currently Vice Chair for the Sandy Lane Parish Council. Previous roles include National Provider Relationship Lead (2009-2011) and Inspector (2003-2009) for the CQC. Sughra has previously served as a Governor with Bradford District Care Foundation Trust and held NED and interim Operations and Compliance Director positions with social care organisations. She is also part of the NHS Muslim Women's Network and a number of other healthcare and disability networks. Sughra is a Social Worker by background.

Meeting Title	Council of Governors		
Date	27 January 2022	Agenda item	CGo.1.22.8

Appendix 2

Chair's Winter Bulletin for Governors 2021:

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 re-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

Meeting Title	Council of Governors		
Date	27 January 2022	Agenda item	CGo.1.22.8

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 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.

Meeting Title	Council of Governors		
Date	27 January 2022	Agenda item	CGo.1.22.8

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 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 world 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)

Meeting Title	Council of Governors		
Date	27 January 2022	Agenda item	CGo.1.22.8



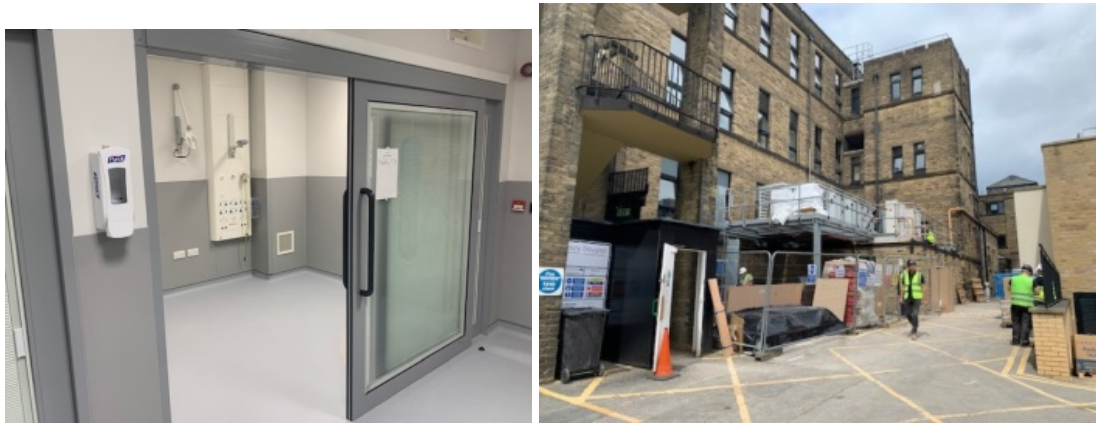
- New male and female staff changing facilities at BRI



- Conversion and installation of a new Haematology & Oncology at Eccleshill Community Hospital. *Pictures show before and after....*



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



Meeting Title	Council of Governors		
Date	27 January 2022	Agenda item	CGo.1.22.8

- 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



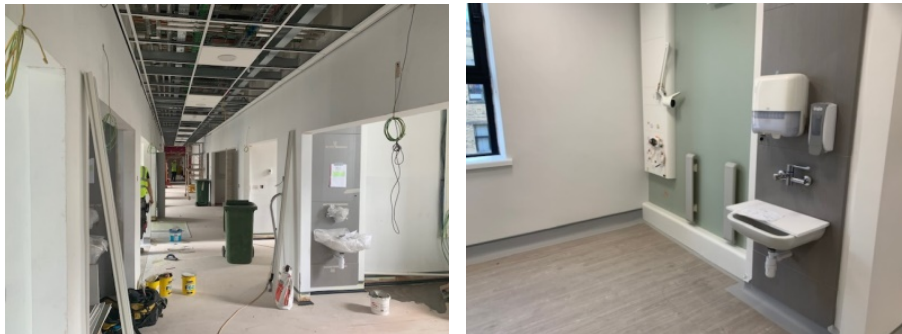
We are imminently completing on the following 3 schemes which will provide:

- ENT Theatre ventilation upgrades and environmental enhancements



Meeting Title	Council of Governors		
Date	27 January 2022	Agenda item	CGo.1.22.8

-
- 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!