

Council of Governors – meeting held in public

18 June 2025

Paper title:	Chair of the Trust's Report	Agenda Item XX
Presented by:	Dr Linda Patterson, Chair of the Trust	
Prepared by:	Corporate Governance team	
Committees where content has been discussed previously		
Purpose of the paper Please check ONE box only:	<input type="checkbox"/> For approval <input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion	

Relationship to the Strategic priorities and Board Assurance Framework (BAF)		
The work contained with this report contributes to the delivery of the following themes within the BAF		
Being the Best Place to Work	Looking after our people	
	Belonging to our organisation	
	New ways of working and delivering care	
	Growing for the future	
Delivering Best Quality Services	Improving Access and Flow	
	Learning for Improvement	
	Improving the experience of people who use our services	
Making Best Use of Resources	Financial sustainability	
	Our environment and workplace	
	Giving back to our communities	
Being the Best Partner	Partnership	
Good governance	Governance, accountability & oversight	X

Purpose of the report
Chair's Report to inform Board members on activities that have taken place over the last 5 months.

Executive Summary	
Chair's Report to inform Council of Governor members on relevant strategic developments, system and Well-Led governance developments, Integrated Care partnership Working, external stakeholder engagement, activities with the Trust's Council of Governors, and internal staff engagement and Board visibility, including service visits.	
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<input type="checkbox"/> Yes (please set out in your paper what action has been taken to address this) <input checked="" type="checkbox"/> No

Recommendation(s)
<p>The Council of Governors is asked to:</p> <ul style="list-style-type: none"> note the continuing engagement that has taken place with external partners, internally at the Trust, and with the Council of Governors.

Links to the Strategic Organisational Risk register (SORR)	N/A
Care Quality Commission domains Please check <u>ALL</u> that apply	<input type="checkbox"/> Safe <input type="checkbox"/> Caring <input type="checkbox"/> Effective <input checked="" type="checkbox"/> Well-Led <input type="checkbox"/> Responsive
Compliance & regulatory implications	<p>The following compliance and regulatory implications have been identified as a result of the work outlined in this report:</p> <ul style="list-style-type: none"> Well-Led Compliance NHS Code of Governance NHS Act Health and Social Care Act Health and Care Act Nolan Principles Provider Licence

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Partnerships and strategy

Over the last two months I continue to meet with various stakeholders to continue discussions on key issues. They include the following:

<u>DATE</u>	<u>Meeting</u>
27/03/2025	Monthly Meeting with Bradford Councillor Susan Hinchcliffe
28/03/2025	Bradford District & Craven Health and Care Partnership Board formal meeting in public
31/03/2025	Go See Visit – Falls Team New Mill
01/04/2025	NHS Providers Chairs and Executive Network – London
03&04/04/2025	Health Service Journal (HSJ) Summit in Birmingham
09/04/2025	Board development Session – Effectiveness Review April 2025
10/04/2025	Informal Council of Governors meeting
28/04/2025	CEOs & Chairs: Discussion around Bradford District and Craven Place Sustainability Plans
30/04/2025	Cathy Elliott, Chair, NHS West Yorkshire Integrated Care Board - monthly meeting
30/04/2025	West Yorkshire Health and Care Partnership Mental Health, Learning Disabilities & Autism Committees in Common
30/04/2025	Supporting Women in Leadership Forum
01/05/2025	Learning Session Board of Directors
01/05/2025	Board of Directors held in Private
01/05/2025	Learning Session Board of Directors
02/05/2025	Non Exec Directors (NEDs) team meeting
07/05/2025	Strategic Staff Equality, Diversity and Inclusion Partnership 2025 to 2026 series
08/05/2025	Leading Better Lives Together Event - Senior Leaders
09/05/2025	Bradford District & Craven Collaboration Board meeting
12/05/2025	NHS Confederation all-members Chairs group
14/05/2025	Yorkshire & the Humber Chairs Meeting
28/05/2025	Monthly Meeting with Bradford Councillor Susan Hinchcliffe
28/05/2025	Well Led interview

I continue to meet with partners in the Local Authorities, at Place Partnership Board and across West Yorkshire in the collaboratives and at the West Yorkshire Partnership Board.

Further details on other partnership work, including involvement with other Place and System work will be presented at the meeting as a verbal update.

We all work together to continue building the supporting governance framework for the partnerships, which evolves each month. Board members are encouraged to keep up to date with the partnership work using these links:

Bradford District & Craven Partnership Board - [How we make decisions - Bradford District & Craven Health & Care Partnership \(bdcpartnership.co.uk\)](https://bdcpartnership.co.uk)

West Yorkshire Health & Care Partnership Board - [Partnership Board papers :: West Yorkshire Health & Care Partnership \(wypartnership.co.uk\)](https://wypartnership.co.uk)

West Yorkshire Integrated Care Board (ICB) - [Integrated Care Board :: West Yorkshire Health & Care Partnership \(icb.nhs.uk\)](https://icb.nhs.uk)

Each of the meetings are held in public, with Board colleagues, Governors, colleagues, and our members encouraged to attend to observe the discussion and raise questions.

NHS Changes

We are keeping abreast of the organisational changes in NHS England as they affect the Trust. NHS England will be subsumed into the Department of Health and Social Care. There will be changes at the West Yorkshire Integrated Care Board and at Place.

Appraisals

I have undertaken the annual appraisals of the Non-Executive Directors, and I have had my annual appraisal with the Lead Governor, Mike Lodge and Senior Independent Director Sally Napper.

People Matters

Appraisals and objective setting – alignment to the NHS England Fit and Proper Person Requirements

The Council of Governors is asked to note that work is taking place for individual Board members to spend time reflecting with their line manager on the past year as part of the appraisal discussion, this will include reviewing their objectives from the last year and agreeing the next year's objectives and personal development plan. As appropriate, the Senior Independent Director, and Lead Governor has been involved with the Chair of the Trust's appraisal and objective setting discussion. As required, we continue to work to the national NHS England appraisal framework within the Leadership Competency Framework. Part of this work is an annual compliance review for the Fit and Proper Person requirements, which has been led by the Corporate Governance team.

Governance

Joint Committee learning sessions

The Trust introduced Joint Committee sessions a few years ago. They were originally set up to bring together two Committee's to discuss a specific topic that covered both areas. The model has evolved over the last few years due to the Trust being a learning organisation and ensuring that effectiveness reviews take place supported by opportunity to capture people's experience. Over the last couple of years, the remit of the Joint Committee's has broadened out to include opportunity for all Committee's to be involved with the discussion. Work has also taken place to create a forward plan for these learning sessions, aligned to the Trust's strategy. A deep dive takes place within each session, which allows a rounded conversation to take place. Work is now taking place to understand how benchmarking and external learning can feature within these learning sessions.

Forward planning and Board development

As we complete our effectiveness reviews and continuous improvement development plans, work will take place to finalise the work plans for our formal business. This includes the Board and Committees, and the Council of Governors, each group will receive a suggested work plan to consider and formally approve. To support this work, analysis of the annual work plans from previous years will take place to understand any changes made to business and consideration of tactical meetings that report formally to each Committee. As a Board we will continue with our ongoing Board development sessions, with a continued focus on the Trust-wide governance improvements that continue to take place and become embedded, further information will be provided on the Board development programme.

Well-Led Review

The Well-Led Review currently underway at BDCT is a comprehensive developmental audit commissioned through Audit Yorkshire. Its purpose is to assess the Trust's leadership and governance against the Care Quality Commission's (CQC) Single Assessment Framework. The review spans all eight domains of the Well-Led framework, including leadership capability, governance, culture, partnerships, and sustainability. It involves a range of activities such as stakeholder surveys, governor focus groups, and document reviews, with outputs feeding into board-level discussions and improvement planning. An update on the outcome of the review will be presented to Board in July and will feed into the next Council of Governors in September.

Council of Governors

Governance matters

Governor election campaign – Spring 2025

The Spring 2025 Council of Governors Elections nomination phase opened on Tuesday 3 June 2025. The full timeline for the Spring 2025 Council of Governors Elections can be found below:

ELECTION STAGE

TIMETABLE

Notice of Election / nomination open	Tuesday, 3 Jun 2025
Nominations deadline	Tuesday, 1 Jul 2025
Summary of valid nominated candidates published	Wednesday, 2 Jul 2025
Final date for candidate withdrawal	Friday, 4 Jul 2025
Electoral data to be provided by Trust	Wednesday, 9 Jul 2025
Notice of Poll published	Tuesday, 22 Jul 2025
Voting packs despatched	Wednesday, 23 Jul 2025
Close of election	Friday, 15 Aug 2025
Declaration of results	Monday, 18 Aug 2025

The following seats are up election in Spring 2025:

No. of seats	Constituency	Name	Filled	Date term of office end	No. of Terms	Eligible for re-election
3	Public: Bradford South	Vacancy	No	Vacancy	-	N/A
		Joyce Thackwray	Yes	07.06.2025	2 nd	No
3	Public: Bradford West	Trevor Ramsay	Yes	07.06.2025	1 st	Yes
1	Public: Craven	Vacancy	No	Vacancy	-	N/A
2	Public: Keighley	Vacancy	No	Vacancy	-	N/A
2	Public: Shipley	Hannah Nutting	Yes	07.06.2025	1st	Yes

It has been decided to combine both the public and staff elections together, with the view that the successful staff governors would start in September. The following staff seats are up for election:

No. of seats	Constituency	Name	Filled	Date term of office end	No. of Terms	Eligible for re-election
3	Staff: Clinical	Linzi Maybin	Yes	06.09.2025	2	No

3	Staff: Non-Clinical	Sue Francis	Yes	06.09.2025	1 st	Yes
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In total there is 8 seats up for election; 6 Public and 2 Staff. 3 Governors will be able to apply for a second term and 2 Governors will come to the end of their second term and will not be eligible to apply for another term.

Civica Electoral Services will act as the Returning Officer for the election.

Two governor awareness sessions are being held on 13 and 17 June for prospective governors, which will be attended by Civic and the representatives from the Trust, proving information on the role and nomination process.

Thanks is noted to those governors whose roles are finishing on 7 June 2025.

Recent Council of Governors Meetings

Therese Patten, the Chief Executive, Phil Hubbard (representing Fran Stead, Trust Secretary) and I continue to have regular meetings with the Lead Governor (Mike Lodge), the Deputy Lead Governor (Linzi Maybin) and offering the Senior Independent Director the opportunity to attend, as previously has taken place.

Annual Members Meeting

Planning has commenced for this year's Annual Members Meeting which will take place on Thursday 25 September 2025 at Victoria Hall, Saltaire. Further details will be shared as soon as they become available.

Board Portal / AdminControl

Over the next few months, we will be introducing a new Board Pack system (Board Portal/AdminControl) for Committee and Board papers; the supplier will be running various training sessions over a number of weeks.

Dr Linda Patterson OBE FRCP - Chair of the Trust – June 2025