

Welcome to Bradford District Care Trust's Annual Members Meeting 2026

Time	Event	Lead/Host
13:00 – 13:30 30 mins	Welcome, arrival and refreshments and Trust networking and stalls <i>An opportunity for colleagues to showcase some of the work they have been involved in over the last 12 months. Refreshments will be provided</i>	Terry Henry
13:30 – 14:30 1 hour	Annual Members' Meeting <i>Formal meeting - see separate agenda</i>	Sarah Jones (Chair in Common)
14:30 – 14:45 15 mins	Break and refreshments and Trust networking and stalls <i>An opportunity for colleagues will showcase some of the work they have been involved in over the last 12 months. Refreshments will be provided</i>	Terry Henry
14.45 – 15:30 45 mins	Trust Strategy Launch <i>With contributions from various Trust colleagues - <u>see</u> separate agenda.</i>	Farhan Rafiq
15:30	Close	Terry Henry

Annual Members' Meeting agenda

		Lead	Time
1	Welcome & apologies for absence	Sarah Jones Chair in Common	13:30 5 mins
2	Declaration of any conflicts of interest	Sarah Jones Chair in Common	
3	Minutes of the previous meeting: 25 September 2025 (enclosure)	Sarah Jones Chair in Common	
4	Matters arising	Sarah Jones Chair in Common	
5	Annual Report – “Looking back, with an eye on the future”	Therese Patten Chief Executive	13:35 10 mins
6	Annual Accounts & the financial Outlook	Mike Woodhead Chief Finance Officer	13:45 10 mins
7	Presentation from the External Audit	Salma Younis KPMG LLP	13:55 5 mins
8	Presentation from the Lead Governor on behalf of the Council of Governors	Mike Lodge Lead Governor	14:00 5 mins
9	Constitution changes (enclosure)	Fran Stead Trust Secretary Mike Lodge Lead Governor	14:05 5 mins
10	Question & answer session	Sarah Jones Chair in Common	14:10 20 mins
11	Thank you & close of the Annual Members' Meeting	Sarah Jones Chair in Common	14:30

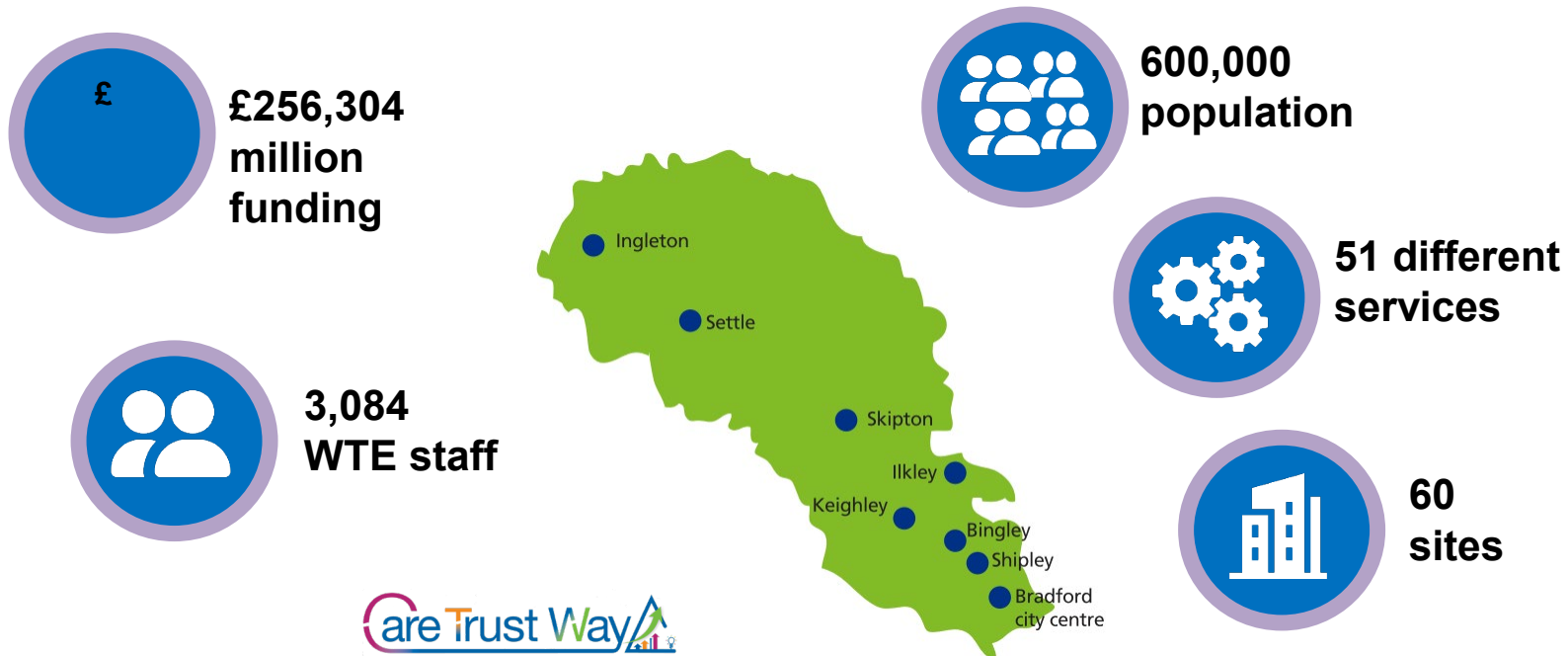
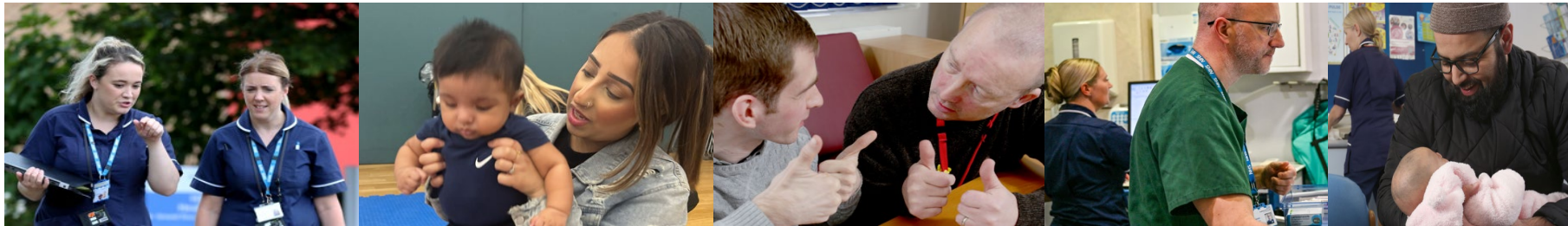
Annual Report 2025/26



Therese Patten
Chief Executive

**Leading Better Lives,
Together**

Creating better lives, together



Better lives – 'fit for the future'



Better lives – supporting together



Better lives – achieving together



Better lives – building together



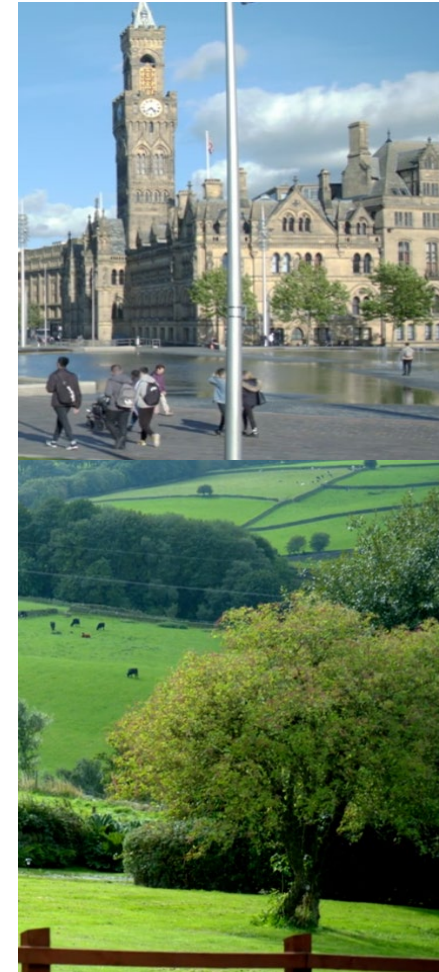
Better lives— delivering together



Better lives – working together



Better lives – developing together



Better lives – planning together



Thank you

Financial review



Mike Woodhead

- Chief Finance Officer
Bradford District Care
NHS Foundation Trust
- Place Director of Finance
for Bradford District and
Craven Health and Care
Partnership

The year in summary 2025/26

The financial year ending on 31 March 2026 has been another challenging year for the Trust due to the continued service demand and acuity pressures and workforce supply shortages. Despite this, the Trust has delivered its financial objectives for the year.

The financial highlights for 2025/26 include:

- delivering an adjusted surplus, after technical adjustments, of £2.021 million (m);
- approval of the Full Business Case for the Lynfield Mount redevelopment which has secured c£65m of capital funding (£50m from national capital funding plus c£15m contribution from West Yorkshire NHS partners);
- continued investment in the Trust's estates and digital infrastructure, which is critical in supporting service delivery;
- retaining a healthy cash balance of £22.8m;
- prompt payment of invoices resulting in 97% of non-NHS organisations and 96% of NHS organisations being paid within 30 days.

All of this has been possible due to the contributions from all members of staff across the Trust, not least those in the Finance Team.

Our income £256.3m

INCOME SOURCE - Where each £1 comes from



■ Integrated Care Boards 81.2%

■ NHS England 4.7%

■ Local Authorities 5.5%

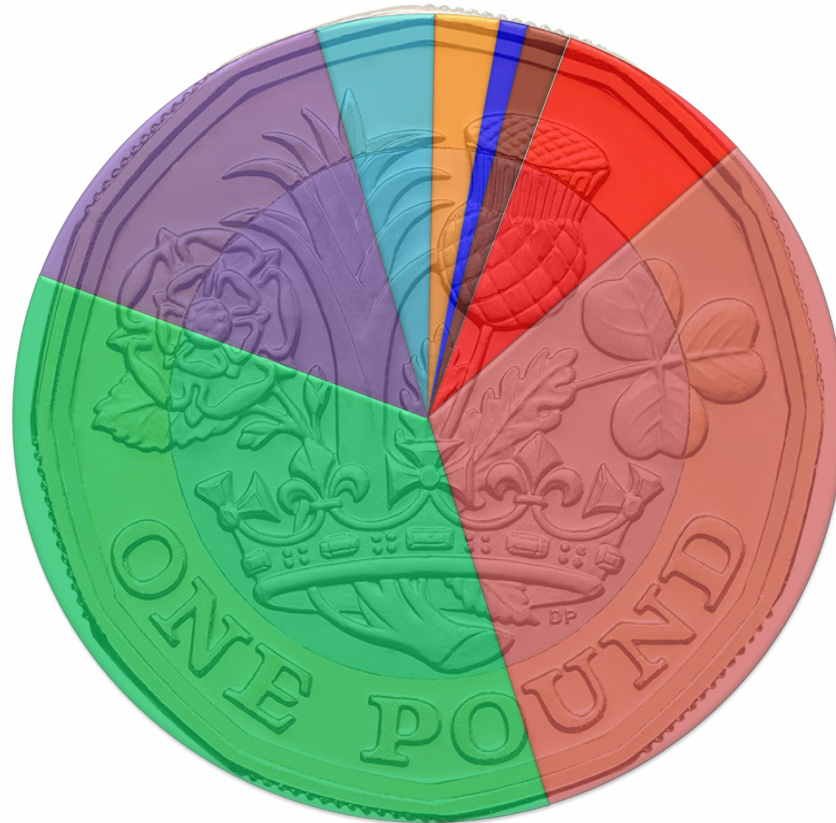
■ Speech and Language Therapy 0.2%

■ Other Patient Care Activities Income 4.2%

■ Other Operating Income 4.2%

Our expenditure £257.1m

OPERATING EXPENDITURE - Where each £1 goes



- Medical Staff Pay Costs 7.8%
- Nursing Staff Pay Costs 32.0%
- Other Pay Costs 35.5%
- Supplies & Services 14.8%
- Establishment & Premises 4.6%
- Depreciation & Amortisation on property, plant and equipment 2.5%
- Impairments 1.1%
- Other Non Pay 1.6%
- Financing Costs -0.1%

Operating Expenses £254.1m, Impairments £2.8m, and Financing costs £0.2m

Looking ahead to 2026/27

The Trust Board has approved a breakeven surplus plan for 2026/27, in line with its statutory duties. However, there remains a significant level of uncertainty and risk in these plans, not least because of:

- increased demand and acuity in our services;
- continuing pressure on inpatient beds, necessitating the use of Independent Sector beds;
- workforce availability and the resulting need to supplement with temporary staffing;
- industrial action for resident doctors;
- high levels of staff absence and sickness;
- delivery of the challenging efficiency target of 14m (5.9% of income), to meet our break-even duty;
- decaying Trust estate that is driving up maintenance costs and impacting on patient length of stays;
- pay inflationary costs remaining higher than funded levels; and
- system wide NHS reorganisation and staffing cuts, with the potential to delay or disrupt Trust plans.

Our Trust has robust risk management arrangements in place and has identified mitigations in respect of the key financial risks. The Trust has developed a range of strategic programmes which will help to deliver its overall £14.0m efficiency target.

The Trust's capital allocation for 2026/27 is £42.5m which includes £36.4m to support the development of Lynfield Mount (£33.6m funding from DHSC and a £2.8m contribution from the West Yorkshire operational capital allocation), £3.6m for routine operational capital priorities, funding for lease renewals in year of £1.1m and £0.9m Estates Safety Funding and £0.5m Community Digital Integration Funding (funded from additional PDC).

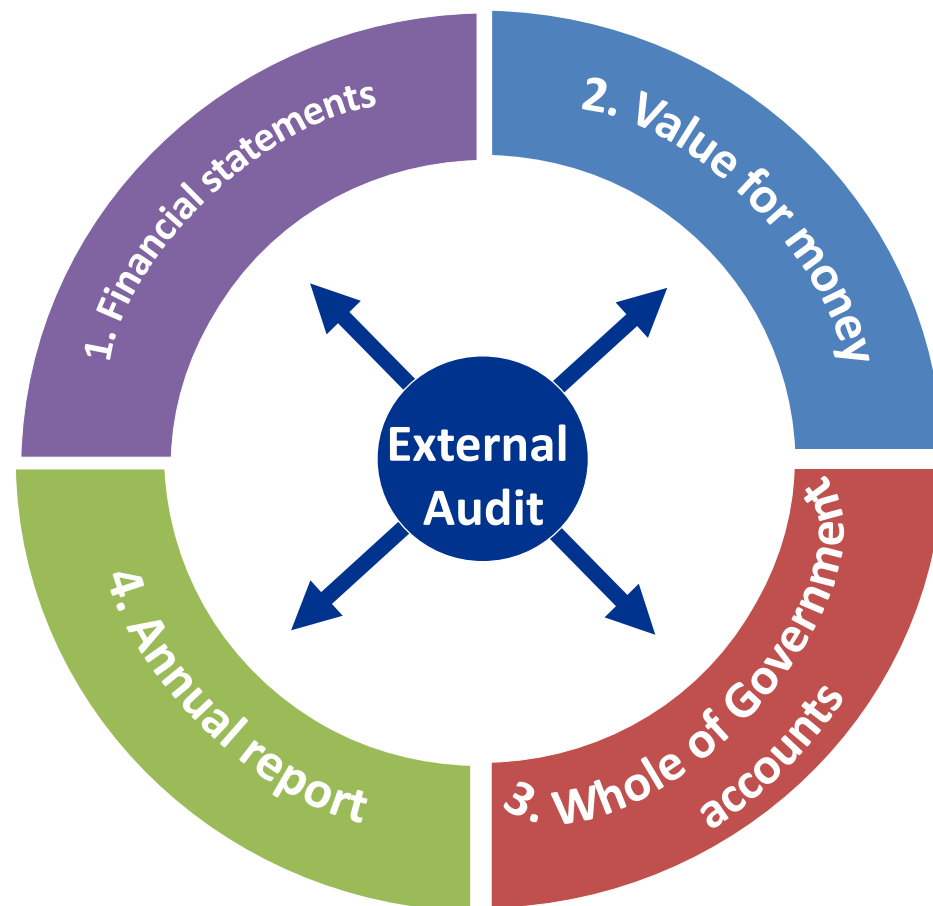
In summary, the Trust has a strong history of effective financial management but recognises that there are significant risks to the achievement of our statutory duties in 2026/27.

Thank you

Bradford District Care NHS Foundation Trust



Our responsibilities



Financial statements

Requirements

- The accounts are properly prepared in accordance with accounting standards.
- The accounts give a true and fair view of the financial performance and position of the Trust.

Significant risks

- ✓ Expenditure recognition (completeness).
- ✓ Valuation of land and buildings.
- ✓ Management override of control.

Trust outcome

- ✓ Unqualified (clean) opinion (true and fair view).
- ✓ Two uncorrected audit differences, below materiality.
- ✓ Small number of corrected presentational / disclosure differences.
- ✓ One medium priority recommendation raised.

Value for money

Requirements

- Assess whether there are significant weaknesses in the Trust's arrangements for achieving value for money.

Changes to responsibilities

New responsibilities were introduced for 2020-21 (Audit Code of Practice) resulting in increased depth to our assessment of whether there are significant risks, considering the design of a range of systems; and production of a commentary on the arrangements in place to be published on the Trust's website.

Trust outcome

✓ We did not identify any significant weakness with regards to the Trust's arrangements in relation to financial sustainability, governance and improving economy, efficiency and effectiveness.

Whole of Government Accounts

Requirements

- Confirm that the Trust's submission to NHS England for production of the consolidated NHS provider sector accounts matches the financial statements.

Trust outcome

- ✓ For 2025/26 we issued an unqualified (clean) consistency certificate.
- ✓ This means that we did not identify any inconsistencies between the financial statements and the information included in the consolidation schedules.

Annual Report

Requirements

- Confirm that the information included within the Annual report is consistent with our knowledge of the Trust.
- Confirm that all requirements of the Annual Reporting Manual have been included.
- Verify the accuracy of certain remuneration disclosures.

Trust outcome

- ✓ We confirmed that the Annual Governance Statement had been prepared in line with the Annual Reporting Manual requirements.
- ✓ We did not identify any material inconsistencies with our knowledge of the Trust.
- ✓ We audited the information required to be checked as part of the remuneration report.

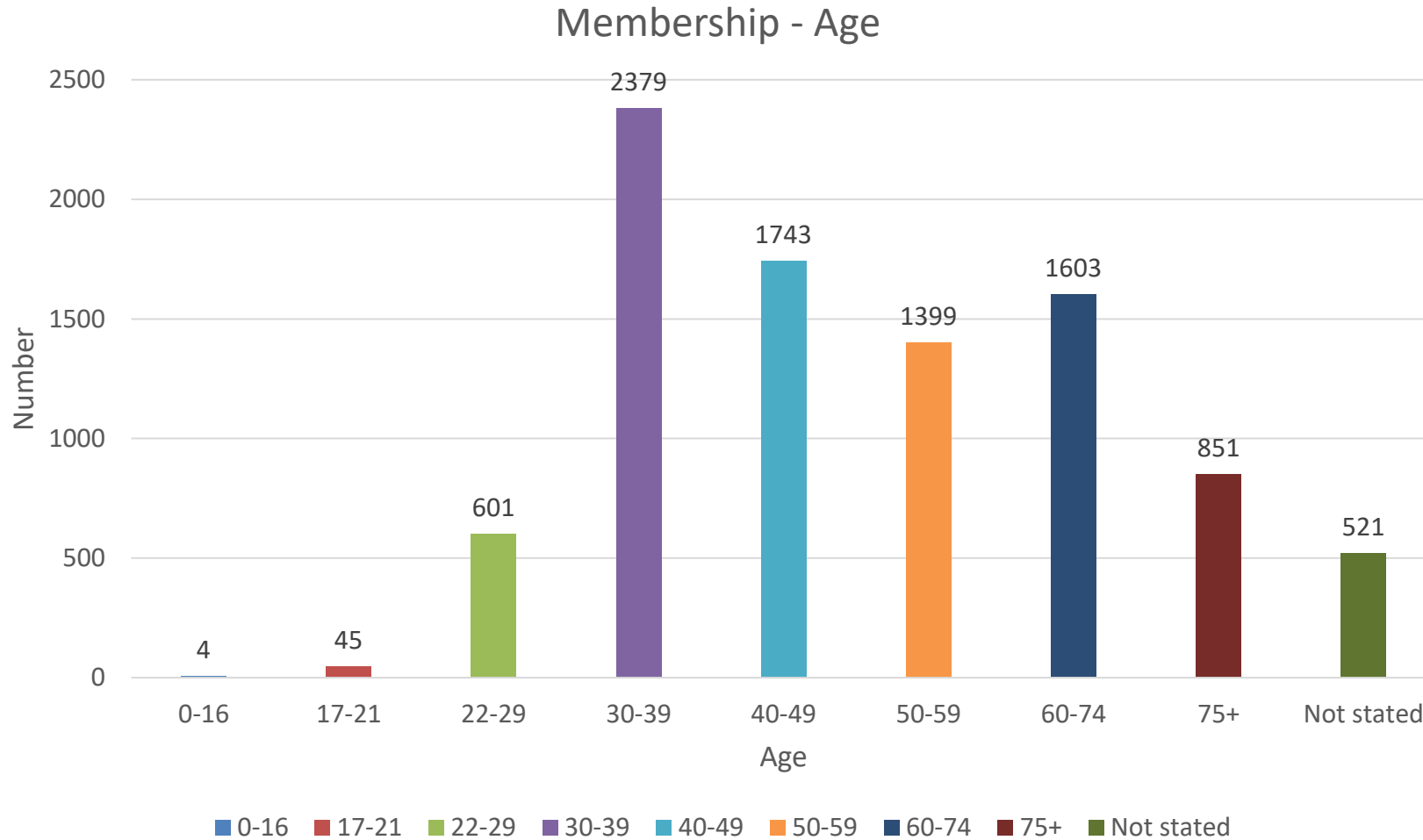
Thank you

Governor's report



Mike Lodge
Lead Governor

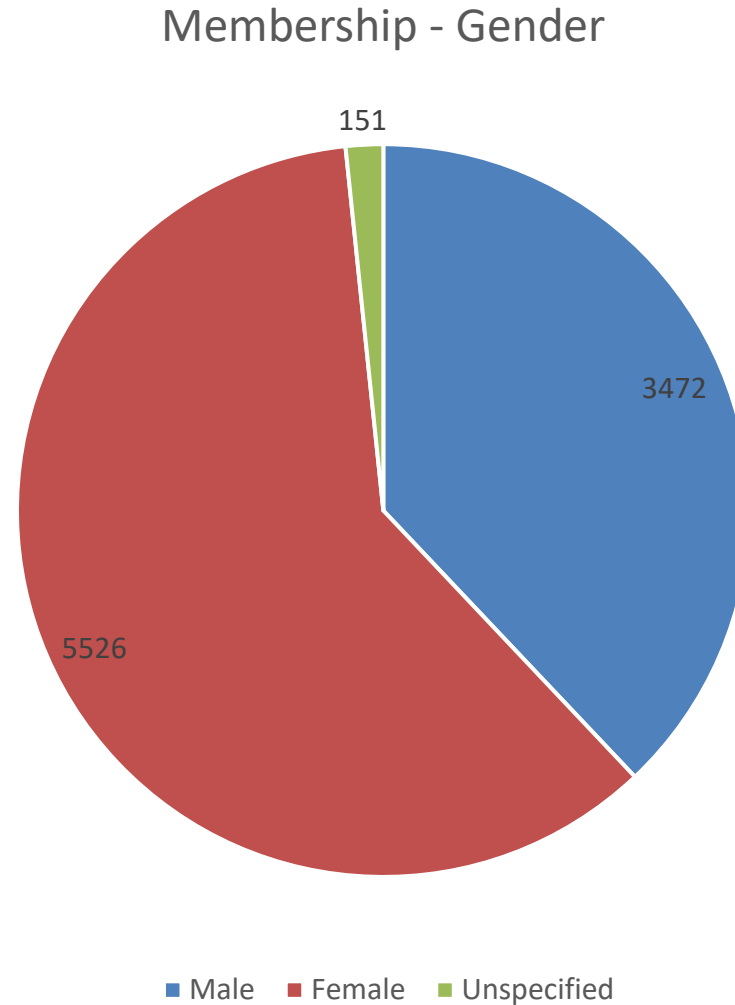
Public Membership - age



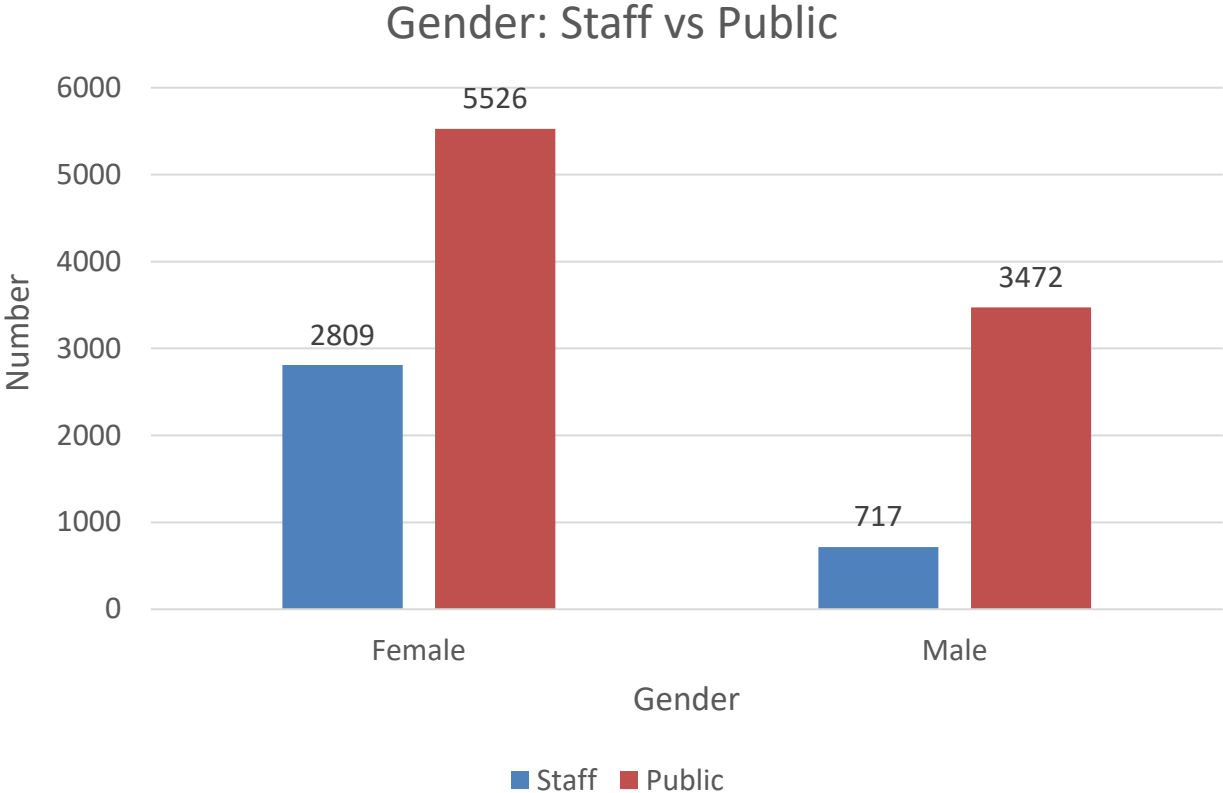
Public Membership - ethnicity



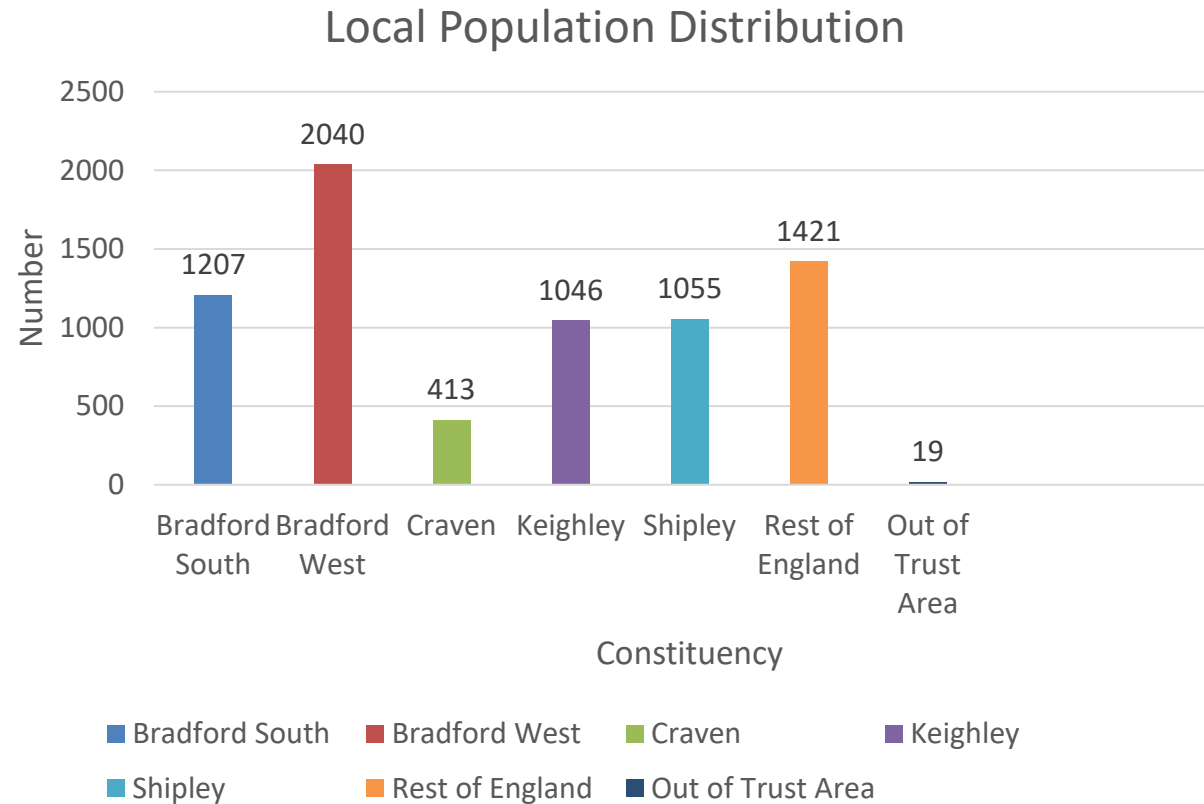
Gender membership



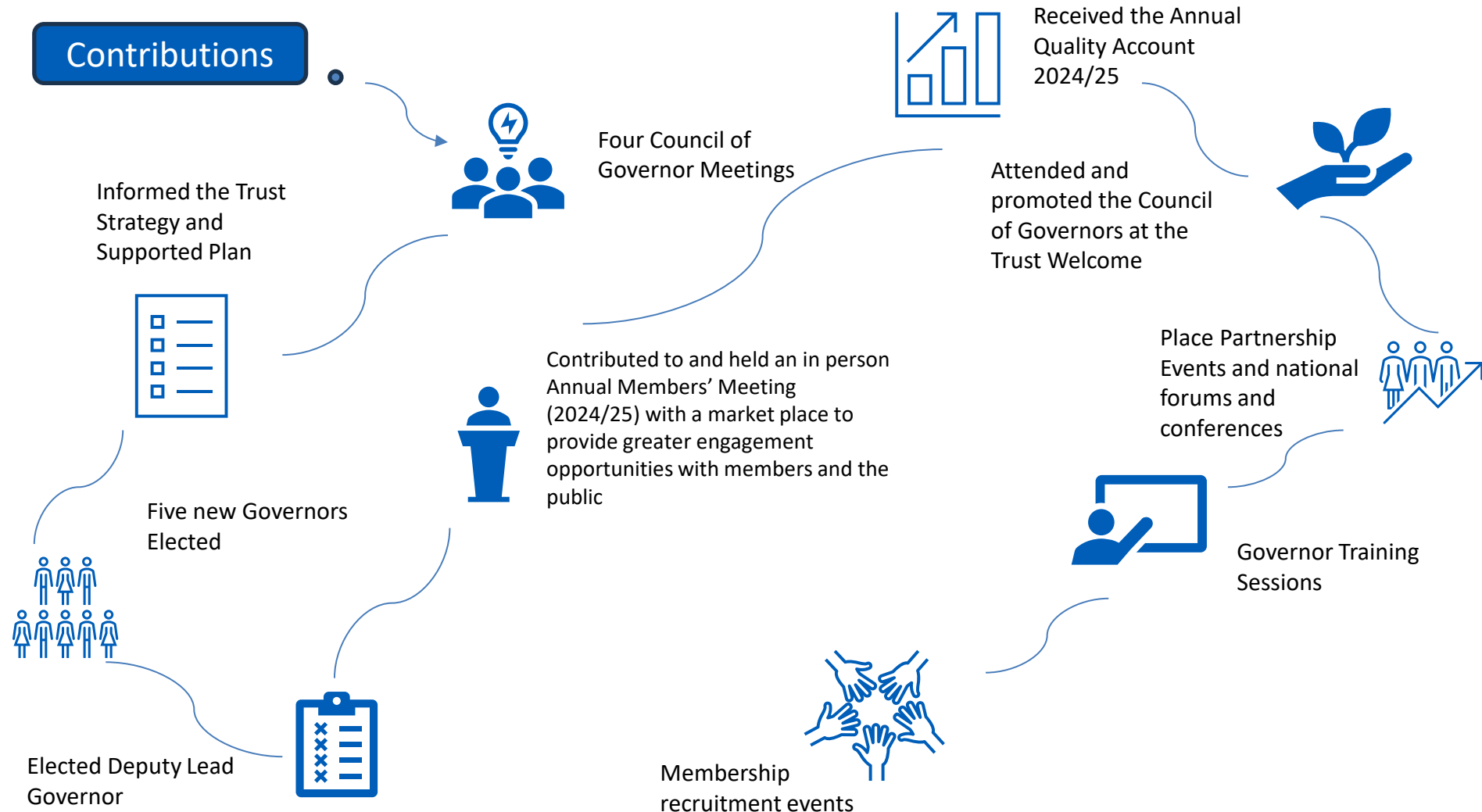
Membership – gender – staff vs public



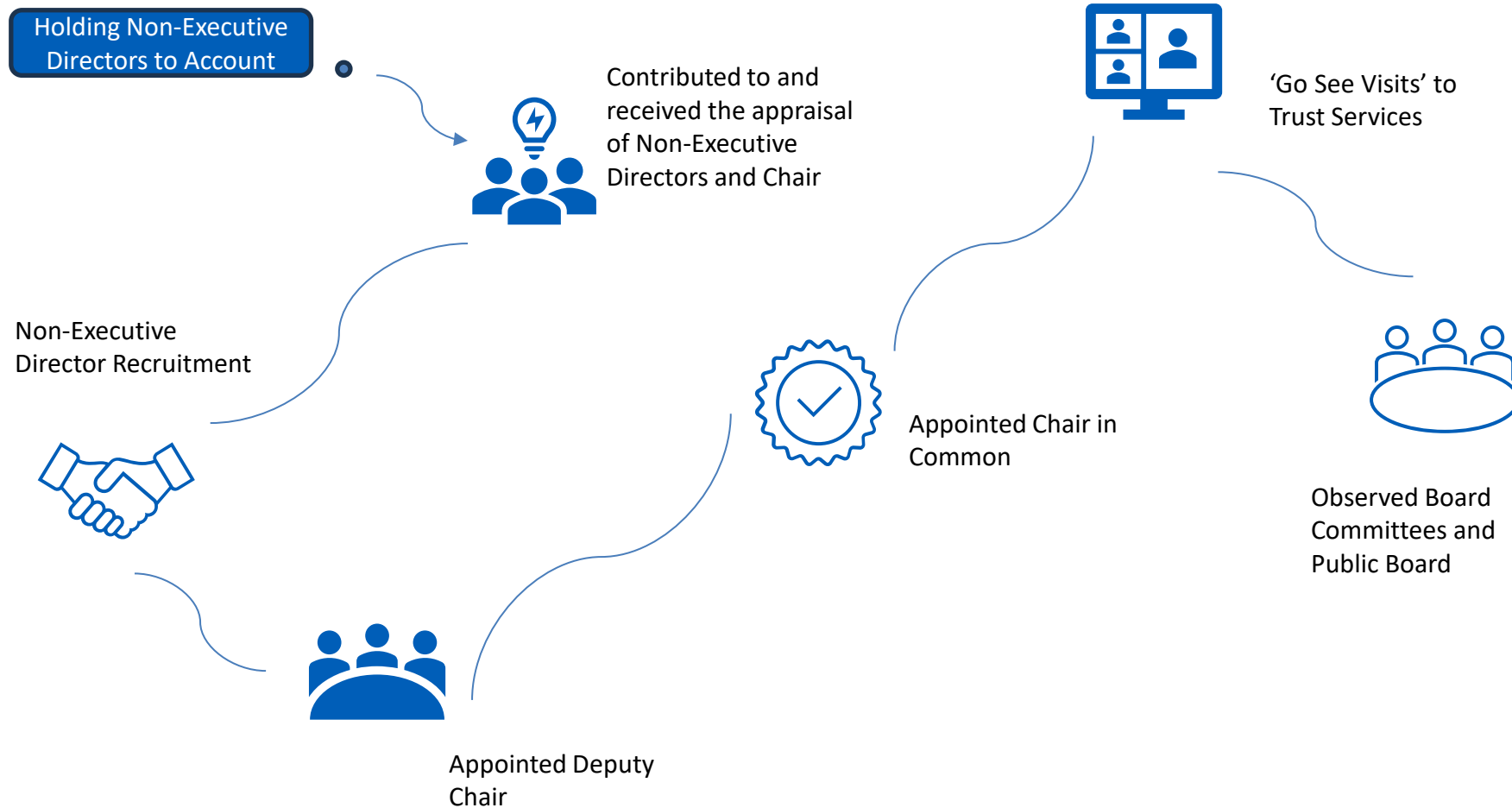
Membership – local population distribution



How do Governors represent you?



How do Governors represent you?



About your Governors

Elected – 20 seats

No. of seats	Constituency	Name
3	Public: Bradford East	Michael Frazer
		Aurangzeb Khan
		Mufeed Ansari
3	Public: Bradford South	Umar Ghafoor
		Hitesh Govan
		Vacancy
3	Public: Bradford West	Imran Khan
		Emmerson Walgrove
		Trevor Ramsay
1	Public: Craven	Vacancy
2	Public: Keighley	James Hobson
		Vacancy
1	Public: Rest of England	Michael Lodge
2	Public: Shipley	Vacancy
		Vacancy
3	Staff: Clinical	Arshad Ali
		Tabaro Rwegema
		David Hesford
2	Staff: Non-clinical	Terry Henry
		Aidan Jones

Appointed – 5 seats

No. of seats	Constituency	Name
1	Barnardo's	Deborah Buxton
1	Bradford Council	Cllr Jayne Morgan
1	Bradford University	Robert James
1	North Yorkshire Council	Cllr Andy Brown
1	Noor Project - Hope and Light	Masira Hans



NHS 10 Year Plan

- Legislation (Health Bill) going through Parliament to remove membership from Foundation Trusts and remove statutory responsibilities of Council of Governors.
- Non-Executives and Governors from the three Trusts in Bradford met in August. Some conclusions were:
 - Lay voice is very important.
 - Working across Bradford is very valuable.
 - Make information and activity “open by default”.
 - Give Public Engagement Strategies a higher profile.

Thank you for listening

Constitution changes

Mike Lodge
Lead Governor

Fran Stead
Trust Secretary

Thank you

Question and answer session with the Board of Directors

Break and networking stalls

2.30pm – 2.45pm

Welcome back - Trust Strategy Launch

2.45pm – 3.30pm

Better Lives Together

Our shared direction for 2026-2031

Trust strategy launch

Annual Members' Meeting, Thursday 24 September 2026

A copy of the strategy is available on your table

Why this strategy matters now

Our ambition remains the same. The world around us has changed.

Changing needs

Needs are becoming more complex.

Health inequalities

Persistent and avoidable differences remain.

Demand and resources

Demand is growing while resources are constrained.

Access and coordination

People expect care that is easier to access and more joined-up.

We must focus on what matters most and show visible progress.

Refreshed Vision and Purpose

Vision

A future where people live healthier lives, inequalities are reduced, and communities thrive — with care closer to home, delivered together by our people and partners.

Purpose

Working together to improve health, reduce inequalities and create a compassionate, inclusive environment for our staff and our communities.

Our shared commitment

We Care

We show kindness and put people at the heart of what we do.

We Listen

We listen, act on feedback and learn together.

We Deliver

We take ownership, focus on what matters and continually improve.



Creating Better Lives, Together

Our strategy in one story

A future where people live healthier lives, inequalities are reduced and communities thrive.

1

Supporting and valuing our workforce, creating the conditions they need to deliver safe, high quality care.

2

Provide safe, effective and compassionate care.

3

Using our resources effectively to deliver the greatest benefit for our communities.

4

Working together with partners to improve care for our communities.

Reducing health inequalities is the golden thread.

What will feel different by 2031?

People

“My care feels joined-up and easy to navigate.”

Carers and families

“I feel recognised, informed and involved.”

Colleagues

“I have more time to care and understand how I contribute.”

Partners

“Together, we are making a measurable difference.”



You told us. We changed it.

You told us

- Make it deliverable.
- Support our workforce;.
- Improve access and coordination.
- Listening must lead to action.
- Partnership must make a difference.



The strategy responds

- Fewer, clearer priorities.
- Workforce is a key priority.
- Timely, joined-up care.
- Signs of success and feedback loops.
- Outcomes-focused partnership working.

From ambition to visible delivery



Where we are going and what success looks like.

How we will deliver.

Actions, owners, milestones and measures.

What each of us will contribute

The difference people should experience.



Opportunities to keep you involved

as we put this strategy into practice?

How can we report progress?

How would you like to be
kept informed?

How would you like to
continue to be involved?

Please refer to the copy of the strategy on your table.

Better Lives Charity- raffle draw



Bradford District Care
NHS Foundation Trust

Thank you for attending