

NORTH YORKSHIRE COUNTY COUNCIL**SCRUTINY OF HEALTH COMMITTEE**

23 September 2011

Response to the consultation by the Bradford District NHS Care Trust on proposals for operating as an NHS Foundation Trust**Purpose of Report**

1. The purpose of this report is to provide an opportunity for the Committee to agree its response to the consultation by the Bradford District Care Trust on its proposals for operating as an NHS Foundation Trust.

Introduction

2. Nick Morris, Director of Business, Planning and Compliance, and Paul Hogg, Trust Secretary from Bradford District NHS Care Trust will be attending to present the consultation document and respond to Members' questions.
3. The consultation document and a presentation on the Trusts plans are attached as Appendices 1 and 2 respectively.
4. For ease of reference the 7 questions from the consultation document are set out below:

	Consultation Document Page No.
Q1. Do you agree with our vision and aims for the future?	13
Q2. Do you agree that the minimum age limit (14 years) for membership is still appropriate?	15
Q3. Do you agree with the membership categories we suggest?	15
Q4. Do you agree with the suggested number of Governors in each of the public membership areas (public constituencies)?	17
Q5. Do you agree with the suggested number of staff Governors and the proposed staff groups?	18
Q6. Do you agree with the list of organisations we would like to invite to be Appointed Governors?	18
Q7. Do you agree with our suggestion for the Board of Directors?	19

Recommendation

5. That Members agree the basis of a response to the questions set out above.
6. The Chairman be authorised to produce a final response based on Member's discussions to be sent to the Trust by 5 December.

Background Documents: None

**Bryon Hunter
Scrutiny Team Leader**

**County Hall
NORTHALLERTON**

BH/13 September 2011

Our Plans for Becoming an NHS Foundation Trust

12 September 2011 – 5 December 2011

**HAVE
YOUR
SAY**



You and Your Care

HAVE
YOUR
SAY

Thank you for taking
the time to find
out more about our
organisation and
its plans for the
future. We think it is
important for you to
do this and we'd like
to tell you why...

Ta publikacja jest dostępna również w innych językach obecnych w naszej społeczności. Prosimy o kontakt pod poniższym adresem, telefonem bądź adresem email.

এই তথ্য কমিউনিটির লোকদের নিজ নিজ মাতৃভাষায়ও পাওয়া যাবে। অনুগ্রহ করে নিচের ঠিকানায়, ফোন নাথ্যারে এবং ইমেইলে যোগাযোগ করুন।

Táto publikácia je k dispozícii aj v iných jazykoch. Obráťte sa na adresu, telefónne číslo alebo email, ktoré sú uvedené nižšie.

ਇਹ ਪ੍ਰਕਾਸ਼ਨਾ ਸਮਾਜਕ ਬੋਲੀਆਂ ਵਿਚ ਵੀ ਮਿਲ ਸਕਦੀ ਹੈ। ਕ੍ਰਿਪਾ ਕਰਕੇ ਹੇਠ ਦਿੱਤੇ ਪਤੇ, ਫੋਨ ਨੰਬਰ ਜਾਂ ਈਮੇਲ 'ਤੇ ਸੰਪਰਕ ਕਰੋ।

આ પ્રકાશન ઓમ્નિનિટી ભાષાઓમાં પણ ઉપલબ્ધ છે. મહેરબાની કરી નીચે આપેલા સરનામા, ફોન નંબર કે ઇ-મેઇલ પર સંપર્ક કરો.

یہ اشاعت کمیونٹی زبانوں میں بھی دستیاب ہے، براہ مہربانی نیچے دیئے گئے پتے، فون نمبر یا ای میل پر رابطہ کریں۔

**Bradford District Care Trust, Room 2.10, New Mill, Victoria Road,
Saltaire, Shipley, BD18 3LD**

Tel: 01274 363552 Email: ft@bdct.nhs.uk Web: www.bdct.nhs.uk/ft



A Message from the Chair and Chief Executive

Our plans for becoming an NHS foundation trust

April 2011 marked an exciting time for us as we became a new type of health care organisation.

Since 2002 we have provided mental health and learning disability services across the district but, in joining forces with our community health colleagues, we now deliver a wide range of physical health support to every age group across Bradford, Airedale and Craven.

We believe that bringing together mental and physical health care support locally along with closer working with social care services is the right thing to do. It will mean that we can make access to the right care easier and closer to where you live. It will mean that your health and well-being needs can be considered 'in the round' - at the same time, in the same place by health and social care experts who are working together to achieve the best results for you. It will mean that we can move even closer to delivering the very best outcomes for 'You and Your Care.'

It's likely that at some point in your life you, or someone important to you, will have contact with at least one of our services. This might be through our health visiting and school nursing teams, our specialist adult mental health services or via the care and treatment given to older people with physical or mental health conditions, such as respiratory disease or dementia. And that's why we think it is important that you understand our vision for the future of local health care and that you feel you've had a chance to be involved in how this care might look in the future.

One of the first major steps in us being able to achieve our vision is to become a foundation trust. This might seem like a complicated idea but it's really just about making local health care services more accountable to the people that use them. We are planning to become a foundation trust in 2013.

We know that by becoming a foundation trust we will be able to invest in, and develop, our local services in a way that you would like us to. We strongly believe that our expert staff really understand your community and that we are best placed to offer excellent care and develop it further in the future to meet your expectations.

This guide explains what becoming a foundation trust really means and tells you how you can start your conversation with us about the plans we have. We'd like to thank you again for taking the time to read it. Please do let us have your answers to the questions within it, your responses are very important to us and will be carefully considered.

Barry Seal
Chair

Simon Large
Chief Executive

What is a Foundation Trust?

Our plans for becoming an NHS foundation trust

What is a foundation trust?

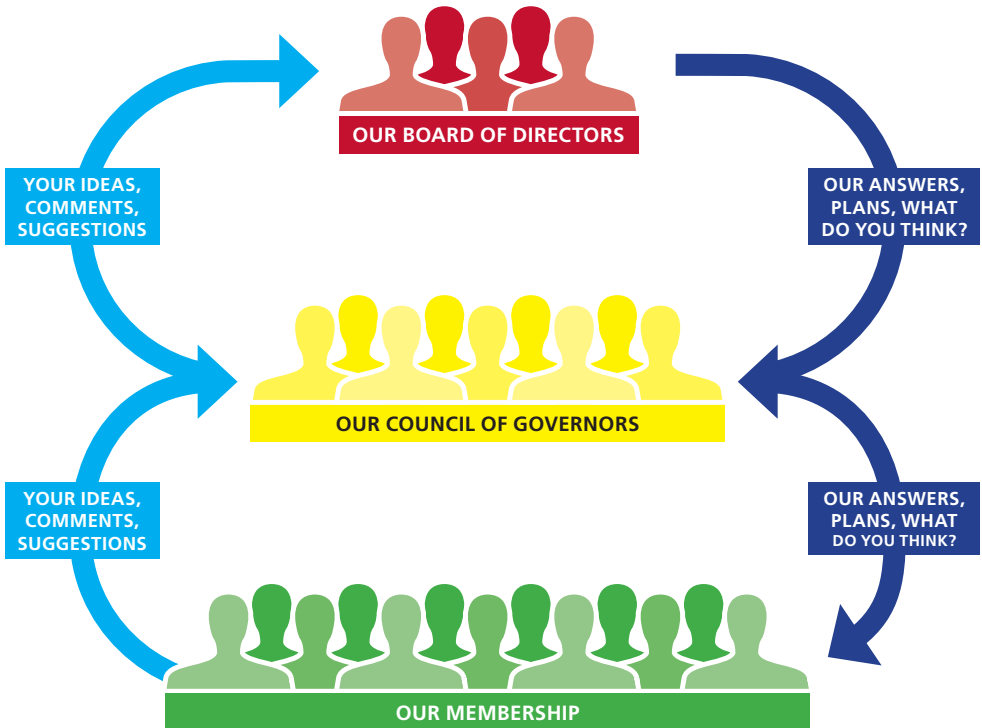
Foundation trusts are still part of the NHS. We will still have NHS inspections and standards to meet. As a foundation trust we will remain committed to working in line with the NHS principles of free care, based on need and not the ability to pay.

What does it mean for you?

Being a foundation trust will mean we will have greater financial freedoms. This gives us a real opportunity to better plan your services now and in the future.

We will be accountable to you. Your conversations with us will have an importance never seen before and that's because you will be able to suggest ideas for changes and improvements at the highest level of the organisation.

As a foundation trust, we will no longer have to answer in the same way to the Department of Health; instead we will need to answer to you and our local communities.



HAVE YOUR SAY



Wendy Craven
Oral Health Promotion Support Worker



Lesley Bailey
Housekeeping Assistant

How will it work?

As a foundation trust we will need to have:

- **Members –**
Joining as a member is free and means we will update you on our plans. It's up to you how involved you become. You'll have the opportunity to have your say about who from the membership stands on your behalf as a Governor.
- **A Council of Governors –**
Representing our members, Governors will hold the Trust Board to account for its decisions. They will also put forward ideas about a range of issues and will be able to influence important service changes and developments in the future.
- **A Board of Directors –**
Making important decisions on the overall plans and day-to-day running of the organisation the Board will be held to account by the Council of Governors and in turn our members.

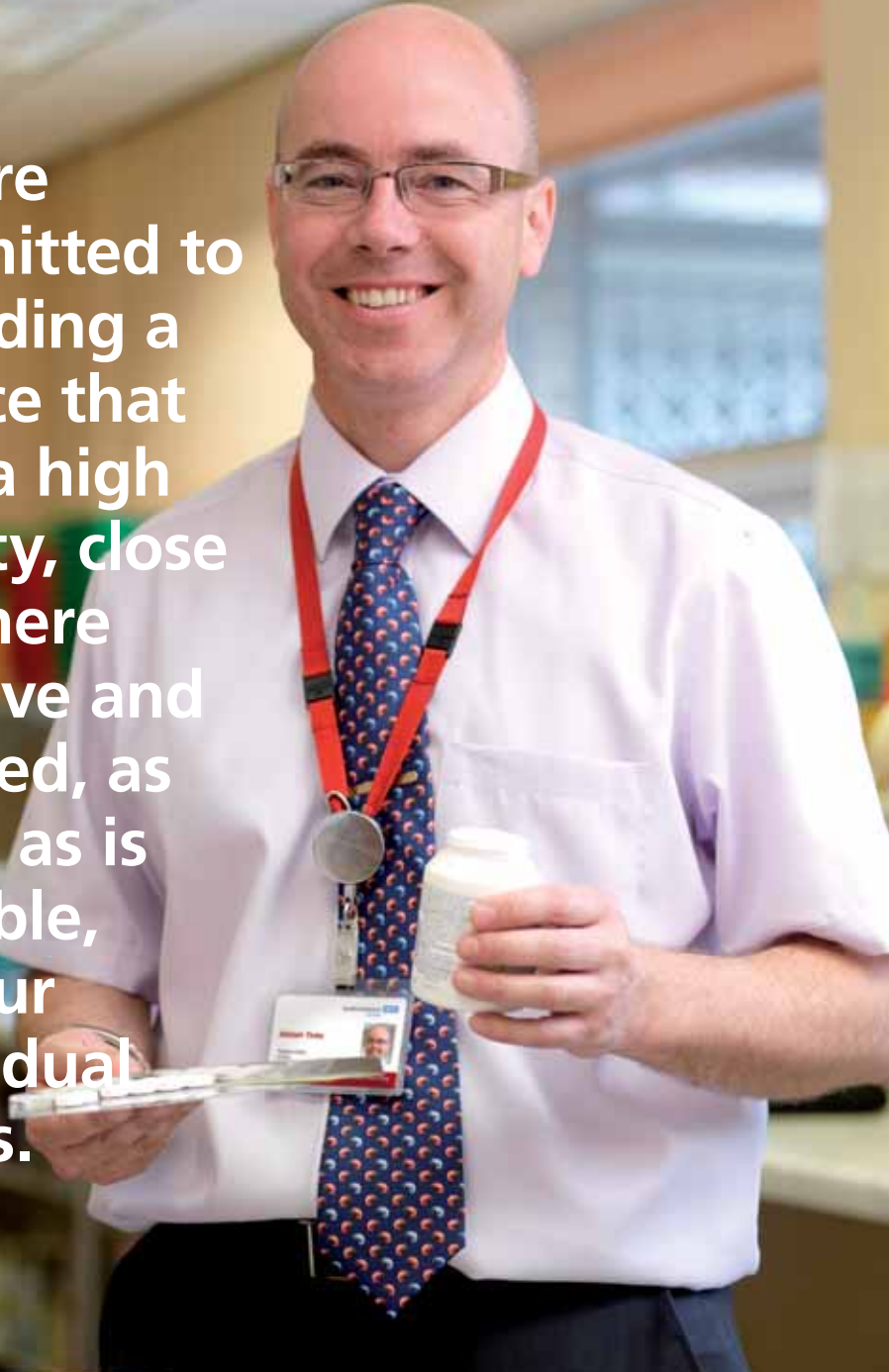
So what next?

Here you will find further information about all the specialist services we offer in your area. We'll tell you about our vision for the future and explain how you can be more closely involved.

We will then ask you some key questions about our plans. Your answers will help us with the next stage of our foundation trust journey.

**HAVE
YOUR
SAY**

We are committed to providing a service that is of a high quality, close to where you live and tailored, as much as is possible, to your individual needs.



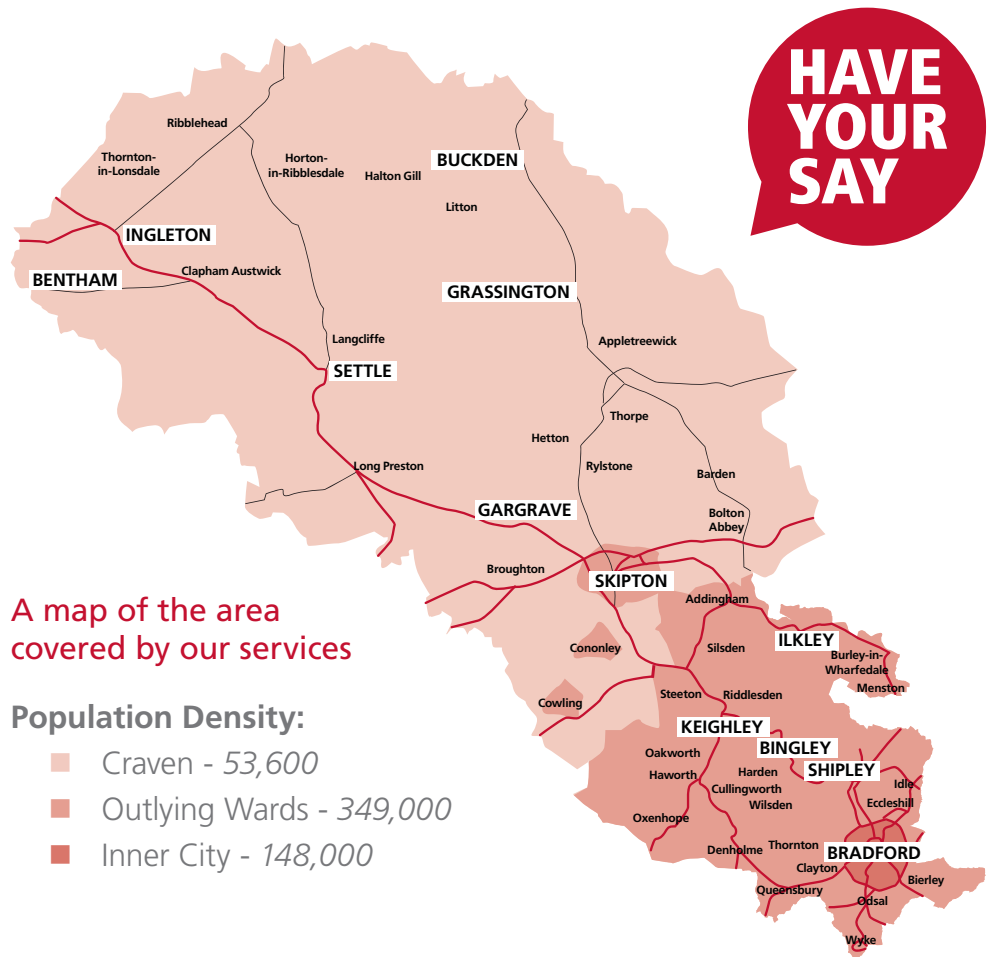
About Us

Our plans for becoming an NHS foundation trust

We care for people of all ages who have community health, mental health and social care needs. We also provide specialist support for people with learning disabilities.

We work within the Bradford district and the Craven district of North Yorkshire and offer services in hospitals, the community, and in people's own homes.

We are committed to providing a service that is of a high quality, close to where you live and tailored, as much as is possible, to your individual needs.



Our Services

Our plans for becoming an NHS foundation trust

Our services are made up of seven areas:

Adult Mental Health Services

We provide a full range of health and social care services to adults of working age who are experiencing serious mental health difficulties. Our services are based on individual needs and include:

- In-patient
- Urgent Response
- Community Services
- Housing Related Support
- Day Services



Nathan Legg
Support Worker

Child and Adolescent Mental Health Services

We work with children and young people with emotional and psychological problems from the pre-school years up until age 16, or older if still at school. We also have an adolescent substance misuse team and dedicated workers who link to Youth Offending Teams to work with young people up to the age of 19 years. All services work with parents and carers to create a family centred approach.



Cheryl Myers
Senior Podiatrist

Community Health Services

These teams offer a full range of locally based services to children and adults. They work in partnership with a range of organisations and agencies including GPs, primary care staff, local authorities, education and the voluntary and community sectors.

They include:

- District Nursing teams
- Community Matrons and Case Managers (Provide joined up support for long term conditions.)
- The Specialist Palliative Care team (End of life care.)
- Health Visitors
- School Nurses
- Salaried Dental Services (Preventative and treatment programmes with a focus on hard to reach groups.)
- Speech and Language Therapists
- Podiatrists (Specialist foot care services)

Learning Disabilities Services

A major redesign of services means that the care we have previously provided is changing. During 2011/12, the social care element of our service provision will transfer back to the local authority. This means our focus will be on providing specialist health support to people with learning disabilities.

Low Secure Services

We provide a regional service for men who have mental health problems and who may have received input from the criminal justice system. The service is for those whose care and treatment cannot be safely or successfully delivered in local mental health services.

Jean Thornton
Staff Nurse



Older People's Mental Health Services

We care for people who have mental health problems as a result of issues relating to later life. We provide a range of hospital and community based services for people with memory related problems such as dementia and functional illnesses, such as depression. We focus on the individual's mental health and physical health care needs.

Sylvia Bolton
Health Care Support Worker



Substance Misuse Services

People who have problems with both mental health and misuse of drugs, alcohol or substances, often need a lot of support. Our experienced staff teams provide free and confidential care to individuals, their families and carers through assessments, care planning and treatment both in hospital and community settings.

**HAVE
YOUR
SAY**

**HAVE
YOUR
SAY**



Our Vision Wheel:

Our vision is to be...

One of the country's leading providers of integrated health and social care services.

Our Vision for the Future

Our plans for becoming an NHS foundation trust



Dee Roscoe
Receptionist



Lisa Lewis (left)
Occupational Therapist
Wasim Mirza (right)
Health Care
Assistant

Our aims

As a provider of choice, we will:

- Provide a high **quality** service
- Make sure we have good **relationships** with you and our partner organisations
- Deliver **value for money** (this means good use of tax payers' money)
- Improve **patient experience**

Our values are:

- Respect
- Openness
- Improvement
- Excellence
- Together

We place 'You and Your Care' at the heart of everything we do.

How we will do it

Our 'Vision Wheel' sets out what we will deliver as a foundation trust over the next five years. It puts 'You and Your Care' at the centre of everything we will achieve. The 'Vision Wheel' describes the type of things we would like to hear you say about our services. We'll know we've achieved our vision when you tell us that we have.

Foundation trust status and the freedom this will bring will allow us to achieve our aims and deliver our vision.

**HAVE
YOUR
SAY**

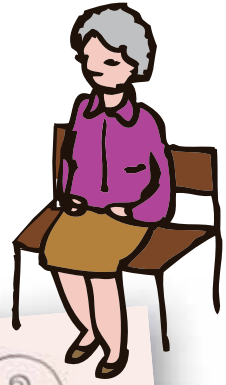
Our Vision for the Future

Our plans for becoming an NHS foundation trust

Can we do it for Doris?

Becoming a foundation trust is the first step in making our vision real for local people. We want to move away from hospital settings and provide care in or near your own home. We want your care to be easier to access and give you more control and choice.

Over the next five years there are lots of things we want to do to make sure we keep improving patient care. Here is just one example of how a patient's experience could be made better in the future...



What sometimes happens now:

- 2011 -

MON

Saw a social worker yesterday and a nurse today - I had to tell them my story all over again. **Why?**



TUE



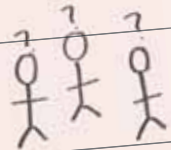
Had to cancel cuppa with Edith! Two different clinic appointments, two different places!

WED

Still finding it hard to remember things. Wonder who I should tell?

THU

Seen so many different people so far this week. Can't remember who they are or what they are going to do.



FRI

More appointments over the next three weeks, all at different places. Feel really tired and anxious, don't feel like meeting Edith.

SAT



Need to decide on treatment options. Not sure I fully understand my choices.

SUN

Have to go into hospital for two days for tests - who will look after Tibbles and my flat?



What will happen
in the future:

2016

MONDAY

Met Mariam, my care co-ordinator today. She could see all my patient records - so no need to explain everything.



TUESDAY

Mariam called. She's arranged for me to see all the experts I need to, on a day that suits me, at a care centre close to home. Met Edith for a cuppa.



WEDNESDAY



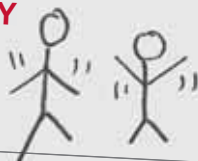
Told Mariam I'm worried I can't remember things. She can help me get the support I need.

THURSDAY

Everyone is working together to help me. All the experts consider my needs at the same time and talk to each other about how they can help me.



FRIDAY



Met Edith. We went to an exercise class for older people - Mariam suggested it. I feel really good!

SATURDAY

Mariam and I talked through my treatment options. I now have enough information to make a decision.



SUNDAY

I need some extra tests. Mariam says these can be done at home. I don't have to worry about leaving my flat or Tibbles!



**HAVE
YOUR
SAY**

Question 1:

Do you agree with our vision and aims for the future?

**HAVE
YOUR
SAY**

Our values are:

**“Respect,
Openness,
Improvement,
Excellence
and Together.”**

Sabina Gordoio (left) & Lynne Tones (right)
District Nurses

Where does becoming a Foundation Trust fit in?

Our plans for becoming an NHS foundation trust

**HAVE
YOUR
SAY**

Our membership

By joining us as a member you can help us to achieve our vision and have your say in how we provide the services that matter to you. The more members we have the better placed we will be to respond to local needs.

We have 7,000 local people who have already signed up to become members of our Trust. It's important to us that our members reflect our local communities and we will continue to look for ways to recruit members from any under-represented groups.

We encourage people from 14 upwards to join the Trust as members. As a result, we now have over 1,000 members under the age of 21.

We think it's a good idea to keep the minimum age of membership at 14. However, it won't prevent us from working with younger people. As an organisation that provides children's services, we continue to look for ways to work with children of all ages.



Michael Brimacombe
Occupational Therapist

Categories of membership (Membership Constituencies)

We think it's a good idea to have two categories of membership:

- Public
- Staff

We want to combine the experience and knowledge of our staff with the views and opinions of members of the public all of whom could at one point in their lives have contact with our services.

People can only be members of one category at any time.

Question 2:

Do you agree that the minimum age limit (14 years) for membership is still appropriate?

Question 3:

Do you agree with the membership categories we suggest?

Where does becoming a Foundation Trust fit in?

Our plans for becoming an NHS foundation trust

Council of Governors

The Council of Governors will be elected by its membership. There will also be a number of appointed Governors representing partner organisations. These will include organisations such as the local authority and voluntary sector groups. The Council of Governors will be chaired by the Chair of the Trust. Governors represent the interests of the members and partner organisations, and have a number of legal duties.

We want to encourage people from all the communities we serve to be involved in the Trust as a member or Governor, although there are some legal restrictions. For example, Governors have to be aged 16 years or older.

Members and Governors are not paid, but Governors are entitled to receive expenses in connection with their attendance at Governor related meetings.

To make sure we have strong representation, we propose a total of 26 Governors.

We want our Governors to:

- Communicate messages to the members and the wider public about the work we carry out and to be able to answer basic questions about the work we do.
- Help influence our future plans.
- Work with the Board of Directors on the delivery of its legal duties.

Legal duties of Governors

By law, the Council of Governors' duties include:

- The appointment (or removal) of the Chair of the Trust.
- The appointment of the Non-Executive Directors of the Board of Directors.
- The approval of the appointment of the Chief Executive of the Trust.
- Holding to account the Board and its individual Directors for their performance.
- The approval of the appointment of the Trust's External Auditor.
- To receive and be consulted on the Trust's annual plans.

Governors will also be required to represent the interests of members and will agree any changes to the Trust's Constitution.

The Constitution will outline:

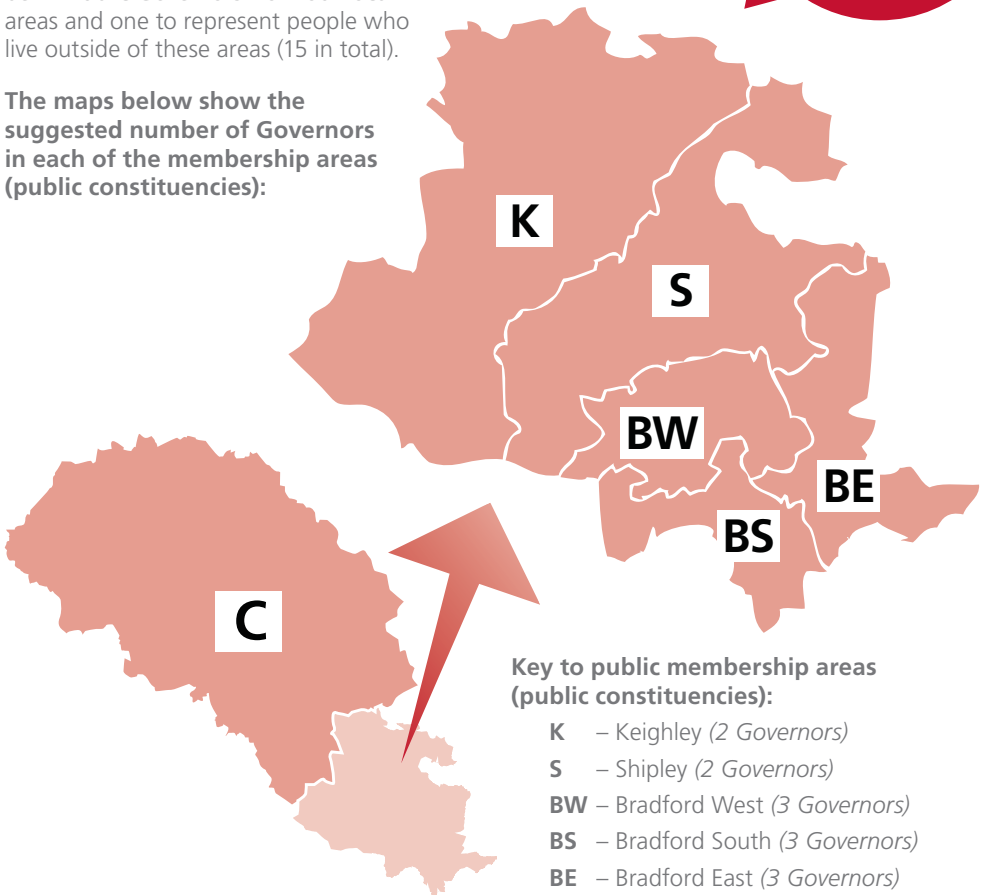
- The powers of the Trust.
- Procedures relating to the recruitment of members.
- Procedures relating to the election and role of Governors.

Governors will be provided with an induction to help them carry out their roles effectively and to determine which other activities they may wish to be involved in.

Public Governors

Members will be grouped depending on where they live. We think there should be 14 Public Governors from our local areas and one to represent people who live outside of these areas (15 in total).

The maps below show the suggested number of Governors in each of the membership areas (public constituencies):



Key to public membership areas (public constituencies):

- K** – Keighley (2 Governors)
- S** – Shipley (2 Governors)
- BW** – Bradford West (3 Governors)
- BS** – Bradford South (3 Governors)
- BE** – Bradford East (3 Governors)
- C** – Craven (1 Governor)

Question 4:

Do you agree with the suggested number of Governors in each of the public membership areas (public constituencies)?

Where does becoming a Foundation Trust fit in?

Our plans for becoming an NHS foundation trust

Staff Governors

We want our staff to be fully involved in our foundation trust and to tell us how they would like services to develop in the future. Our staff are committed to providing the best possible services and we value their input, expertise and knowledge. We know staff want to be involved in the future development of services. On becoming a foundation trust, all staff will automatically become members, unless they choose to opt out.

We think that the staff category should be shared across two staff groups:

- Clinical staff (3 Governors)
- Non-clinical staff (2 Governors)

Question 5:

Do you agree with the suggested number of staff Governors and the proposed staff groups?

Elections

Governors for the public and staff categories (constituencies) will be elected through a voting process. Elections will be by secret ballot and will be run by an independent organisation. Elected Governors are usually appointed for a term of up to three years.

Appointed Governors

The final element of the Council of Governors will be to invite key organisations to become Appointed Governors. We place great value on working together and have close links with many health and social care organisations across the areas we

serve. They will contribute their expertise and knowledge, representing the different needs of the people who use our services.

We think that it would be a good idea to have six Appointed Governors and we would like to invite the following organisations to be Appointed Governors.

- **Bradford University** (1 Governor) – we want to develop our existing links with our local university.
- **City of Bradford Metropolitan District Council** (1 Governor) – we have a legal duty to allocate a place to our local authority.
- **Craven District Council** (1 Governor) – we have a legal duty to allocate a place to our local authority.
- **Sharing Voices, Bradford** (1 Governor) – provides mental health support to black, minority ethnic (BME) communities mostly living in the inner city of Bradford. We want to make the most of links to communicate with our wider communities.
- **Barnardo's** (1 Governor) – provides support and assistance to young people across the district and works with a number of young people that we provide services to.
- **Bradford Community and Voluntary Service** (1 Governor) – represents a wide variety of voluntary/charity organisations across Bradford.

Question 6:

Do you agree with the list of organisations we would like to invite to be Appointed Governors?

Board of Directors

Our Board of Directors is made up of Executive and Non-Executive Directors.

Non-Executive Directors come from outside our Trust to challenge and contribute to our development. They also support and look in detail at the performance of our Executive Directors. They add value through their diverse skills and experience.

Our Executive Directors work from within our Trust and are responsible for all aspects of its day-to-day running. They have specific areas of responsibility and make sure we continue to deliver high quality, effective services.

As a minimum legal requirement, our Board of Directors needs to include:

- Chief Executive
- Finance Director (or equivalent)
- Medical Director (or equivalent)
- Nursing Director (or equivalent)

We think it's a good idea that the Board of Directors includes at least five Executive Directors and the same number of Non-Executive Directors. The Chair of the Board will have a casting vote where necessary.

Question 7:

Do you agree with our suggestion for the Board of Directors?



Joe Maloney
Patient Transport



Jacquie Edwards
Ward Manager

Your Feedback

Our plans for becoming an NHS foundation trust



Chelsie Hackshall
PA

Tell us what you think

This is your opportunity to tell us what you think about our plans and help shape our application to become a foundation trust. We would need to receive your comments by 5 December 2011.

You can tell us what you think about our plans in the following ways:

- Complete and return the free post, self addressed response form at the back of this document
- Write to us at:
*Bradford District Care Trust
Room 2.10
New Mill
Victoria Road
Shipley
BD18 3LD*
- Email us at ft@bdct.nhs.uk
- Complete our online feedback form available at www.bdct.nhs.uk/ft
- Come along to one of our public events. They are a great opportunity to meet our staff, find out about our services, and see how you can be involved. All our events will be advertised on our website www.bdct.nhs.uk. We will also attend meetings with various community groups.

Keep in touch



To 'Like' our facebook page, search:
Bradford District Care Trust

Follow us on twitter for the latest news:
[@Bradford_DCT](https://twitter.com/Bradford_DCT)

HAVE YOUR SAY



Munawar Khan
Chef

Your feedback

Your views and comments will help us to finalise our plans. We will consider every response carefully.

A summary of the feedback we receive will be published on our website at www.bdct.nhs.uk in early 2012. Alternatively, this summary can be requested from the Foundation Trust office at the address on page 20.

If you need any help to understand this document or if you need details in another language please contact our Communications team on **01274 363552**.

Join us and make a difference

Our Trust can only be accountable to the people we serve if there is a strong and vibrant membership. If you aren't already a member, we would like to encourage you to become one so that you can help us improve our services. The more members we have, the bigger difference we can make to the future of our services.

If you would like to become a member, please complete the membership form at the back of this booklet.

**HAVE
YOUR
SAY**

**Join us and
make a
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Consultation on our plans for becoming an NHS Foundation Trust

12 September – 5 December 2011



You and Your Care

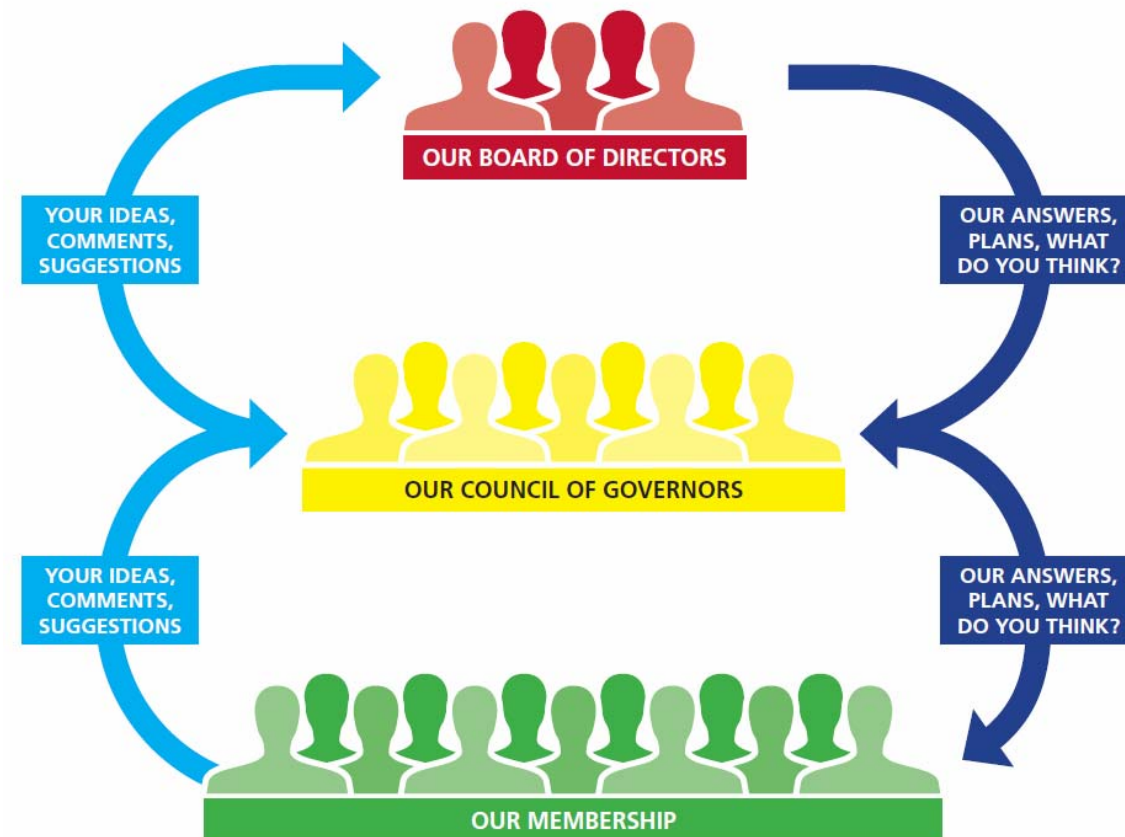
What is a foundation trust?

As a foundation trust we will still:

- be part of the NHS
- have NHS standards to meet
- work in line with the NHS principles of free care, based on need and not ability to pay

BUT, we will:

- have greater financial freedom to better plan services
- be accountable to our members, not the Department of Health



Adult Mental Health

- we provide a full range of health and social care services to adults of working age who are experiencing serious mental health difficulties.

Low Secure Services

- we provide a regional service for men who have a mental health problem and who may have received input from the criminal justice system.

Community Health

Services - we offer a full range of locally based services to people of all ages. These services include; Health Visitors, Speech and Language Therapists, Podiatrists, District Nurses and Dentists.

Older People's Mental Health Services

- we care for people who have mental health problems as a result of issues relating to later life.

Our Services

Substance Misuse Services

- we support people with mental health and drug, alcohol and substance misuse.

Learning Disability Services

- we provide specialist health support to people with learning disabilities.

Child and Adolescent Mental Health Services

- we work with children and young people with emotional and psychological problems from the pre-school years until age 16, or older if still at school.

Our Vision and Values

Our vision is to be...

One of the country's leading providers of integrated health and social care services.

Our five year plan puts 'You and Your Care' at the centre of everything we would like to achieve and sets out how we will deliver on four key aims:

- Quality
- Value for money
- Relationships
- Patient experience



See page 10 of the 'Have Your Say' Consultation Document..

Achieving our Vision through Transformation

Work is already underway on four key themes to help deliver our transformation agenda:

- **Simple access to services** – through a single point of access, changes to locality working and a single assessment process.
- **New ways of working** – such as mobile working, flexible working practices and more integrated information systems.
- **Wider integration of health and social care services across Bradford** – working with our commissioners and other NHS organisations.
- **Enabling activities** – such as rationalising our estate, developing IT, identifying costs savings, increasing productivity and growing our reputation with stakeholders.

How will our vision help improve patient care?

We want to provide services that:

- Support a focused community response towards care in, or near to people's homes - a move away from hospital settings.
- Allow easier access that gives people more control and choice.

Members

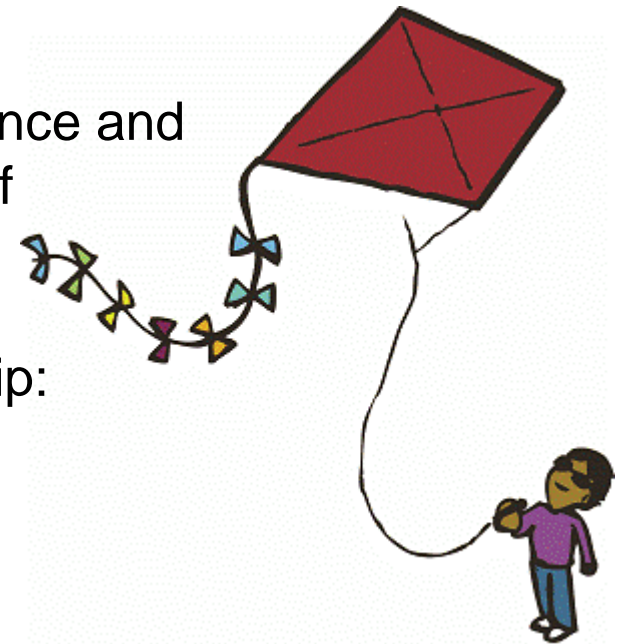
We strongly believe that members can help us achieve our vision and have their say in how we provide services.

Effective engagement with a representative membership will mean we will be better placed to respond to local needs.

We think it's vitally important to combine the experience and knowledge of our staff with the views and opinions of members of the public.

That's why we suggest two categories of membership:

- Public
- Staff



Our Engagement So Far...

Over the last 18 months we have actively engaged local communities about our services and recruited new members through:

- Public events (such as Bradford Mela and Skipton Gala)
- Healthcare talks by our Consultants
- Educational visits with local schools
- Sporting activities
- Stakeholder meetings



We currently have over 7,000 public members signed up and want to engage other people interested in our services.

We believe local people should have the opportunity to get involved and have a say in how local services are provided – becoming a foundation trust provides that opportunity.

Governors

Governors will represent our members, hold our Trust Board to account and can influence important service changes and development in the future. Governors will be elected to the Council of Governors, and form three categories:

Public Governors

- Members will be grouped depending on where they live.
- We think there should be 14 Public Governors in each of the membership areas, and one to represent people who live outside of these areas.
- 15 Public Governors in total.

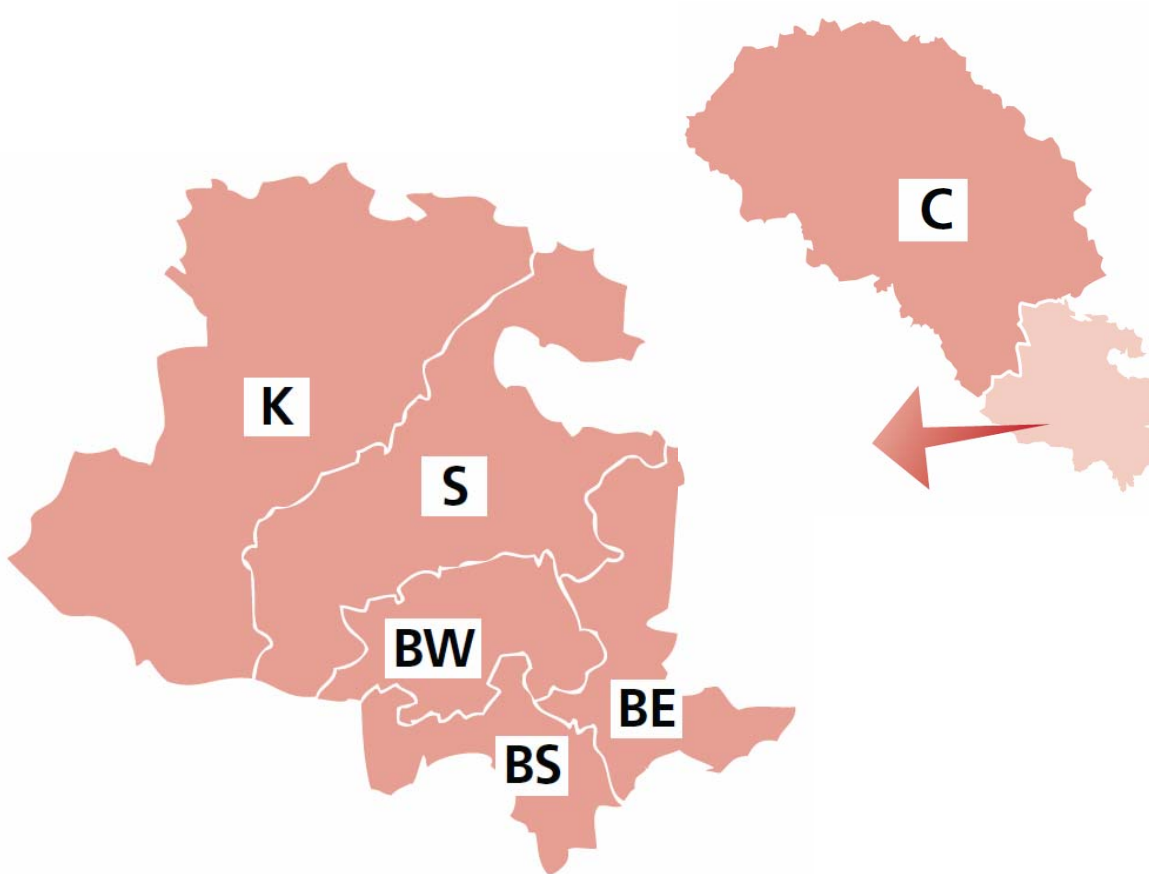
Staff Governors

- We want staff to be fully involved and we value their input, expertise and knowledge.
- We think the staff governors should be shared across two staff groups:
 - Clinical (3)
 - Non-Clinical (2)
- Five Staff Governors in total.

Appointed Governors

- We will invite key organisations to become Appointed Governors.
- Contribute their expertise and knowledge, representing the different needs of people who use our services.
- Six Appointed Governors in total.

Public Governors



Key to public membership areas:

K - Keighley (2 Governors)

S - Shipley (2 Governors)

BW - Bradford West (3 Governors)

BS - Bradford South (3 Governors)

BE - Bradford East (3 Governors)

C - Craven (1 Governor)

Appointed Governors

We would like to invite the following organisations to be appointed Governors:

- Bradford University 
- City of Bradford Metropolitan District Council 
- Craven District Council 
- Sharing Voices, Bradford 
- Barnardo's 
- Bradford Community and Voluntary Service 

HAVE YOUR SAY

12 September - 5 December 2011

Tell us what you think about our foundation trust plans in the following ways:

- **Complete and return** the freepost self addressed response form at the back of the 'Have Your Say' document;
- **Write** to us at Foundation Trust Office, Bradford District Care Trust, New Mill, Victoria Road, Saltaire, BD18 3LD
- **Email** us at ft@bdct.nhs.uk
- **Complete** our online feedback form available at www.bdct.nhs.uk/ft

