

COUNCIL OF GOVERNORS
Meeting to be held on Tuesday, 22 July 2025 at 10.00 – 12.00 in
Conference Room, Trust Headquarters, Bristol
AGENDA

NO.	AGENDA ITEM	PURPOSE	PRESENTER	TIMINGS	PAGE NO.
Preliminary Business					
1.	Welcome and Apologies	Information	Group Chair	10.00 (5 mins)	verbal
2.	Declarations of Interest	Information	Group Chair		
3.	Foundation Trust Members' Questions	Information	Group Chair		
4.	Minutes of Previous Meetings: • 21 May 2025	Approval	Group Chair		
5.	Matters Arising and Action Log	Approval	Group Chair	10.05 (15 mins)	
6.	Group Chair's Report	Information	Group Chair		
Strategic Outlook					
7.	Group Chief Executive/ Hospital Managing Director's Report	Information	Hospital Managing Director	10.20 (15 mins)	verbal
8.	Governor Questions	Discussion	Group Chair	10.35 (15 mins)	
BREAK 10.50 – 11.00					
Governor Decisions and Updates					
9.	UHBW Constitution Update	Approval	Head of Corporate Governance	11.00 (10 mins)	
10.	Lead Governor Report	Information	Lead Governor	11.10 (10 mins)	
11.	Youth Involvement Group Report	Information	Youth Involvement Group	11.20 (10 mins)	
12.	Governor and Membership Forward Look – including updates on Membership Strategy and Annual Members Meeting	Approval	Corporate Governance Manager	11.30 (15 mins)	
13.	Governors Log of Communications	Information	Group Chair	11.45 (5 mins)	
Concluding Business					
14.	Any Other Urgent Business	Information	Group Chair	11.50 (5 mins)	verbal

NO.	AGENDA ITEM	PURPOSE	PRESENTER	TIMINGS	PAGE NO.
	<p>Date and time of next meeting:</p> <ul style="list-style-type: none"> Bristol NHS Group Health Fair and Annual Members Meeting – Tuesday 16th September 2025 Council of Governors – Tuesday 18th November 2025 	Information	Chair		

Minutes of the Council of Governors Meeting on Wednesday, 21 May 2025, held on the Ground Floor of St James' Court, Cannon Street, Bristol, BS1 3LH and on Microsoft Teams

Present

Name	Job Title/Position
Ingrid Barker	Group Chair of UHBW and NBT
Ben Argo	Public Governor
John Chablo	Public Governor
Rob Edwards	Public Governor
Tom Frewin	Public Governor
Lisa Gardiner	Staff Governor, Non-clinical Staff (online)
Sarah George	Appointed Governor, University of Bristol
Suzanne Harford	Public Governor
Mark Patteson	Public Governor
Annabel Plaister	Public Governor
Janis Purdy	Public Governor
John Rose	Public Governor
Martin Rose	Public Governor
John Sibley	Public Governor
David Wilcox	Appointed Governor, Bristol City Council
Others in attendance:	
Arabel Bailey	Non-executive Director
Neil Darvill	Joint Chief Digital Information Officer
Rachel Hartles	Membership and Governance Officer (Minutes)
Emily Judd	Corporate Governance Manager
Maria Kane	Group Chief Executive Officer
Neil Kemsley	Chief Financial Officer
Mark Pender	Head of Corporate Governance
Eric Sanders	Joint Chief Corporate Governance Officer
Martin Sykes	Non-executive Director
Anne Tutt	Non-executive Director (online)

Ingrid Barker, Group Chair, opened the meeting at 14.00.

Minute Ref:	Item	Actions
COG:01/05/25	Chair's Introduction and Apologies	
	<p>The Group Chair, Ingrid Barker, welcomed everyone to the Council of Governors meeting.</p> <p>Apologies from Governors had been received from Grace Burn, Carole Dacombe, Aalia Herbert and Libby Thompson.</p> <p>It was noted that Governor Lisa Gardiner and Non-executive Director Anne Tutt had joined the meeting online.</p> <p>Ingrid welcomed a number of Governors who would be taking up a post on the Council of Governors from 1st June 2025 to observe the meeting.</p>	

	Ingrid outlined the agenda for the Council of Governors meeting, which included a spotlight session on the Finance, Digital and Estates Committee in UHBW. To this end, Ingrid welcomed Martin Sykes, Arabel Bailey and Anne Tutt (Non-executive Directors) to the meeting. Ingrid also welcomed Neil Kemsley, Chief Financial Officer and Neil Darvill, Joint Chief Digital Officer to the meeting.	
COG:02/05/25	Declarations of Interest	
	There were no new declarations of interest from Governors relevant to items on the agenda.	
COG:03/05/25	Foundation Trust Member Questions	
	There were no questions received by Foundation Trust members prior to the meeting.	
COG:04/05/25	Minutes from Previous Meeting	
	<p>Governors considered the minutes of the meeting of the Council of Governors held on 21st November 2024 and 23rd April 2025. Any comments for the private meeting on the 23rd April 2025 were requested to be emailed to the Corporate Governance team.</p> <p>There were no comments received.</p> <p>Members RESOLVED to approve the minutes of the Council of Governors meetings held in public and private on 21st November 2024 and 23rd April 2025 as a true and accurate record of the proceedings.</p>	
COG:05/05/25	Matters Arising and Action Log	
	<p>The completed actions were noted, and outstanding actions were reviewed as follows:</p> <p>COG: 05/11/24: Matters Arising and Action Log <i>Ensure minutes and action logs are circulated to Governors as soon as possible and as close to two weeks after meetings.</i> All minutes were circulated as soon as possible after meetings and the Team was working to decrease the time between the meetings and minutes circulation in future. Action Closed.</p> <p>COG: 06/11/24: Chairs Report <i>Ingrid Barker to ensure a standing update is placed within the Chair's Report on Group Hospital Development.</i> This had been included. Action Closed.</p> <p>COG: 08/11/24: Theme of the Month <i>Alex Nestor to confirm the retention figures of Internationally Educated Nurses to the Council of Governors.</i> This was provided to Governor via the January 2025 Governors Newsletter. Action Closed.</p> <p>COG: 08/11/24: Theme of the Month <i>Sam Chapman to provide final uptake figures for in-house and externally acquired vaccinations for both COVID-19 and flu.</i></p>	

	<p>A breakdown of uptake figures were included in the action log.</p> <p>Action Closed.</p> <p>Members RESOLVED to approve the action log.</p>	
COG:06/05/25	<p>Chair's Report</p> <p>Ingrid Barker, Group Chair, took her written report as read by Governors, and highlighted work she had undertaken since her report was written. She explained that she was now compiling a video after Board meetings in common to highlight discussions that took place and these were provided to Governors and colleagues via internal communication routes. Ingrid also commended the 'Full Hearted Care' Awards ceremony that she was part of on the previous week. There were many stories of colleagues going above and beyond in their roles and celebrations for colleagues who had celebrated working in the NHS for 30, 40 and 50 years. She finished her update by highlighting some reciprocal visits between Chairs of system partners recently that Ingrid had been part of, which had helped to form a better understanding of healthcare in the region and the challenges all partners were facing.</p> <p>Ben Argo, Public Governor, thanked Ingrid for her comprehensive report, and asked whether there was scope to include updates moving forward from work she had been doing between the Council of Governors meetings and not only the previous month. Ingrid explained that her reports that went to the Public Board in Common would provide this detail and that all Governors were available to read these. It was agreed to ensure all reports that were seen in Public Board in Common were also brought to future Council of Governors meetings.</p> <p>Members RESOLVED to:</p> <ul style="list-style-type: none"> • Receive the Chair's Report for information. 	
COG:07/05/25	<p>Chief Executive's Report</p> <p>Maria Kane, Group Chief Executive Officer, provided an update to Governors on her duties since the last meeting. Maria took her report as read, although highlighted the national London event where announcements were made about the future of NHS England (NHSE). She explained how there would be teams set up within each of the Integrated Care Boards (ICB) to remove duplication and join together with another ICB, although continuing their role. Maria announced a new national performance assessment framework, which was due to place NHS Trusts into differing tiers depending on their performance and be provided additional support based on the tier that a Trust is placed in. Maria advised Governors that the Government was expected to announce their 10-year plan for the NHS in June 2025. It was likely to involve three left shifts: hospital care to community care; analogue work to digital work; and treatment to prevention. Many public consultations were held on the plans and goals and the Government was working to align their spending review, 10-year plan and future of NHSE together to complement each other. She highlighted the work on the Group Hospital model, including how Cardiac Services were the first team to become a 'single managed service' and launched as such on 15th April 2025. She explained how this service had taken time to launch so that all service requirements could become managed by one single entity but meant that other future services could learn and adapt their own management in order to replicate the outcomes. Maria finished her update by talking about an event held in conjunction with the local Universities around</p>	

	<p>research, where colleagues from Dheli, India, were invited to discuss how artificial Intelligence and other methods had been implemented to increase innovation and speed up developments in the healthcare industry.</p> <p>Governors commented or asked:</p> <ul style="list-style-type: none"> • John Chablo, Public Governor, highlighted how COVID-19 made innovation move faster and asked whether this was something that could continue in the future. Maria agreed that this was a huge help in speeding up innovation and developing change within healthcare; however this came at a great cost and so the discussion had now turned to developing healthcare in an efficient and low cost manner. • Rob Edwards, Public Governor, talked to the changes with the ICB and NHSE but also starting new teams to manage and change the organisation. He asked how this was understood to work. Maria explained that the new teams set up within the ICBs would be made up of current employees who would be employed to remove the duplication rather than new colleagues joining the group. • John Rose, Public Governor, asked about the proposed ICB mergers and asked whether there was a chance to change the direction of travel. Maria agreed that there were some lessons to be learned from the historical changes that were made in healthcare; however the decisions hadn't been made in their entirety and so there was potential scope for changes moving forward. • John further commented on the Governor Focus Group content that had changed to reflect the Group Hospital development and had less performance focus. He looked forward to moving back to performance focus moving forward. Maria agreed that the Governors would be able to move forward to more of the main duties required as the development of the Group Hospital developed further over time. <p>Members RESOLVED to:</p> <ul style="list-style-type: none"> • Receive the Chief Executive's Report for information. 	
COG:08/05/25	Theme for this month: Finance, Digital and Estates Committee	
	<p>Martin Sykes, Non-executive Director and Chair of the Finance, Digital and Estates Committee, Neil Kemsley, Chief Financial Officer, Neil Darvill, Joint Chief Digital Information Officer, Arabel Bailey, Non-executive Director and Anne Tutt, Non-executive Director, were all members of the Finance, Digital and Estates Committee.</p> <p>Martin provided an overview of the Committee, which was made up of four Non-executives and three Executive Directors. The Committee monitored the areas of the Trust Strategies that covered finance, digital or estates elements. He gave a broad overview of the business discussed within the Committee and welcomed Neil Kemsley to spend some time on the specific areas being highlighted today; Finance and Digital.</p> <p><u>Neil Kemsley – Finance Update</u></p>	

	<p>Neil gave an overview of the end of the Financial Plan in 2024-25, where the Trust finished in a £43,000 surplus. He also highlighted that the wider ICB also finished in a break even position, one of only seven in the country to do so. This was the 22nd year that the Trust had finished in a positive position. For the Financial year 2025-26, there was a plan to break even across the ICB. All Trusts must make savings and this Trust had committed to a 5.3% against an average of 7.1% nationally required. The savings were driven by an efficiency saving, a savings shortfall from last year, an improvement trajectory system wide and an additional cost pressures saving, totalling a figure of £53m in savings this year (against an actual savings of £33m in the last financial year). Neil explained that some of the savings were planned to come from reducing headcount throughout the Trust. He highlighted some of the funding that had been allocated and in some places increased, for the Trust.</p> <p>Governors commented or asked:</p> <ul style="list-style-type: none"> • Ben Argo, Public Governor, asked how confident the Trust was of reaching the savings target in the next financial year. Martin Sykes explained that the Trust Board were committed to reaching the savings target and that there were still some efficiencies that could be made within the Trust to bring the savings in line with the target. • Mark Patteson, Public Governor, asked for some examples of where efficiencies had been made recently to help with the savings targets. Neil Kemsley cited the recent work via Patient First to drive efficiencies in Theatres and agreed to provide this case study to Governors as an example outside of the meeting. <p>ACTION: Neil Kemsley to provide a case study of the Theatres Efficiency Programme conducted via Patient First to Governors.</p> <ul style="list-style-type: none"> • John Rose, Public Governor, highlighted the conditions of buildings around the Trust and asked whether there were any building works that were not conducted in order to end on a surplus in the year just ended. Neil explained that the capital expenditure in the last financial year was overspent by £3m in order to cover building works that were required. He stressed that the Trust was always monitoring and applying for funding wherever possible to ensure there were allocations available for all areas of the Trust. <p><u>Neil Darvill – Digital Update</u></p> <p>Neil reminded Governors of the Digital Strategy that was launched in 2024 that was created to build strong digital foundations, digitise information and transform healthcare. He highlighted how the strategy had enabled three key successes in the 2024-25 financial year: Power Business Intelligence to significantly enhance data insight and operational intelligence; MediSight Electronic Patient Records which protected a high-income clinical service, improved patient safety, and cut Trust-wide post room activity by 15%; and DrDoctor Patient Engagement which empowered patients, improved access and communication, and delivered significant administrative efficiency. Neil also talked about the workforce within the Digital Services team to enable a single managed service who were joined together from the top of the service. Neil looked</p>	<p>Neil Kemsley</p>
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	<p>at the forthcoming digital highlights at both UHBW and NBT as well as from a Group Hospital lens and explained how the amount of work being done would increase at group level to ensure patients received a similar service digitally on any site in the Hospital Group. Neil finished his update by celebrating the launch of Careflow Medicines Management (CMM), the electronic prescribing system for clinicians which was due to have launched in 2024.</p> <p>Governors commented or asked:</p> <ul style="list-style-type: none"> • Rob Edwards, Public Governor, asked about the letters for patients and whether the systems used could stop letters from going to patients should the patient decide they don't want them. He cited his own recent experience when he received three letters from the Trust confirming his appointment at different reminder stages but would have been satisfied to receive an email or text. Neil Darvill confirmed that the systems used in the Trust were capable of switching off the function of letters to be dispatched and had indeed saved the Trust substantial postage fees; however some clinics and departments within the Trust had not yet switched across to this function yet and work was ongoing to ensure this was switched on as soon as possible. • John Rose, Public Governor, asked about the Network Business Case and what the timeline was for completing the work required. Neil Darvill confirmed the full business case approval was due in August-September 2025 and implementation would be around 12-18 months after the approval was received. • John Chablo, Public Governor, asked whether any of the hardware in the Trust would require upgrades in order to be compatible with the new networks being proposed. He also checked whether the hardware in the Trust was compatible with Windows 11 operating systems or whether there would be any need to replace items due to their compatibility. Neil Darvill confirmed that the majority of hardware in the Trust would be compatible with the new networks and Windows 11 operating systems, although a small minority would require replacement to continue functioning. • Ben Argo, Public Governor, asked whether there were any plans to streamline the authentication of systems between both Trusts. Neil Darvill confirmed that both Trusts were planned to move across to the NHS England managed Office 365 tenant and so all colleagues would connect via NHS.net email addresses. <p>Arabel Bailey, Non-executive Director, summed up the spotlight session by commenting on the need to be patient while waiting for the systems and infrastructure to be set up. She also highlighted the importance of ensuring the Trust's cyber security was considered at all times to ensure no lack of service.</p> <p>Members RESOLVED to:</p> <ul style="list-style-type: none"> • Receive the theme of the month discussion for information. 	
COG:09/05/25	Governor Questions	
	Ingrid Barker, Group Chair, invited the Governors to ask any questions they felt relevant to discussions so far today or in relation to the Public Board meetings held recently.	

	<p>Annabel Plaister, Public Governor, highlighted the attendance of some Governor colleagues and asked whether there was a way to monitor and take action on any colleagues who do not fulfil their statutory duties. Emily Judd, Corporate Governance Manager, agreed that there was an expectation of regular attendance, and this could be brought to a Governors meeting for further discussion.</p> <p>ACTION: Attendance of Governors to mandatory meetings to be monitored and confirmation of action taken where necessary to be brought to a future Governor meeting.</p> <p>John Rose, Public Governor, highlighted a meeting that had been convened for Governors to discuss with Ingrid Barker, Group Chair, and Maria Kane, Group Chief Executive, to discuss the Governors concerns over patients with No Criteria to Reside (NCTR) and asked whether there was an ability to invite the local authority to join the discussion and extend the meeting. It was agreed that this would happen.</p> <p>ACTION: Corporate Governance Team to extend the meeting time and invitation to local authority to join a discussion on NCTR.</p> <p>Members RESOLVED to:</p> <ul style="list-style-type: none"> Note the questions asked by Governors. 	<p>Corporate Governance Team</p> <p>Corporate Governance Team</p>
COG:10/05/25	Lead Governor Report	
	<p>Ben Argo, Public Governor, provided a new report to Governors around the activity he had undertaken in the last six months since taking up the role of Lead Governor. He asked Governors whether they felt this report was helpful and if there were any additions Governors wished to be included in future.</p> <p>All Governors in attendance were happy to receive the report in future and asked that any queries Governors raised directly with the Lead Governor were also included in the report.</p> <p>Members RESOLVED to note the Lead Governor Report for Information.</p>	
COG:11/11/24	Governor and Membership Forward Look	
	<p>Emily Judd, Corporate Governance Manager, gave the Governors an update on the Governor and Membership Forward look, understanding Governor activity between November 2024 and May 2025.</p> <p>Emily highlighted the variety of meetings that Governors had been involved in, including a tour around the Bristol Dental Hospital. Emily noted that there was a Nominations and Appointments Committee held in the period where it was recommended that the wider Council of Governors approved the extension of the Terms of office for Sue Balcombe, Marc Griffiths and Roy Shubhabrata until 31 August 2025 and this motion was carried. Emily also highlighted the Governor Elections that were held between February and April 2025 and noted that the full details could be referred to within the report.</p> <p>Looking forward, Emily highlighted the work to induct new Governors to the Trust, including advertising for 'Governor Buddies' to support new Governors and an induction seminar planned. She highlighted a self-assessment for Governors to undertake to provide feedback on the role</p>	

	<p>and ways the Corporate Governance team could support the Governors in conducting their duties. Emily finished her update by advising Governors that a new round of Non-executive Director Recruitment would be taking place in the coming months and Governors would be invited to take part in some of the work before bringing a recommendation back to the Council of Governors in July 2025.</p> <p>There were no comments from Governors.</p> <p>Members RESOLVED to:</p> <ul style="list-style-type: none"> • Receive the Governor and Membership Forward look for information. 	
COG:14/05/25	Trust Constitution	
	<p>Eric Sanders, Joint Chief Corporate Governance Officer, provided an update to Governors on the changes to some of the appendices related to the Trust Constitution in line with the changes to the Group Hospital that were required. The changes primarily related to the Standing Orders for the Council of Governors and the Trust Board and were reflected in the Constitution for North Bristol NHS Trust (NBT) at the same time. Further to some comments from Ben Argo, Public Governor, within the Convene Paperless Board system, Eric proposed that the Council of Governors approved the Constitution documents subject to the changes from Ben, and a final version was circulated to Governors once these changes had been made.</p> <p>There were no comments from Governors and all Governors present approved the proposal.</p> <p>Members RESOLVED to:</p> <ul style="list-style-type: none"> • Approve the Trust Constitution. 	
COG:13/05/25	Business Cycle and terms of reference for Governor Meetings	
	<p>Emily Judd, Corporate Governance Manager, requested approval from the Council of Governors for the reviewed and updated Business Cycle and terms of reference for Governor Meetings. She highlighted that they reflected the changes discussed with Governors around having two focus groups instead of three and amalgamating the work of the third into other areas.</p> <p>Eric Sanders, Joint Chief Corporate Governance Officer, highlighted that the Annual Members Meeting for 2025 would be held as a Group Hospital event alongside NBT and the Trust was looking to include a health fair to celebrate and promote some of the local community based health care providers in the region.</p> <p>The Governors present unanimously agreed to approve the documents.</p> <p>Members RESOLVED to Approve:</p> <ol style="list-style-type: none"> 1. The Focus Group Terms of Reference 2. The Focus Group Business Planner 3. The Governor Development Seminar Business Planner 4. The Council of Governors Business Planner 	
COG:14/05/25	Governor's Log of Communications	

	<p>Ingrid Barker, Group Chair, noted the updates in the Governor's Log of Communications. She highlighted that since the last meeting on 21 November 2024:</p> <ul style="list-style-type: none"> • Nine questions have been added to the log. • Four questions have been closed on the log. • Three questions are outstanding on the log. • Two questions are with the Governor, awaiting the outcome of a separate meeting to discuss the questions raised. These relate to access to the Bristol Hospitals and John Rose met with Andy Jeanes, Director of Estates and Facilities to discuss in more detail on Tuesday 13th May. <p>Mark Patteson, Public Governor, queried the log question on linking systems and asked what was being done to ensure the systems linked together were advertised in the system. Arabel Bailey, Non-executive Director, highlighted that a large number of change programmes were constantly happening and work was ongoing to link up even more systems. Maria Kane, Group Chief Executive Officer, agreed with Arabel and explained that there was a lot of work being completed within the community and system to ensure changes made to systems were communicated adequately.</p> <p>Members RESOLVED to:</p> <ul style="list-style-type: none"> • Receive the Governors Log of Communications for information. 	
COG:15/05/25	Any Other Business	
	<p>Prior to the end of the meeting, Ingrid Barker, Group Chair, thanked Carole Dacombe, John Sibley, Tom Frewin and Libby Thompson for their support and work on the Council of Governors. She wished them all well in the future.</p> <p>John Sibley, Public Governor, read out a personal statement of thanks to the Trust for the work they had done, and would continue to do, and he wished every success to the future of the Hospital.</p>	
COG:16/05/25	Meeting close and date of next meeting	
	<p>The Chair declared the meeting closed at 16.30. The date of the next meeting would be:</p> <ul style="list-style-type: none"> • Council Of Governors; Tuesday, 22 July 2025 	

Council of Governors meeting – Wednesday, 21 May 2025

Action Log

Actions following Council of Governors meeting held on 21 November 2024					
No.	Minute reference	Detail of action required	Responsible Officer	Completion date	Additional comments
1.	COG: 08/05/25	Neil Kemsley to provide a case study of the Theatres Efficiency Programme conducted via Patient First to Governors.	Neil Kemsley	July 2025	Action Ongoing Corporate Governance Team arranging for an update to be brought to a future meeting by Philip Kiely, Deputy Chief Operating Officer.
2.	COG: 09/05/25	Attendance of Governors to mandatory meetings to be monitored and confirmation of action taken where necessary to be brought to a future Governor meeting.	Corporate Governance Team	July 2025	Suggest Action Closed Included in agenda item 12.

Report To:	Council of Governors		
Date of Meeting:	Tuesday 22 nd July 2025		
Report Title:	Group Chair's Report		
Report Author:	Bejide Kafele, EA to Group Chair of Bristol NHS Group		
Report Sponsor:	Ingrid Barker, Group Chair of Bristol NHS Group		
Purpose of the report:	Approval	Discussion	Information
			✓
	The report sets out information on key items of interest to the Trust Board including activities undertaken by the Group Chair, and Vice Chairs.		
Key Points to Note <i>(Including any previous decisions taken)</i>			
<p>The Group Chair reports to every Public Board meeting in Common with updates relevant to the period in question. This report covers the period 14 May – 30 June 2025.</p> <p>This is the report was provided to the last Public Board meeting in Common on Tuesday 8th July 2025.</p>			
Strategic and Group Model Alignment			
The Group Chair's report identifies her activities throughout the preceding months and those of the Vice Chairs, providing an opportunity for Board discussion and triangulation. Where relevant, the report also covers key developments at the Trust and further afield, including those of a strategic nature.			
Risks and Opportunities			
Not applicable.			
Recommendation			
<p>This report is for discussion and information.</p> <p>The Council of Governors is asked to note the activities and key developments detailed by the Group Chair.</p>			
History of the paper (details of where paper has <u>previously</u> been received)			
Trust Public Board in Common		Tuesday 8 th July 2025	
Appendices:	N/A		

1. Purpose

- 1.1 The report sets out information on key items of interest to the Trust Board, including the Group Chairs attendance at events and visits as well as details of the Group Chairs engagement with Trust colleagues, system partners, national partners, and others during the reporting period.

2. Background

- 2.1 The Trust Board receives a report from the Joint Chair to each meeting of the Board, detailing relevant engagements she and the Vice-Chairs have undertaken.

3. Activities across both Trusts (UHBW and NBT)

- 3.1 The Joint Chair has undertaken several meetings since the last report to the Board in Common on 8 May 2025:
 - Six-month review of the Vice Chair role with the Vice-Chairs for both Trusts
 - Attendance at the Full-hearted care awards, celebrating our UHBW colleagues including nominated award winners, and long-service colleagues
 - Visit to the Bristol Eye Hospital
 - Visit to St Michaels Hospital to personally thank some of the inspirational colleagues who responded to the recent fire
 - Visits to the Freedom to Speak Up teams at UHBW and NBT
 - Shadowing with Volunteers at NBT

4. Connecting with our Partners

- 4.1 The Joint Chair has undertaken several visits and meetings with our partners:
 - A joint meeting with Maria Kane and Oona Goldsworthy, CEO of Brunelcare
 - Hosted a visit to NBT from Barbara Brown, the Chair of Sirona
 - A meeting with David Wynick, Chair of the Bristol and Weston Hospital Charity, and Olly Watson, COO of Bristol Health Partners
 - A meeting with Jonathan Pearce, CEO of Brisdoc
 - Attended the monthly City partners conference call hosted by Bristol City Council
 - Attended an event hosted by Maggie's Bristol, the independent charity offering a wide range of support to people with cancer, or those close to them
- 4.2 National and Regional Engagement
 - Attended the BNSSG Chairs reference Group
 - Monthly one-to-one with Sue Doheny, NHSE SouthWest Regional Director
 - The BNSSG Non-Executive Directors session
 - The NHS Confed Expo, the annual conference attended by representatives from across the health and care sector
 - The inaugural Chairs forum, a new platform for NHS Group Chairs to collaborate, support, and share good practice
 - Attended an NHS Providers webinar with Sir James Mackey

5. Vice-Chairs Report

The Vice-Chairs undertook a variety of activities including:

5.1 Vice Chair (UHBW)

- Visit to the Dental Hospital
- Visit to St Michaels Hospital post roof fire
- Visit to the Bristol Eye hospital

The Vice Chair (UHBW) also attended the BNSSG Non-Executive Director Session

5.2 Vice Chair (NBT):

- A visit to the Apprenticeship Centre to celebrate Learning at Work Week
- Completed the annual appraisal for the Joint Chair
- Chaired a session at the Bristol Organ Donation Study Day, an event for over 100 ICU & Theatre staff
- Attended the NHS Confed Expo, the annual conference attended by representatives from across the health and care sector

The Vice Chair (NBT) also attended the following meetings:

- BNSSG Non-Executive Director Session
- Organ Donation committee meeting
- BNSSG research meeting

6. Summary and Recommendations

The Trust Board is asked to note the content of this report.

Report To:	Council of Governors		
Date of Meeting:	Tuesday 22 nd July 2025		
Report Title:	Group Chief Executive Report		
Report Author:	Suzanne Priest, Executive Co-ordinator Xavier Bell, Group Chief of Staff		
Report Sponsor:	Maria Kane, Group Chief Executive		
Purpose of the report:	Approval	Discussion	Information
			X
	The report sets out information on key items of interest to Trust Boards, including engagement with system partners and regulators, events, and key staff appointments.		
Key Points to Note <i>(Including any previous decisions taken)</i>			
<p>This report was provided to the Public Board in Common meeting on Tuesday 8th July. It highlighted key issues not covered in other reports in the Board pack and which the Boards should be aware of. These are structured into five sections:</p> <ul style="list-style-type: none">• National Topics of Interest• Integrated Care System Update• Strategy and Culture• Operational Delivery• Engagement & Service Visits			
Strategic Alignment			
This report highlights work that aligns with the Trusts’ strategic priorities.			
Risks and Opportunities			
N/A			
Recommendation			
<p>This report is for Information.</p> <p>The Council of Governors are asked to note the contents of this report.</p>			
History of the paper (details of where paper has <u>previously</u> been received)			
Public Board in Common		Tuesday 8 th July 2025	
Appendices:	N/A		

Group Chief Executive's Report

Background

This report sets out briefing information from the Group Chief Executive for Board members on national and local topics of interest.

1. National Topics of Interest

1.1. NHS Oversight Framework 2025-26

The new [NHS Oversight Framework](#) for 2025/26 was published on 26 June 2025. It sets out a unified and transparent approach to assessing the performance of NHS trusts, foundation trusts, and Integrated Care Boards (ICBs) and aims to ensure accountability, support improvement, and align oversight with the NHS's strategic goals, including the 10-Year Health Plan. This will be a one-year transitional model that will be reviewed in 2026/27 to reflect the evolving ICB operating model and broader system ambitions.

The framework introduces a segmentation model for providers, categorising them from Segment 1 (high performing) to Segment 5 (most challenged), based on performance across six domains:

- Access (elective, cancer, urgent and emergency, mental health)
- Effectiveness and experience
- Patient safety
- Workforce
- Finance and productivity
- Health inequalities (non-scoring).

Financial performance is a key determinant, with deficits triggering a cap on segmentation scores. ICBs will not be segmented in 2025/26 due to ongoing transformation but will be assessed through statutory annual reviews.

Performance assessments will inform tailored support and intervention strategies. High-performing organisations will be granted greater autonomy and may influence national policy, while those in lower segments will receive targeted or intensive support, including entry into the new Provider Improvement Programme (PIP). NHS England will also use enforcement powers where necessary, particularly in cases of governance failure or persistent underperformance.

The framework emphasises transparency, with quarterly publication of segmentation data and performance dashboards. It also introduces performance-based incentives, such as capital flexibility for high-performing organisations, and links leadership accountability to pay frameworks. NHS England will continue to work closely with regulators and system partners to ensure early identification and resolution of emerging risks.

Details of the delivery metrics for acute providers within this framework can be found at **Appendix One**.

1.2 Maternity and Neonatal Care

The Secretary of State for Health and Social Care recently announced a rapid independent investigation into maternity and neonatal care services across the NHS. The NHS Chief Executive has subsequently written to providers advising that urgent reviews of up to 10

Trusts will take place between now and December, focusing on organisations where there are specific issues. These Trusts have not yet been publicly identified but will be contacted in the coming weeks.

Boards of all providers delivering maternity and neonatal care are asked to:

- Be rigorous in tackling poor behaviour, where it exists and address it without delay
- Listen directly to families that have experienced harm at the point where concerns are raised or identified
- Ensure they are setting the right culture – supporting, listening, and working with Maternity and Neonatal Voice Partners, local women and families
- Review the organisational approach to reviewing data on the quality of maternity and neonatal services, closely monitoring outcomes and experiences and delivering improvements
- Retain a laser focus on tackling inequalities, discrimination and racism within services.

The Group Chief Nursing and Improvement Officer is supporting both Trust's teams to identify their responses to these points.

1.3 Roundtable with Secretary of State for Health and Social Care

At the end of May I was invited, alongside a small number of other Chief Executives, to a roundtable with Secretary of State for Health and Social Care, Wes Streeting to showcase some of the improvement initiatives we have used in reducing waiting lists at our hospitals.

As part of the discussion, I shared how our pioneering and innovative initiatives, such as surgical robotics, our Gynae one-stop cancer clinic, the Eye Assessment Clinic, and digital systems like DrDoctor have been helping us to reduce waiting times and improve patient care. I championed the hard work and dedication of our teams and showcased the role that schemes like Rheumatology Living Well, My Recovery app in Orthopaedics and My Medical Record in Cancer, are playing in helping us to realise our vision of seamless, sustainable, high-quality care.

2. Integrated Care System Update

2.1 BNSSG ICS Changes

NHS England have now formally notified us of the new ICS clustering arrangements for the South West region:

- Gloucestershire with BNSSG
- Bath, Swindon and Wiltshire with Somerset and Dorset
- Cornwall and the Isles of Scilly with Devon

Draft job descriptions have also been shared for the roles of Cluster Chief Executive and Chair, and next steps will be to appoint into these two posts. Once the appointments have been made then the Executive structure will be designed. The NHSE Regional Director will be speaking to existing ICS Chairs to discuss leadership and transition support.

Gloucestershire and BNSSG ICBs are already working more closely through transitional arrangements and are developing combined governance processes. This process will be overseen by a Joint Transition Committee which is made up from Executive and Non-Executive Directors from both organisations.

3. Operational Delivery

3.1. St Michaels Hospital – Roof Fire

On 22 May 2025, a fire broke out on the roof of St Michael's Hospital, Bristol, involving the rooftop photovoltaic (PV) panel system. The fire was brought under control within 30 minutes. I am grateful to staff and patients who responded in an exemplary manner, and to our partners in the University of Bristol's Life Sciences Building who housed a number of evacuated staff and patients under existing mutual aid arrangements

The external roof covering sustained damage, a temporary repair has been completed to the roof covering to make it watertight and all remaining PV panels have been removed from the roof. A contractor has been appointed to complete the replacement of damaged section of the roof and work will start in August.

The PV panel are owned and maintained by Bristol City Council (BCC), and they have a 20-year lease with UHBW. A process is underway to inspect all panels across the hospital estate to ensure that any possible risks are identified and managed appropriately.

3.2. JAG Accreditation

The endoscopy service at North Bristol NHS Trust had their five-year accreditation visit recently and have had their re-accredited confirmed. This means the Bristol NHS Group now have two accredited endoscopy units, one at Weston General Hospital and one at Southmead Hospital. I hope the Boards will join me in congratulating the teams involved.

4. Strategy and Culture

3.1 CQC removing Overall Trust Ratings

The CQC have announced a change to the way in which they give ratings to organisations. They will no longer provide an "overall" rating to Trusts as part of their inspection procedures, leaving only the "well-led" domain ratings at organisational level. They will continue to publish ratings for safety, effectiveness, responsiveness and caring at an individual service level.

3.2 10 Year Plan - Research

The Secretary of State has announced an unprecedented boost to research and clinical trials under the upcoming 10 Year Plan. Whilst the full plan has not yet been published, a few specific updates have been publicly provided.

Accessing information about clinical trials via the National Institute for Health and Care Research (NIHR) and Be Part of Research on the NHS App will allow patients to browse and sign up to trials as appropriate to their needs. It is anticipated that eventually the NHS App will be able to automatically match patients with studies based on their own health data. More transparency about which Trusts are performing well in clinical trials will be shared, as Trusts and organisations taking part will need to submit data on the number of trials being conducted and the amount of progress being made. This will help to inform where Government funding will be directed.

This reinforces the importance of being research active in order to provide the best possible care for our patients. I am pleased to share that the NIHR Research Capability

Funding (RCF) for 2025-26 has recently been published and North Bristol have the third highest award in the country receiving £1,556,318. University Hospitals Bristol and Weston have received £836,131 meaning that as an NHS Group, we are in receipt of almost £2.4 million of RCF. This reflects extremely well on our academic and clinical colleagues.

3.2 Global Ambitions Working Group

The first meeting of the Bristol NHS Group's Global Ambitions Working Group took place last month and was attended by representatives from both Trusts as well as partners, including both Universities and a representative from a South West venture capital firm. The meeting identified three emerging value propositions:

- Education and Training
- Research and Innovation
- Commercial Ventures.

We are now moving forward with several actions, including:

- Defining clear product offers, working with local and international partners, starting with education
- Developing a brand identity and website to support global engagement
- Identifying target markets and potential partners and finalising an engagement plan

A further meeting of the Group will take place in September, by which time a number of these actions should be well progressed.

5. Engagement and Visits

5.1. City Gathering

In June I attended the annual City Gathering together with representatives from local organisations, including the NHS, Local Authorities, the Police, alongside community organisations, the charity sector and interested members of the public. The focus was very much about communities being asked to help lead and be co-delivery partners for services across Bristol. The engagement was palpable, and the atmosphere was invigorating. It will be interesting to see how this helps to shape and progress the City's plans.

5.2. NHS Confed Expo 2025

Together with the Group Chair, I attended NHS Confed Expo 2025, held on 11–12 June at Manchester Central, which brought together over 5,000 leaders and professionals from across the health and care system. The event provided a valuable opportunity to engage with national policy direction, explore cutting-edge innovations, and participate in some of the 150 sessions covering key themes such as digital transformation, workforce, integration, and health inequalities. It also facilitated meaningful networking with peers and partners, supporting shared learning and collaboration to drive improvements in patient care and system performance

5.3. Kings Honours List

I would like to invite the Boards to join me in congratulating Professor Parag Singhal who has been awarded the Order of the British Empire (OBE) in the King's Birthday Honours List 2025 for his outstanding services to health education and to black and minority ethnic

doctors. In addition to being a Consultant Endocrinologist at UHBW, Professor Singhal is also CEO of the British Association of Physicians of Indian Origin (BAPIO) Training Academy and Vice President and Honorary Secretary of BAPIO. His work has significantly advanced healthcare training and professional development, particularly through Indo-UK collaborations. This honour recognises his decades of leadership, mentorship, and advocacy in both the UK and India.

5.4. Service Visits

I have visited a number of areas, and met with senior clinical staff across the Trusts including:

- Visiting the Education Centre at UHBW
- Continuing my programme of consultant 1:1s, where I have met with a colleague from the UHBW Liaison Psychiatry Service.

Recommendation

The Boards are asked to note the report.

Maria Kane
Group Chief Executive

Appendix One

Delivery metrics for acute providers

Elective care

Metric	Organisations to which the metric relates
Annual change in the size of the waiting list	Integrated care boards (contextual)
Percentage of patients waiting less than 18 weeks (absolute performance and performance compared to plan)	Acute trusts
Percentage of patients waiting over 52 weeks	Acute trusts

Cancer

Percentage of urgent referrals to receive a definitive diagnosis within 4 weeks	Acute trusts
Percentage of patients treated for cancer within 62 days of referral	Acute trusts

Urgent and emergency care

Percentage of emergency department attendances admitted, transferred or discharged within 4 hours	Acute trusts
Percentage of emergency department attendances spending over 12 hours in the department	Acute trusts

Effectiveness and experience of care

Metric	Organisations to which the metric relates
Summary Hospital Level Mortality Indicator	Acute trusts
Average number of days from discharge ready date and actual discharge date	Integrated care boards (contextual) and acute trusts
Readmission rate band	Acute, community and mental health trusts
CQC inpatient survey satisfaction rate	Acute trusts
National maternity survey score	Acute trusts

Patient safety domain metrics

Metric	Organisations to which the metric relates
NHS Staff Survey - raising concerns sub-score	All organisations (contextual only for ICBs)
CQC safe inspection score (if awarded within the preceding 2 years)	All trusts
Rates of Healthcare Associated Infection (MRSA, C-Difficile and E-Coli)	Acute trusts

Percentage of inpatients acquiring a new pressure ulcer	Acute trusts (contextual)
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People and workforce domain metrics

Metric	Organisations to which the metric relates
Sickness absence rate	All trusts (contextual only for ICBs)
NHS staff survey engagement theme score	All trusts (contextual only for ICBs)
National Education and Training Survey overall satisfaction score	All trusts (contextual)

Finance and productivity domain metrics

Finance

Metric	Organisations to which the metric relates
Planned surplus/deficit	All organisations (contextual only for ICBs)
Variance year-to-date to financial plan	All organisations (contextual only for ICBs)

Productivity

Implied productivity level	Integrated care boards (contextual only) and acute trusts
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Improving health and reducing inequality domain metrics

Metric	Organisations to which the metric relates
Percentage of people waiting over 6 weeks for a diagnostic procedure or test	Acute trusts

Report To:	Council of Governors		
Date of Meeting:	Tuesday 22 nd July 2025		
Report Title:	Amendments to the UHBW Constitution		
Report Author:	Mark Pender, Head of Corporate Governance		
Report Sponsor:	Maria Kane, Group Chief Executive		
Purpose of the report:	Approval	Discussion	Information
	X		
	The Council of Governors is asked to approve the proposed amendments to the UHBW Constitution.		
Key Points to Note (Including any previous decisions taken)			
<p>Following the formation of the Bristol NHS Group in April 2025 there have been several developments which need to be reflected in the UHBW Constitution (including the Standing Orders of the Council of Governors and Board of Directors). These changes mainly relate to group executive appointments and the resulting new working arrangements at Trust level.</p> <p>The changes were recommended for approval at the Public Board in Common meeting on Tuesday 8th July, and are as follows:</p> <ul style="list-style-type: none">• Pages 4 to 5: Definitions for the Chair, Chief Executive, Director updated, and definition of Trust Management Team added.• Page 17, para 1.92: “Executive Team” replaced with “Trust Management Team”.• Pages 77 to 78: Definitions for the Chair, Chief Executive, Directors, Executive Director and Non-Executive Director updated / added.• Pages 86 to 88: Definitions for the Chair, Chief Executive, Directors, Executive Director, Group, Hospital Managing Director, non-Executive Director and Trust Management Team updated / added. <p>A full copy of the UHBW Constitution, with the proposed amendments shown in tracked changes, can be found in the Council of Governors Document Library and on the Trust website at this location: https://www.uhbw.nhs.uk/p/about-us/council-of-governors.</p>			
Strategic			
The proposed changes align with the strategic decision to form the Bristol NHS Group.			
Risks and Opportunities			
N/A			
Recommendation			

This report is for approval .	
The Council of Governors is asked to approve the changes to the UHBW Constitution.	
History of the paper (details of where paper has <u>previously</u> been received)	
N/A	
Appendices:	Appendix 1 – UHBW Constitution with proposed amendments shown in tracked changes.

Report To:	Council of Governors		
Date of Meeting:	Tuesday 22 nd July 2025		
Report Title:	Lead Governor Activity Report		
Report Author:	Ben Argo, Lead Governor		
Report Sponsor:	Ben Argo, Lead Governor		
Purpose of the report:	Approval	Discussion	Information
			X
	This report outlines the work of the Lead Governor for the period 14 th May 2025 until 10 th July 2025		
Key Points to Note <i>(Including any previous decisions taken)</i>			
This report is for information. It sets out the Lead Governor's attendance at events and engagement with Trust colleagues, system partners, and others during the reporting period.			
Strategic and Group Model Alignment			
This report links to the strategic priority of Experience of Care. It also links to the Group Hospital 4Ps of Population and Patients.			
Risks and Opportunities			
N/A			
Recommendation			
This report is for information .			
The Council of Governors is asked to note the report.			
History of the paper (details of where paper has <u>previously</u> been received)			
N/A			
Appendices:	None		

1. Purpose

This report is for information. It sets out the Lead Governor's attendance at events and engagement with Trust colleagues, system partners, and others during the reporting period.

2. Background

The Lead Governor has undertaken to regularly update his fellow Governors, detailing relevant engagements he has undertaken.

3. Lead Governor and Trust Chair Meetings

Ben Argo and Joint Chair Ingrid Barker have a regular one to one to discuss emerging priorities, share feedback from Governors, and ensure continuity in Governor representation across Trust activity. These conversations have highlighted:

- a. The continuing formation of Bristol NHS Group, including:
 - The **involvement** of Governors, and **how to support** Governors in fulfilling their statutory duties
 - The **recruitment process** for new executive and non-executive director roles
 - The **evolution of the Governor role** within the Group's structure
 - Development of the **governance structure diagram** to support transparency and understanding of roles
- b. Format and attendees for Governors' meeting on No Criteria to Reside
- c. The recent review of the Trust's constitution and standing orders, including how these align with group-wide governance
- d. Early thinking around the formation of a Community Participation Group and how Governors might engage with its work

4. Activity as Lead Governor

Since the last Council of Governors in May 2025, updates to share with the wider Council of Governors include:

- a. I attended many of the regular meetings that Governors are invited to, including:
 - Nominations and Appointments Committee

- Council of Governors
 - Governor Development Seminar (where I personally welcomed newly elected Governors)
 - Quality Focus Group
 - Strategy Focus Group
- b. I attended the leaving event for Tony Watkin, former Public & Patient Involvement Lead, to mark his significant contribution to the organisation.
- c. I attended the Accessible Information and Communication (AIC) Steering Group, which oversees implementation of the Accessible Information Standard.
- d. Together with the Deputy Lead Governor, we raised a Governors Log question seeking assurance about the Governors' Log of Communications. We subsequently met with the Group Director for Corporate Governance and Corporate Governance Manager.
- e. I have supported the Corporate Governance team in updating the Group Structure diagram for clarity and transparency.
- f. I have held dedicated meetings to support Governor involvement and forward planning, including with:
- Fiona Spence (Health Equity and Inclusion Manager) to discuss next steps on the AIC strategy
 - Central Outpatients team to discuss the rollout of the DrDoctor platform from an accessibility standpoint.
 - Matthew Areskog (Head of Experience of Care and Inclusion) to support early thinking around the formation of a new Participation Group
- g. Alongside my Deputy, I participated in NED interview panels over three days, ensuring consistency and transparency in the appointment process.
- I also wish to express my thanks to fellow Governors who took part in the focus groups for this recruitment process.
- h. I also held a mentoring session with Chris Witham, Lead Governor at Gloucestershire Health and Care NHS Foundation Trust, as part of our reciprocal learning and peer support arrangement.

5. Activity Outside UHBW

Outside the Trust, I continue to pursue national and system-wide involvement priorities. Highlights this period include:

- a. Continued my work with Avon and Wiltshire Mental Health Partnership NHS Trust (AWP) on the implementation of the Accessible Information Standard and wider involvement work.
- b. Attended and spoke at AWP's annual nursing conference, using a patient story to highlight the importance of accessible communication.
- c. Met with officials from the Department for Work and Pensions (alongside Arabel Bailey) to raise concerns about how the Universal Credit portal impacts users with ADHD, autism, and learning disabilities.
- d. Attended the Council of Governors meeting at Kettering General Hospital NHS Foundation Trust.

6. Items for the attention of Governors

Firstly, I would like to warmly welcome our new Governors. The next few months are likely to involve a learning curve for new Governors, as you learn the unique way the NHS operates; but this brings an opportunity for all Governors to enhance the voices of our population and staff. I want to assure you that I will work closely with all Governors to ensure our populations' voice is heard.

7. Summary and recommendations

The Council of Governors is asked to note the contents of this report. Questions for the Lead Governor on the contents of this report are welcome.

Ben Argo
Lead Governor and Public Governor for South Gloucestershire

Report To:	Council of Governors		
Date of Meeting:	Tuesday 22 nd July 2025		
Report Title:	Youth Involvement Group Report		
Report Author:	Aalia Herbert, Youth Involvement Group Governor		
Report Sponsor:	Aalia Herbert, Youth Involvement Group Governor		
Purpose of the report:	Approval	Discussion	Information
			X
	This report outlines the work of the Youth Involvement Group since January 2025.		
Key Points to Note <i>(Including any previous decisions taken)</i>			
This report outlines the work of the Youth Involvement Group since January 2025.			
Strategic and Group Model Alignment			
This report links to the strategic priority of Experience of Care. It also links to the Group Hospital 4Ps of Population and Patients.			
Risks and Opportunities			
N/A			
Recommendation			
This report is for information .			
The Council of Governors is asked to note the report.			
History of the paper (details of where paper has <u>previously</u> been received)			
N/A			
Appendices:	None		

Youth Involvement Group Activity

Over the past six months the Youth Involvement Group have progressed towards achieving the 5 main goals identified by young people as a priority which include:

- Consistency across wards and departments
- Support and consistency around the transition process
- Increased awareness of information and resources around health conditions
- Processes around contacting the hospital with questions and concerns
- Communication skills when working with young people

As part of this we have completed the creation of Transition and Appointments Guides, and I have been involved in the creation of a questionnaire that will gather the opinions of young people in the surrounding areas regarding how the NHS can communicate effectively with them. Moreover, young people have been involved in the implementation of Martha's Rule throughout the Trust alongside having been involved in interviewing, ensuring that the voices of young people are heard throughout the recruitment process.

The Youth Involvement Group have also continued to be involved in various project groups that focus on specific areas within healthcare that young people feel passionate about. These groups include training, communications, environment and transition alongside information and resources. As part of this, young people have had the opportunity to be involved with working with artists to choose designs and artwork for the clinic spaces as part of the new gender service. As part of the training project group young people have also been involved in critical care training.

The Youth Involvement Group has also been involved in national events, such as a Children's Hospital Alliance conference and a further Youth Summit to discuss the most prominent factors impacting young people in healthcare and how the new NHS 10-year plan can best support young people.

As a young Governor I am passionate about promoting the voice of young people within healthcare and so have found it particularly interesting to see the development of the Group Hospital over the past six months and to hear of its impact on young people who use the services.

I would like to take this opportunity to thank the Council of Governors for supporting us in meetings and thus promoting the perspectives of young people; we look forward to continuing our involvement as part of the Board in the year ahead.

Report To:	Council of Governors		
Date of Meeting:	Tuesday 22 nd July 2025		
Report Title:	Governor Activity and Membership Forward Look		
Report Author:	Emily Judd, Corporate Governance Manager		
Report Sponsor:	Mark Pender, Head of Corporate Governance		
Purpose of the report:	Approval	Discussion	Information
	X		
	This report provides a summary of governor activity since the last Council of Governors meeting in May 2025, to provide assurance that governors are carrying out their statutory duties, particularly their duty to hold the Chair and Non-Executive Directors to account.		
Key Points to Note <i>(Including any previous decisions taken)</i>			
It includes an activity summary for the three main groups through which the governors carry out most of their work (the Governors' Strategy Group, the Quality Focus Group and the Membership and Constitution Group), and any other governor activity in the period.			
Strategic and Group Model Alignment			
This report and its recommendations align with the Trust's 'Experience of Care' Strategic Improvement Priority.			
Risks and Opportunities			
None			
Recommendation			
<p>This report is for Approval.</p> <p>The Council of Governors is asked to agree which Governors should be offered the two Public Governor available seats on the Nominations and Appointments Committee (statements in Appendix I):</p> <ul style="list-style-type: none"> ○ Chloë Somers ○ Paul Cousins ○ Phil Smith <p>During this point of the meeting, we will ask these Governors to leave the meeting while the Council of Governors vote.</p> <p>The Council of Governors is asked to approve for James Lee – Appointed Governor for UWE to be offered the Appointed Governor seat on the Nominations and Appointments Committee. To note, as James is not standing unopposed, James will not need to leave the meeting at this point.</p>			
History of the paper (details of where paper has <u>previously</u> been received)			
N/A			
Appendices:	12 01 APPENDIX I Nomco Public Governor Statements 12 02 APPENDIX II Governor Meeting Attendance 2024-25 12 03 APPENDIX III Draft Agenda - Bristol NHS Group Annual Meeting		

Governor Activity Report and Membership Forward Look

1. Purpose

- 1.1 This report provides a summary of governor activity since the last Council of Governors meeting, to provide assurance that governors are carrying out their statutory duties, particularly their duty to hold the Chair and Non-Executive Directors (NEDs) to account.

2. Background

- 2.1 This report includes an activity summary for the main groups through which the governors carry out most of their work and any other governor activity in the period.

3. Governor Activity

- 3.1 Since the last Council of Governors meeting on 21st May 2025:

- 3.1.1 One Governor has stood down from their role as Public Governor for Bristol. Due to elections being held within the last six months, this role has now been offered to the next candidate.

- 3.1.2 One Appointed Governor for UWE has been appointed.

4. Governor Meetings

4.1 Quality Focus Group

- 4.1.1 There has been one meeting of the Quality Focus Group since the last report. Agenda items included updates from the Quality and Outcomes Committee Chair and the People Committee Chair, as well as an update on Trust Priority of Our Resources.

4.2 Governors' Strategy Group

- 4.2.1 There has been one meetings of the Governors' Strategy Group since the last report. Agenda items included updates from the Finance, Digital and Estates Committee Chair, as well as an update on the Governors Self-assessment Survey and the Community Participation Group.

4.3 Nominations and Appointments Committee

- 4.3.1 There has been one extraordinary meeting of the Nominations and Appointments Committee (NOMCO) since the last report. This meeting discussed the Group NED Recruitment.
- 4.3.2 Due to the terms of office for a number of Governors ending, there are vacancies on the Nominations and Appointments Committee membership and the Council of Governors must approve those Governors that have requested membership.
- 4.3.3 There are two public spaces, two staff governor spaces and two appointed governor spaces.
- 4.3.4 Although no one has come forward for the staff governor spaces, three governors have come forward for the two public governor spaces. Governors are asked to read three statements and agree which two Governors should be offered the two available seats on the Committee - please see statements in Appendix I.
- 4.3.5 James Lee, Appointed Governor for UWE has requested one of the Appointed Governor seats to sit alongside one other Appointed Governor on the Committee.

5. Other Governor Activity

5.1 Governor and Non-executive Director Engagement Sessions

- 5.1.1 Governors joined the Non-Executive Directors for an engagement session in June 2025. Questions were asked around the roles of the Group Board and Trust Management Teams,

follow up to the fire at St Michaels Hospital, risk assessments relating to the fire, public transport to the Hospital, photography and video recordings in the hospital and funding coming from central Government.

- 5.1.2 NEDs agreed to investigate the Trust's policy on recording of appointments and ensure this is communicated appropriately to public.

5.2 Governor Development Seminars

- 5.2.1 During June's Development Seminar, the Governors who had joined the Council were inducted and introduced to current Governors.

5.3 Public Board Meetings

- 5.3.1 There has been one Public Board Meetings since the last Council of Governors meeting. Only one Governor attended this meeting in person; however the recording was added to the Trust Website and Governors were advised of the availability to watch it instead of attending in person.

5.4 Staff Governor Meetings

- 5.4.1 In July 2025, the Staff Governors met with Stuart Walker, Hospital Managing Director. Discussions were held around the car parking for staff at Weston General Hospital.

5.5 Induction Marketplace

- 5.5.1 The Corporate Governance Team have continued to attend UHBW Staff Induction marketplaces in Bristol; a space for new starters joining the Trust to hear more about the additional roles people undertake within the Trust and how they can get involved. Unfortunately, due to low numbers of new starters, these have not been held in Weston since May 2025.

5.6 Group NED Interviews

- 5.6.1 Governors were invited to join the focus groups and interview panel for the recruitment of the Group Non-executive Directors. In total, six governors attended the focus group sessions and two Governors attended the interview panel across three days.

5.7 No Criteria To Reside Meeting

- 5.7.1 Further to previous meetings and discussions, Governors were invited to meet with Ingrid Barker, Group Chair, Maria Kane, Group CEO, David Jarrett, Chief Delivery Officer at NHS Bristol, North Somerset and South Gloucestershire ICB and Hugh Evans, Executive Director: Adults & Communities at Bristol City Council, to discuss the increasing number of patients with No Criteria To Reside (NCTR) and the initiatives the Trust and system were taking to tackle the rising numbers. Governors were able to ask questions about the initiatives and receive assurances of the work being done at a local and national level to decrease these patients.

5.8 Governor Declarations of Interest

- 5.8.1 Governors were requested to update their Registers of Interest for the new financial year in May 2025. The Trust have used Civica Declare for their online Register of Interests since 2024 and new declarations must be made every year (including a nil declaration should there be no new declarations). Governors who are yet to complete their new financial year's declarations include: Grace Burn, Megan Crofts, Stuart Robinson, John Rose and David Wilcox.

5.9 Governor and NED Attendance at mandatory meetings

- 5.9.1 At the previous meeting, Governors asked for clarification on the attendance of fellow Governors and Non-executive Directors at Governor meetings, along with a confirmation of what happens where there is less than optimal attendance. This was recorded as an action.
- 5.9.2 Appendix II presents an attendance list for the mandatory meeting for Governors (Council of Governors), along with the recommended meetings for Governors and Non-executive Directors

(Governor Development Seminars and Governor/NED Engagement Sessions) during the financial year of 2024-2025.

- 5.9.3 Of the Governors that have attended less than 50% of the mandatory COG meetings, four have since stood down from their roles, and two had joined in-year. The Council of Governors can request any action on low attendance to be taken via their Lead Governor and Corporate Governance Manager outside of this meeting.

6. Membership and Governors Forward Look

- 6.1 During August 2025, there is no meeting activity for Governors; however, there are two opportunities to be involved in:
- 6.1.1 The Corporate Governance Team are working with a small number of Governors to update the membership materials used when promoting membership to the public. Drafts of the work will be provided during August for wider comment.
- 6.1.2 Staff Governors are discussing ways to reach colleagues and hear their feedback on the strategic direction of the Trust which can then be used to feedback into the Group Board.
- 6.1.3 The next round of Governors Focus Groups start on Thursday 4th September 2025.
- 6.2 The next round of Patient Led Assessment of the Care Environment (PLACE) start in September 2025. Governors are encouraged to join these assessments for their learning about the Trust and their experiences within different hospitals they may not have had previous experience of before.
- 6.3 NHS Providers have released new training opportunities for Governors to attend sessions on effective question and challenge, accountability and holding to account, NHS Finance and member and public engagement, among a host of additional opportunities. The membership team will invite Governors to view the calendar of training and asked to confirm if any would like attend training sessions (Programme will be circulated outside of this meeting and spaces will be limited).
- 6.4 The next Annual Members meeting will be held on Tuesday 16th September 2025. This year, the meeting will be held in conjunction with North Bristol NHS Trust and will be a joint celebration of the work in the last financial year as a Group Hospital. There will be a Health Fair preceding the meeting, from 16.30-17.30 and Governors and Board members alike are encouraged to join the health fair to see how our own teams as well as community groups are working together for the benefit of our patients. The meeting will be held at the Malcolm X Centre in St Pauls, Bristol and will finish at 19.30. The agenda for the day is presented in Appendix III.

7. Summary and Recommendations

- 7.1 This report is for **Approval**:

7.1.1 The Council of Governors is asked to agree which Governors should be offered the two Public Governor available seats on the Nominations and Appointments Committee (statements in Appendix I).

7.1.2 The Council of Governors is asked to approve for James Lee – Appointed Governor for UWE to be offered the Appointed Governor seat on the Nominations and Appointments Committee

APPENDIX I

Nominations and Appointments Committee - membership

Statements for Public Membership (two spaces available)

1. **Chloë Somers:** "I have significant experience creating new roles and designing clear and concise job descriptions. I have led multiple recruitment campaigns, for both paid positions and voluntary expert committees. I'd bring this expertise to the Nominations and Appointments Committee and would aim to provide a confident and positive voice on behalf of the Governors."
2. **Paul Cousins:**
3. **Phil Smith:**

Council of Governors Meetings - 50% attendance rate for Governors as per Constitution

First Name	Surname	Constituency	17/04/2024	23/05/2024	16/07/2024	21/11/2024	Total Attended in 2024/25		
Ben	Argo	Public, South Gloucestershire	Y	Y	Y	A	3	4	75%
Arabel	Bailey	Associate Non-executive Director			A	Y	1	2	50%
Ingrid	Barker	Joint Chair			Y	Y	2	2	100%
Rosie	Benneyworth	Non-executive Director				Y	1	2	50%
Grace	Burn	Appointed, Youth Involvement Group	Y	A		Y	2	4	50%
John	Chablo	Public, Bristol	Y	A	Y	Y	3	4	75%
Mary	Conn	Public, Bristol	Y	A			1	4	25%
Carole	Dacombe	Public, Bristol	Y	Y	Y	Y	4	4	100%
Neil	Darvill	Joint Chief Digital Information Officer			Y		1	1	100%
Robert	Edwards	Public, Bristol	Y	Y	Y	Y	4	4	100%
Tom	Frewin	Public, Bristol	Y	Y	Y	Y	4	4	100%
Bernard	Galton	Non-executive Director		Y			1	1	100%
Lisa	Gardiner	Staff, Non-clinical	Y	A	Y	A	2	4	50%
Sarah	George	Appointed, University of Bristol	Y	Y	A	Y	3	4	75%
Marc	Griffiths	Non-executive Director				Y	1	1	100%
Fi	Hance	Public, Bristol	A	A			0	2	0%
Suzanne	Harford	Public, North Somerset	A	Y	Y	Y	3	4	75%
Aalia	Herbert	Appointed, University of the West of England				A	0	1	0%
Jocelyn	Hopkins	Appointed, University of Bristol					0	2	0%
Linda	Kennedy	Non-executive Director				Y	1	1	100%
Karen	Low	Appointed, Bristol City Council	Y	Y			2	3	67%
Jayne	Mee	Chair	Y				1	1	100%
Jude	Opogah	Staff, Non-clinical	Y	Y	Y	Y	4	4	100%
Mark	Patteson	Public, Rest of England and Wales	Y		Y	Y	3	4	75%
Mo	Phillips	Public, Bristol	Y	Y	Y		3	3	100%
Annabel	Plaister	Public, North Somerset	Y	Y	Y	Y	4	4	100%
Richard	Posner	Public, Bristol	Y	Y		A	2	4	50%
Janis	Purdy	Public, Bristol	Y	Y	Y	Y	4	4	100%
Stuart	Robinson	Appointed, Joint Union Committee	A		A	A	0	4	0%
John	Rose	Public, North Somerset	Y	Y	Y	Y	4	4	100%
Martin	Rose	Public, Bristol	A		Y	Y	2	4	50%
Roy	Shubhabrata	Non-executive Director			Y	A	1	2	50%
John	Sibley	Public, South Gloucestershire	Y	A	A	Y	2	4	50%
Martin	Sykes	Non-executive Director (Vice Chair)		Y	Y		2	2	100%
Tony	Tanner	Public, South Gloucestershire	A	Y		Y	2	4	50%
Libby	Thompson	Appointed, University of the West of England	A	Y		A	1	4	25%
Stuart	Walker	Interim Chief Executive Officer		Y	Y		2	2	100%
David	Wilcox	Appointed, Bristol City Council				A	0	1	0%
Emma	Wood	Director of People		Y	Y	Y	3	3	100%
Total Attended			19	19	20	21			

Governor Development Seminars - not a mandatory meeting but recommended for development in role

First Name	Surname	Constituency	17/04/2024	18/06/2024	11/07/2024	16/10/2024	06/02/2025	Total Attended in 2024/25		
Ben	Argo	Public, South Gloucestershire	Y	Y	Y	Y	Y	5	5	100%
Grace	Burn	Appointed, Youth Involvement Group		A		Y	A	1	5	20%
John	Chablo	Public, Bristol	Y	Y	Y	Y	Y	5	5	100%
Mary	Conn	Public, Bristol		A		A		0	5	0%
Carole	Dacombe	Public, Bristol	Y	Y	Y	A	Y	4	5	80%
Robert	Edwards	Public, Bristol	Y	Y	Y	Y	Y	5	5	100%
Tom	Frewin	Public, Bristol	Y	Y		Y	Y	4	5	80%
Lisa	Gardiner	Staff, Non-clinical		Y	Y	Y	Y	4	5	80%
Sarah	George	Appointed, University of Bristol		A		A	A	0	5	0%
Fi	Hance	Public, Bristol		A				0	2	0%
Suzanne	Harford	Public, North Somerset	Y	Y	Y	Y	A	4	5	80%
Aalia	Herbert	Appointed, University of the West of England			Y	Y	A	2	3	67%
Jocelyn	Hopkins	Appointed, University of Bristol						0	1	0%
Karen	Low	Appointed, Bristol City Council		A				0	3	0%
Jude	Opogah	Staff, Non-clinical			Y	Y	Y	3	5	60%
Mark	Patteson	Public, Rest of England and Wales			Y	Y	Y	3	5	60%
Mo	Phillips	Public, Bristol		y	Y	A		2	4	50%
Annabel	Plaister	Public, North Somerset	Y	Y	Y	Y	Y	5	5	100%
Richard	Posner	Public, Bristol		A		A		0	4	0%
Janis	Purdy	Public, Bristol	Y	Y		Y	Y	4	5	80%
Stuart	Robinson	Appointed, Joint Union Committee		A				0	5	0%
John	Rose	Public, North Somerset	Y	Y	Y	Y	Y	5	5	100%
Martin	Rose	Public, Bristol	Y	Y	Y	A	Y	4	5	80%
John	Sibley	Public, South Gloucestershire	Y			A	A	1	5	20%
Tony	Tanner	Public, South Gloucestershire	Y	Y		Y	Y	4	5	80%
Libby	Thompson	Appointed, University of the West of England		A	Y	A	A	1	5	20%
David	Wilcox	Appointed, Bristol City Council				A		0	3	0%
Total Attended			12	13	14	14	13			

Governor/NED Engagement Sessions - not mandatory but recommended for holding NEDs to account informally

First Name	Surname	Constituency	/04/2024 - C	25/06/2024	26/09/2024	17/12/2024	20/03/2025	Total Attended in 2024/25		
Ben	Argo	Public, South Gloucestershire	Y	Y	Y	Y	Y	4	5	80%
Grace	Burn	Appointed, Youth Involvement Group					A	0	5	0%
John	Chablo	Public, Bristol	Y	Y	Y	Y	Y	4	5	80%
Mary	Conn	Public, Bristol	Y					0	5	0%
Carole	Dacombe	Public, Bristol	Y	Y	Y	Y	Y	4	5	80%
Robert	Edwards	Public, Bristol	Y	A	Y	Y	Y	3	5	60%
Tom	Frewin	Public, Bristol	Y	A	A	A		0	5	0%
Lisa	Gardiner	Staff, Non-clinical	Y			A	Y	1	5	20%
Sarah	George	Appointed, University of Bristol				A	A	0	5	0%
Fi	Hance	Public, Bristol	A					0	1	0%
Suzanne	Harford	Public, North Somerset	Y	A	Y	Y	Y	3	5	60%
Aalia	Herbert	Appointed, University of the West of England						0	5	0%
Jocelyn	Hopkins	Appointed, University of Bristol						0	1	0%
Karen	Low	Appointed, Bristol City Council						0	2	0%
Jude	Opogah	Staff, Non-clinical					Y	1	5	20%
Mark	Patteson	Public, Rest of England and Wales	Y	Y	Y	Y	Y	4	5	80%
Annabel	Plaister	Public, North Somerset	Y	A	Y	Y	A	2	5	40%
Richard	Posner	Public, Bristol	Y	A		A		0	4	0%
Janis	Purdy	Public, Bristol	Y	Y	Y	Y		3	5	60%
Stuart	Robinson	Appointed, Joint Union Committee	A			Y		1	5	20%
John	Rose	Public, North Somerset	Y	A	Y	Y	Y	3	5	60%
Martin	Rose	Public, Bristol	Y	A	Y	Y	Y	3	5	60%
John	Sibley	Public, South Gloucestershire			Y		Y	2	5	40%
Tony	Tanner	Public, South Gloucestershire	Y					0	5	0%
Libby	Thompson	Appointed, University of the West of England	Y	A		A	A	0	5	0%
David	Wilcox	Appointed, Bristol City Council						0	2	0%
Jayne	Mee	Chair	Y					1	1	100%
Ingrid	Barker	Joint Chair		Y	Y	Y	Y	4	4	100%
Arabel	Bailey	Associate Non-executive Director	Y	A	Y	A	A	2	5	40%
Sue	Balcombe	Non-executive Director	Y	Y	Y	A	Y	4	5	80%
Rosie	Benneyworth	Non-executive Director	Y	Y	Y	Y	A	4	5	80%
Bernard	Galton	Non-executive Director	A					0	2	0%
Emma	Glynn	Non-executive Director	Y					1	2	50%
Marc	Griffiths	Non-executive Director	Y		Y	A	A	2	5	40%
Anne	Tutt	Non-executive Director		Y	Y	A	Y	3	4	75%
Linda	Kennedy	Non-executive Director		Y	A	A	Y	2	4	50%
Susan	Hamilton	Non-executive Director	A	A	A	A	A	0	5	0%
Roy	Shubhabrata	Non-executive Director	Y	A	A	Y	Y	3	5	60%
Martin	Sykes	Non-executive Director (Vice Chair)	Y	Y	Y	Y	A	4	5	80%

Total Attended

24

11

18

15

16

Bristol NHS Group Annual Meeting and Health Fair
Joint NBT Public Meeting and UHBW Annual Members Meeting
Tuesday, 16 September 2025 from 5.45-7.30pm
Malcolm X Centre, 141 City Road, Bristol BS2 8YH

Agenda		
5.45pm	1.	Welcome and introductions Ingrid Barker, Group Chair
	2.	Minutes of the previous meeting for UHBW and NBT Ingrid Barker, Group Chair
5:50pm	3.	Independent Auditors' Report for UHBW Jonathan Brown and Duncan Laird, KPMG
5:55pm	4.	Presentation of the Annual Report for 2024/25 for UHBW and NBT Maria Kane, Group Chief Executive Officer
		Presentation of the Annual Accounts for 2024/25 for UHBW and NBT Neil Kemsley, Group Chief Finance and Estates Officer
6.20pm	6.	Governor/Membership Report Governors from UHBW
6.35pm	7.	Spotlight presentation Elective Surgical Centre
6.55pm	8.	Q&A with the Trust Board Ingrid Barker, Group Chair Opportunity to ask your questions to members of the Board. Questions may be submitted in advance to FoundationTrust@uhbw.nhs.uk or Trust.Secretary@nbt.nhs.uk
7.25pm	9.	Closing Remarks Ingrid Barker, Group Chair

The Annual Report and Accounts for 2024/25 are available on our websites:

NBT: <https://www.nbt.nhs.uk/about-us/annual-report-accounts-financial-statements>

UHBW: <https://www.uhbw.nhs.uk/p/about-us/reports-and-publications>

For joining details or for any further enquires please contact
FoundationTrust@uhbw.nhs.uk or Trust.Secretary@nbt.nhs.uk

Report To:	Council of Governors		
Date of Meeting:	Tuesday 22 nd July 2025		
Report Title:	Governors Log of Communications		
Report Author:	Rachel Hartles, Membership and Governance Officer		
Report Sponsor:	Emily Judd, Corporate Governance Manager		
Purpose of the report:	Approval	Discussion	Information
			X
	To update the Council of Governors on the communications with Governors since the last meeting of the Council of Governors.		
Key Points to Note <i>(Including any previous decisions taken)</i>			
<p>Since the previous Council of Governors meeting held in public on 21 May 2025:</p> <ul style="list-style-type: none"> • Two questions have been added to the log. • Two questions have been closed on the log, although one question will be followed up in three months. • Two questions are outstanding on the log. • Two questions are with the Governor, awaiting the outcome of a separate meeting to discuss the questions raised. These relate to access to the Bristol Hospitals and John Rose met with Andy Jeanes, Director of Estates and Facilities to discuss in more detail on Tuesday 13th May. 			
Strategic and Group Model Alignment			
N/A			
Risks and Opportunities			
N/A			
Recommendation			
<p>This report is for Information</p> <p>The Council of Governors is asked to note the updates to the log</p>			
History of the paper (details of where paper has <u>previously</u> been received)			
N/A			
Appendices:	Log attached separately		

Governors Log – six months look back – 2 January 2025 – 2 July 2025

Governors' questions reference number	Date Question Asked	Governor Name	Description	Executive Lead	Date Question Due	Response	Status
310	09/06/2025	Phil Smith	1. How does the Trust publicise the fact that there is a shuttle bus available to the BRI hospital from Cabot Circus and therefore easier ways to access the hospital? 2. Has the Trust liaised with Bristol City Council to explore how patients coming to the BRI could be exempted the congestion charge on the day of their surgery if parking in Cabot Circus and using the shuttle bus?	Chief Financial Officer	14/07/2025		Assigned to Executive Lead
309	09/06/2025	Paul Wheeler	NHS England recently announced that Emergency Departments would be established to cater specifically for those experiencing mental health crisis. Has UHBW been contacted regarding an Emergency Department of this nature being established in this area and, if so, can information be provided on any plans being made for such a facility, including how it would be funded and staffed?	Hospital Managing Director	07/07/2025	This was referenced in the recent national Urgent and Emergency Care plan and we await national guidance on implementation. At present we haven't been approached about this and we will work with our system partners on delivery as appropriate.	Closed but follow up in three months

308	08/05/2025	Martin Rose, Ben Argo	<p>We would like to seek assurances that the Governors' Log of Communications will return as a standing agenda item to meetings of the Board of Directors.</p> <p>Prior to April 2025, it was routine for the Governors' Log to be presented for information at every meeting of the Board in public. This mechanism allowed the public to view the questions that governors ask of the Board. It also allowed non-executive directors to familiarise themselves with the questions that governors have asked; and seek assurance from executive directors on topics where they felt necessary. We believe this forms an important part of the governance process, as it allows the views of governors (and therefore members) to be communicated to the board as a whole.</p>	Joint Chief Corporate Governance Officer	05/06/2025	<p>In considering the annual business cycle for the Board, the regular presentation of the Governor's Log was reviewed, and it was approved by the Board not to formally receive at each meeting. You will note that the Board is now meeting in common with NBT, and therefore to ensure the effectiveness of the meetings, we have sought to focus on the key roles of the Board, and manage some previous reports via other mechanisms, either in more informal sessions, at Committees, at Executive level or another way. We continue to recognise the importance that the Governor Log provides, as a mechanism for Governors to raise questions, but also, as you point out, for the wider Board to understand the issues being raised by Governors. We therefore intend to</p>	Closed
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						continue to circulate the log to all Board members outside of the meetings, so they retain that visibility. As we committed to, we will review how well the Board is working at periodic intervals and will adjust as required	
305	25/03/2025	Martin Rose	<p>Recently, there was a consultation process about stopping all traffic up and down Park Street. Bristol City Council have passed it through, it now goes to WECA, when the newly elected Mayor takes his or her place.</p> <p>Did UHBW input it's views? The prospect of Park Street being closed to traffic leads the alternative route past our hospitals.</p> <p>If the board did partake in the consultation are you able to share what was shared with BCC?</p>	Chief Financial Officer	27/05/2025	16/06/25 - Confirmation received that the consultation has not been launched and so the Trust has not fed into this yet.	Closed

307	17/04/2025	Libby Thompson, John Rose	<p>1. What is the process for obtaining consent from a patient for a student to be present in their consultation or treatment, and what guidance and training is given to staff to ensure that patient choice is respected in relation to student involvement?</p> <p>2. Under what circumstances is it appropriate for a patient be asked to sign a consent form for the wrong procedure?</p> <p>3. What guidance are staff given to manage consent for a specific procedure, when there are no consent forms left for that specific procedure?</p>	Chief Medical Officer	15/05/2025		Assigned to Executive Lead
306	28/03/2025	John Rose	<p>Patients of all ages coming to UHBW often have poor mobility and travel to the Hospitals can be incredibly difficult when in this position. What is the most common age range of patients visiting outpatient settings at our hospitals, and what provision is being made to ensure patients can be dropped off and collected by taxis and other vehicles at all hospital sites in a stress-free manner (including seating for waiting)?</p>	Chief Financial Officer	30/04/2025	An offer has been made for John to join the Director of Estates and Facilities to walk the site and discuss this question.	Awaiting Governor response

303	06/03/2025	John Rose	<p>I wish to ask UHBW to review their perceptions and responsibilities associated with patients' travel arrangements to UHBW's Bristol hospital premises, particularly those with mobility issues. Is there any scope for existing hospital car parks to be dedicated to patients in need of blue badge parking?</p> <p>I am also interested to know what representations UHBW have made to Bristol City Council regarding the safety and usefulness of the construction works ongoing outside of the main entrance to the BRI hospital, intended to improve Upper Maudlin Street.</p> <p>Related to both questions, what are UHBW's plans on using satellite locations for outpatient clinics?</p>	Chief Financial Officer	09/04/2025	An offer has been made for John to join the Director of Estates and Facilities to walk the site and discuss this question.	Awaiting Governor response
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