



**Royal Berkshire**  
NHS Foundation Trust

# Membership Committee - 11 April 2024

MEETING

11 April 2024 17:30 BST

PUBLISHED

4 April 2024

# Agenda

Location	Date	Time		
Seminar Room, Trust Education Centre, Royal Berkshire Hospital	11 Apr 2024	17:30 BST		
Item	Owner	Time	Page	
1 Apologies for Absence and Declarations of Interest (Verbal)	Richard Havelock		-	
2 New Trust Website (Presentation)	Niall Norbury	17:30	-	
3 Member Issues and Feedback (Verbal)	Richard Havelock	17:45	-	
4 Minutes for Approval: 15 February 2024 & Matters Arising Schedule	Richard Havelock	17:50	3	
5 Membership Update	Kerrie Brent	17:55	8	
6 Preparations for Annual General Meeting (Verbal)	Caroline Lynch	18:00	-	
7 Membership Strategy Review	Caroline Lynch/Kerrie Brent	18:05	12	
8 Council of Governors Objectives Review	Caroline Lynch	18:15	22	
9 Work Plan	Caroline Lynch		33	
10 Reflections of the Meeting:	Caroline Lynch	18:25	-	
10.1 How did you feel during discussions?			-	
10.2 How did our thinking move us on?			-	
10.3 Do we need to do anything differently?			-	
11 Date of Next Meeting: Tuesday 16 July 2024 at 17.30			-	

Minutes

## Membership Committee

Thursday 15 February 2024

17.30 – 19.00

Video Conference Call

### Present

Mr. Richard Havelock	(Volunteer Governor, Chair)
Mr. Jonathan Barker	(Public Governor, Reading)
Mr. Martyn Cooper	(Public Governor, West Berkshire & Borders)
Cllr. Deborah Edwards	(Partner Governor, Reading Borough Council)
Mr Douglas Findlay	(Public Governor, Wokingham)
Dr. Paul Jenkins	(Partner Governor, University of Reading)
Mr Benedict Krauze	(Public Governor, Wokingham)
Dr. Sunila Lobo	(Public Governor, Reading) (Lead Governor)
Mr. William Murdoch	(Public Governor, Southern Oxfordshire)
Mrs. Beth Rowland	(Public Governor, Wokingham)
Mrs Miranda Walcott	(Public Governor, Integrated Care Board)
Mr. Paul Williams	(Public Governor, Reading)

### In attendance

Miss. Kerrie Brent	(Interim Corporate Governance Officer)
Mrs. Caroline Lynch	(Trust Secretary)

### Apologies

Mr. John Bagshaw	(Public Governor, West Berkshire & Borders)
Mr. Darren Browne	(Partner Governor, Autism Berkshire)
Dr. Tom Duncan	(Staff Governor, Medical & Dental)
Mrs. Alice Gostomski	(Public Governor, West Berkshire & Borders)
Mr. Andrew Haydon	(Staff Governor, Nursing & Midwifery)
Mr. Clive Jones	(Public Governor, Wokingham)
Mr Tom Lister	(Staff Governor: Allied Health Professionals/Scientific)
Cllr. Alan Macro	(Partner Governor, West Berkshire Council)
Mr. Adrian Mather	(Partner Governor, Wokingham Borough Council)
Mrs. Sally Moore	(Staff Governor: Admin/Management)
Mr. James Mugo	(Public Governor, Reading)
Mr. Graham Sims	(Trust Chair)

### 01/24 Minutes for Approval: 16 October 2023 and Matters Arising Schedule

The minutes of the meeting held on 16 October 2023 were approved as a correct record.

The Committee noted the matters arising update. All actions were either included on the agenda or completed.

## 02/24 Membership Update

The Trust Secretary advised that the current membership was 10,722; an increase of 284 members compared with figures from October 2023. Five members were between the age group of 0-16 and one between the age group of 17-21. However, membership remained underrepresented below the age of 30.

The Chair reminded the Committee that it was the responsibility of the Governors to recruit new members and forms were available on request from the Corporate Governance team. The Trust Secretary advised that the requirements for Trust's Annual Report had increased for 2024/25 in relation to membership including specific requirements focused on Equality, Diversity and Inclusion and under-represented categories. A Governor suggested approaching the Parent Carer Forums across Berkshire West to engage and recruit younger members. The Trust Secretary would discuss further with the Partner Governor, Integrated Care Board.

**Action: C Lynch**

It was agreed that whilst it would not be possible to attend community events with the Meet PEET team due to the sensitive nature of visits, forms would be provided to the team to encourage people to sign up as a member of the Trust during their visits. In addition, the Trust Secretary had contacted Patricia Bennett, Community Worker to discuss holding a membership event at South Reading Community Hub and Governors would be invited to host this.

**Action: C Lynch**

The Trust Secretary noted that although the Trust was unable to attend the recent Speech and Language Therapy Fair at the University of Reading due to staff shortages, a slot had been allocated specifically for membership at the Trust's Introduction to Medicine Day on 6 March 2024 and Governors were asked to nominate themselves to provide a talk to students on the benefits of signing up as a member. The Public Governor, West Berkshire & Borders nominated himself.

**Action: K Brent**

The Trust Secretary highlighted that a meeting had been held with the Trust's Widening Participation Officer and a list of dates for forthcoming career and other events taking place in local schools was awaited. Governors would be able to attend some of these events to increase Trust membership in the 16-29 age group as well as in under-represented categories.

The Committee noted that since the last meeting four editions of the monthly Pulse magazine had been distributed to membership. Each edition received circa 40% click opens. The next issue was due to be circulated in February 2024. The Trust Secretary noted the schedule for Governor articles for 2024/25 and asked that Governors agree to the schedule. However, if they did not wish to participate to let the team know.

**Action: Governors**

## 03/24 Membership Events

The Trust Secretary introduced the report and sought feedback on the proposed list of events for 2024/25 as well as priorities over the next 12-18 months. The Committee agreed the proposed list of events for 2024/25 with no changes suggested.

It was noted that Governors were requested to provide support at Charity events including Reading Half Marathon and Walk for Wards. Discussions were on-going with the Charity team to request a membership stand at the Walk for Wards event.

A Governor advised that an event was to be organised by Wokingham Borough Council in Woodley, and the topic related to mental health. Further details of the event would be submitted to the Trust Secretary.

**Action: B Rowland**

## **04/24 Governor Training and Development**

The Trust Secretary provided an overview of the proposed training and development plans for 2024/25. Governors were asked to provide feedback as well as agree priorities for the next 12-18 months. In addition, a list of proposed tours had been suggested to raise understanding and knowledge of Trust services. The Committee agreed the proposed list of events for 2024/25 with no changes suggested.

## **05/24 Membership Strategy Review**

The Trust Secretary advised that the Membership Strategy was due to be refreshed. A report would be submitted to the next meeting including a review over the last three years and setting the objectives going forward. Governors would be asked to provide feedback on the draft refreshed strategy at the next meeting.

**Action: K Brent**

## **06/24 Reflections of the Meeting**

The Trust Secretary led the discussion.

The Trust Secretary highlighted that previously Governors had been asked to provide a list of their individual connections with community groups. This would raise awareness amongst Governors. It was agreed that the Corporate Governance team would repeat this exercise.

**Action: K Brent**

## **23/23 Date of the Next Meeting**

It was agreed that the next meeting would take place on Thursday, 11 April 2024 at 17.30

**SIGNED:**

**DATE:**

## Membership Committee Matters Arising Schedule

## Agenda Item 2

Date	Minute Ref	Subject	Matter Arising	Owner	Update
15 February 2024	02/24	Membership Update	A Governor suggested approaching the Parent Carer Forums across Berkshire West to engage and recruit younger members. The Trust Secretary would discuss further with the Partner Governor, Integrated Care Board.	C Lynch	Meeting scheduled for 19 April 2024.
15 February 2024	02/24	Membership Update	It was agreed that whilst it would not be possible to attend community events with the Meet PEET team due to the sensitive nature of visits, forms would be provided to the team to encourage people to sign up as a member of the Trust during their visits. In addition, the Trust Secretary had contacted Patricia Bennett, Community Worker to discuss holding a membership event at South Reading Community Hub and Governors would be invited to host this.	C Lynch	In-Progress
15 February 2024	02/24	Membership Update	A slot had been allocated specifically for membership at the Trust's Introduction to Medicine Day on 6 March 2024 and Governors were asked to nominate themselves to provide a talk to students on the benefits of signing up as a member. The Public Governor, West Berkshire & Borders nominated himself.	K Brent	Unfortunately Public Governor, West Berkshire & Borders was unable to attend. A membership form was provided to all students that attended. However, we are unable to confirm the number of people recruited from this event.
15 February 2024	02/24	Membership Update	The Trust Secretary noted the schedule for Governor articles for 2024/25 and asked that Governors agree to the schedule. However, if they did not wish to participate to let the team know.	Governors	To date no Governors have advised that they do not wish to participate.
15 February 2024	03/24	Membership Events	A Governor advised that an event was to be organised by Wokingham Borough Council in Woodley, and the topic related to mental health. Further details of the event would be submitted to the Trust Secretary.	B Rowland	In-Progress: Event in early stages of discussions. Details would be provided once confirmed

<b>Date</b>	<b>Minute Ref</b>	<b>Subject</b>	<b>Matter Arising</b>	<b>Owner</b>	<b>Update</b>
15 February 2024	05/24	Membership Strategy Review	A report would be submitted to the next meeting including a review over the last three years and setting the objectives going forward. Governors would be asked to provide feedback on the draft refreshed strategy at the next meeting.	K Brent	Item on the agenda
15 February 2024	06/24	Reflections of the Meeting	The Trust Secretary highlighted that previously Governors had been asked to provide a list of their individual connections with community groups. This would raise awareness amongst Governors. It was agreed that the Corporate Governance team would repeat this exercise.	K Brent	Email request circulated 3 April 2024.

<b>Title:</b>	<b>Membership Update</b>
<b>Agenda item no:</b>	5
<b>Meeting:</b>	Membership Committee
<b>Date:</b>	11 April 2024
<b>Presented by:</b>	Kerrie Brent, Corporate Governance Officer
<b>Prepared by:</b>	Kerrie Brent, Corporate Governance Officer

<b>Purpose of the Report</b>	This report sets out the changes in membership figures since the last Committee meeting. Total membership now stands at 10,732 that is an increase of 10 members since the last meeting.
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<b>Report History</b>	N/A
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<b>What action is required?</b>	
Assurance	
Information	To note the report
Discussion/input	
Decision/approval	

## 1 Membership Figures

1.1 Current membership is 10,732 that is an increase of 10 members compared with the figures from February 2024.

1.2 The Trust currently has;

- (a) 3,571 public members (decrease of 3 members)
- (b) 394 volunteer members (increase of 19 members)
- (c) 6,767 staff members (decrease of 6 members)

1.3 A breakdown of public membership by constituency is provided below.

<b>Public Constituencies</b>	<b>No of Members</b>
East Berkshire and Borders	837
Reading	1,017
South Oxfordshire	179
West Berkshire and Borders	579
Wokingham	854
Out of Trust Area	15
Not Specified	90
<b>Total</b>	<b>3,571</b>



## 2 Membership Representation

- 2.1 Membership remains under represented until we reach the 30+ age groups.
- 2.2 A further list of planned events for upcoming careers events, college and local school visits is awaited from the Trust's Widening Participation Officer for 2024, as well as recruitment drives that the Corporate Governance team will attend to promote and recruit members, specifically within the 16-29 age group.
- 2.3 The Corporate Governance team have signed up to attend the following events and Governors are encouraged to attend this by emailing the Trust Secretary to express an interest;
  - 22 April 2024: Activate Learning: Reading College Career Fair (14.00 – 16.00)
  - 26 April 2024: Activate Learning: Bracknell & Wokingham College Career Fair (10.30 – 13.00)

Other events to be confirmed are as follows:

  - 2 May 2024: Health Innovation Partnership, Inequalities event, UoR (11.00 – 5.30) (TBC)
  - 24 June 2024: U3a Membership Talk, Abbey Baptist Church (14.00 – 15.00) (TBC)
- 2.4 The 60+ age categories remains the highest represented in the public constituencies and the 30- 39 age category the highest represented in the staff group.

## 3 Pulse Magazine

- 3.1 The Pulse magazine article is distributed on a monthly basis to provide updates from the Trust. The magazine is also circulated to staff and volunteers and available for members to view on the Trust website.
- 3.2 Since the meeting on 15 February 2024, the following editions were circulated to public members;

**February 2024** – the edition was sent to 2,159 public members with a valid email address. 44% of recipients opened the magazine link. 1% higher than in the previous edition.

**March 2024** – the edition was sent to 2,162 public members with a valid email address. 39% of recipients opened the magazine link. 5% lower than in the previous edition.
- 3.3 The schedule for Governor articles for Pulse Magazine for 2024/25 is attached below. Governors that do not wish to participate need to confirm to the Corporate Governance Officer.
- 3.4 The next issue is due to be circulated on 19 April 2024.

## 4 Conclusion

The Committee is asked to note the update on membership figures.

## 5 Attachments

- 5.1 The following are attached to this report:

Appendix 1 – Membership figures & analysis

Appendix 2 – Governor Article Pulse Schedule 2024/25

## Appendix 1 – Membership figures & analysis as at 3 April 2024

	Public	Staff	Volunteers	TOTAL
<b>TOTAL MEMBERSHIP</b>	<b>3,571</b>	<b>6,767</b>	<b>394</b>	<b>10,732</b>
<b>Age</b>				<b>TOTAL</b>
0-16	5	0	1	6
17-21	32	75	47	154
22+	3,203	6,692	346	10,241
Not stated	241	0	0	241
<b>TOTAL</b>	<b>3,481</b>	<b>6,767</b>	<b>394</b>	<b>10,642</b>
<b>Age 22+ breakdown</b>				<b>TOTAL</b>
22-29	91	1111	40	1,242
30-39	301	2148	34	2,483
40-49	452	1537	38	2,027
50-59	569	1291	47	1,907
60-74	970	590	125	1,685
75+	820	15	58	893
<b>TOTAL *does not include Not stated or Age 0-21</b>	<b>3,203</b>	<b>6,692</b>	<b>342</b>	<b>10,237</b>
<b>Gender</b>				<b>TOTAL</b>
Unspecified	184	0	0	184
Male	1,520	1,625	120	3,265
Female	1,777	5,142	274	7,193
<b>TOTAL</b>	<b>3,481</b>	<b>6,767</b>	<b>394</b>	<b>10,642</b>
<b>Ethnicity</b>				<b>TOTAL</b>
White - English, Welsh, Scottish, Northern Irish, British	2,666	2,535	107	5,308
White - Irish	35	103	3	141
White - Gypsy or Irish Traveller	0	0	0	0
White - Other	110	540	10	660
Mixed - White and Black Caribbean	17	32	0	49
Mixed - White and Black African	10	22	1	33
Mixed - White and Asian	17	37	0	54
Mixed - Other Mixed	23	51	1	75
Asian or Asian British - Indian	110	609	17	736
Asian or Asian British - Pakistani	64	144	5	213
Asian or Asian British - Bangladeshi	4	33	2	39
Asian or Asian British - Chinese	16	65	3	84
Asian or Asian British - Other Asian	49	524	8	581
Black or Black British - African	75	494	1	570
Black or Black British - Caribbean	23	95	2	120
Black or Black British - Other Black	4	29	3	36
Other Ethnic Group - Arab	0	0	0	0
Other Ethnic Group - Any Other Ethnic Group	26	204	4	234
Not stated	232	1,237	227	1,696
<b>TOTAL</b>	<b>3,481</b>	<b>6,754</b>	<b>394</b>	<b>10,629</b>

## Appendix 2 – Pulse Schedule 2024

Publication Date	KB & Article Deadline	Copy for Approval	NED Article	Governor Article
July 2023			Sue Hunt	Deborah Edwards
15 <sup>th</sup> September 2023	01/09/2023	01/09/2023	Parveen Yaqoob	Sunila Lobo
13 <sup>th</sup> October 2023	29/09/2023	06/10/2023	Helen Mackenzie	Andrew Haydon
17 <sup>th</sup> November 2023	03/11/2023	10/11/2023	X	X
13 <sup>th</sup> December 2023	29/11/2023	06/12/2023	Priya Hunt	Richard Havelock
19 <sup>th</sup> January 2024	05/01/2024	12/01/2024	Mike McEnaney	Tom Lister
16 <sup>th</sup> February 2024	02/02/2024	09/02/2024	Bal Bahia	X
15 <sup>th</sup> March 2024	01/03/2024	08/03/2024	Mike O'Donovan	Thomas Duncan
19 <sup>th</sup> April 2024	05/04/2024	12/04/2024	Parveen Yaqoob	Miranda Walcott
17 <sup>th</sup> May 2024	03/05/2024	10/05/2024	Helen Mackenzie	Dhian Singh
14 <sup>th</sup> June 2024	31/05/2024	07/06/2024	Priya Hunt	Alan Macro
19 <sup>th</sup> July 2024	05/07/2024	12/07/2024	Mike McEnaney	Darren Browne
16 <sup>th</sup> August 2024	02/08/2024	09/08/2024	Bal Bahia	Clive Jones
20 <sup>th</sup> September 2024	06/09/2024	13/09/2024	Mike O'Donovan	Alice Gostomski
18 <sup>th</sup> October 2024	04/10/2024	11/10/2024	Parveen Yaqoob	Sally Moore
15 <sup>th</sup> November 2024	01/11/2024	08/11/2024	Helen Mackenzie	Douglas Findlay
11 <sup>th</sup> December 2024	27/11/2024	04/12/2024	Priya Hunt	Bill Murdoch

<b>Title:</b>	<b>Membership Strategy Review</b>
<b>Agenda item no:</b>	7
<b>Meeting:</b>	Membership Committee
<b>Date:</b>	11 April 2024
<b>Presented by:</b>	Caroline Lynch, Trust Secretary
<b>Prepared by:</b>	Kerrie Brent, Corporate Governance Officer

<b>Purpose of the Report</b>	To provide an update on progress against the Membership Strategy objectives 2022/24.
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<b>Report History</b>	
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<b>What action is required?</b>	The Committee is asked to note the progress against the membership Strategy objectives and that a new strategy will be submitted to the next meeting.
Assurance	
Information	
Discussion/input	✓
Decision/approval	✓

## 1 Background

1.1 The Trust Membership strategy was approved by the Council of Governors in February 2023 and confirms our overall ambition of increasing the active engagement with existing Members as well as increasing the representativeness of our overall membership.

1.2 The Membership Strategy sets out four key domains; membership Representation, Membership Events, Communication, and Staff Engagement. Objectives have been identified for each domain.

### 1.2.1 *Membership Representation:*

- To maintain and develop a Membership that is representative of the Constituencies that the Trust serves.
- Increase the Membership of ethnic minority groups and young people.

### 1.2.2 *Membership Events:*

- Membership events will continue to be held in each of the Trusts constituencies and where possible at spoke site in order to reduce costs.
- To encourage partnership working for Governors and Members to attend events run by the Trust, Communities, local Partnership working and the Royal Berks Charity; and to encourage interaction between Governors and Members.

### 1.2.3 *Communication:*

- To build and develop good communication and interaction between the Council of Governors and Trust Members

#### **1.2.4 Staff Engagement:**

- To provide opportunities for staff to become more actively engaged as Members and to increase representation of staff as Governors.

## **2 Recommendation**

- 2.1 The Committee is asked to review the Council's progress against objectives set out in the Membership Strategy Attachments.
- 2.2 The draft Membership Strategy for 2025-2028 will be submitted to the next meeting.
- 2.3 The following is attached to this report:
  - (a) Appendix 1 – Membership Strategy Objectives 2022-2024

Objective	Methods	Outcomes	March 2024 Evaluation
<b>Membership Representation</b>			
<b>To maintain and develop a Membership that is representative of the Constituencies that the Trust serves.</b>	Membership forms will be refreshed and will be made available across different platforms including digital and paper, to gain a larger membership base.	Achieved	Membership forms were refreshed following Reading Pride 2022. The forms are due to be refreshed further following Reading Pride 2023 in line with Equality, Diversity and Inclusion.
	<p>The Trust will advertise the benefits of being a public Member to the Constituencies by:</p> <ol style="list-style-type: none"> <li>1) Encouraging Governors, both public, partner, volunteer and staff Governors, to recruit Members when attending events outside the Trust.</li> <li>2) Advertising on social media including Facebook, Twitter and Instagram.</li> <li>3) Circulating membership forms in local areas such as GP surgeries and libraries.</li> <li>4) Using governor stands for promoting benefits of membership in events.</li> </ol>	<p>Achieved</p> <p>Achieved</p> <p>Not achieved</p> <p>Not achieved</p>	<ol style="list-style-type: none"> <li>1) Governors continue to be encouraged to recruit members outside the Trust. Forms and QR codes are made available upon request.</li> <li>2) A social media campaign targeted at recruiting members was published during launched from 6 February 2023 and 6 March 2023. The campaign was targeted to recruit members in the 16-30 age group as well as Black, Asian and Minority Ethnic (BAME) groups via various social media channels including Instagram and Facebook. Although the campaign reached 37,777 members of the public with 159,473 impressions, the campaign was concluded as unsuccessful as the Trust did not recruit any new members as a result of this. It was suggested that this could have been due to a number of reasons including audience lack of intent and motivations as well as people being unfamiliar with the term 'membership'. It was agreed that due to the unsuccessful</li> </ol>

Objective	Methods	Outcomes	March 2024 Evaluation
			<p>outcome of the campaign the Trust would not progress with any further campaigns at this time.</p> <p>3) A number of GP surgeries are reluctant to receive papers forms for display due to Infection Prevention and Control issues. Governors are encouraged to approach their local surgeries to gauge appetite for this.</p> <p>4) The original area suggested was the Reception in the Main Entrance, Level 2, Craven Road. However, under the direction of the Chief Executive this area has been refreshed and items removed to ensure a) appropriate access for the Hospital buggy as well as highlighting the Trust's Improving Together Strategy. In addition, due to the Trust's financial situation we are unable to order materials to 'create' a stand.</p>
Monitoring and Evaluating	A report of Membership figures is provided to the Membership Committee. The report includes a breakdown of Members by constituency, ethnicity and age. The number of Members that have joined and left the Trust is also provided. The Membership Committee then provides an update to the Council of Governors.	Achieved	Report of membership figures provided to each Membership Committee during 2022 to 2024.

Objective	Methods	Outcomes	March 2024 Evaluation
<p><b>Increase the Membership of ethnic minority groups and young people.</b></p>	<p>A younger Member's programme would be established and incorporate:</p>	<p>Not achieved.</p>	<p>To consider whether the Council of Governors want to progress this option in 2025/28</p>
	<p>1) Receiving emails regarding jobs and careers four times a year</p>		
	<p>2) Training and education seminars which would be specifically targeted at younger Members including talks about ED, sexual health, maternity and paediatrics.</p>		
<p>Monitoring and Evaluating</p>	<p>The Membership Committee will monitor figures for minority ethnic groups and young people to identify if there has been an increase in these groups compared to the previous year.</p>	<p>Achieved</p>	<p>Monitored through the Membership Update at each Membership Committee during 2022 to 2024.</p>
	<p>Membership events specifically targeting young members being run at a local school, college or university by the end of 2024.</p>	<p>Achieved</p>	<p>The Membership team have signed up to attend Activate Learning events targeted at recruiting young members in April 2024 at Reading and Bracknell and Wokingham Colleges. Additionally discussions have been held with the Trust Widening Participation Officer to attend various local school, college and university events.</p>



Objective	Methods	Outcomes	March 2024 Evaluation
	Attendance at Reading Pride and hard to reach communities to promote the benefits of membership	Achieved	<p>The Membership team along with members of the Council attended Reading Pride in 2022 and 2023 and discussions are on-going in relation to the attendance in 2024.</p> <p>Work was on-going to provide support to events that the Meet PEET team attend as well as a potential membership event.</p>
<b>Membership Events</b>			
Membership events will continue to be held in each of the Trusts constituencies	Events held during 2022/23 during alternative times of days to increase attendance of staff and public members.	Not achieved	To progress as part of membership events during 2024.
Monitoring and Evaluating	There is an increased attendance by staff and public Members at events which are held in Trust spoke sites. Figures of attendance would be reported to the Membership Committee to monitor.	Not achieved	To progress as part of membership events during 2024.
To encourage partnership working for Governors and Members to attend events run by the Trust, Communities, local Partnership working and the Royal Berks Charity; and to encourage interaction between	Governors will continue to be encouraged to reach out to local external groups which they may be involved in in order to interact with the public and potential Members and promote the role of the Council of Governors.	Partially achieved	Previously Governors had been asked to provide a list of their individual connections with community groups. This would raise awareness amongst Governors. The Corporate Governance team are in the process of repeating this exercise.
	A refreshed toolkit will be developed that Governors could take with them when attending groups they are involved with in the local Community. This toolkit would	Not achieved	To be progressed during 2024 following recruitment of a Corporate Governance Officer with specific duties related to Membership.

Objective	Methods	Outcomes	March 2024 Evaluation
Governors and Members	include a generic presentation, a leaflet about the benefits of being a Member and Membership application forms. (Appendix 4 – Generic Presentation and Member Leaflet)		
	Approaching partners across the Integrated Care System (ICS) to suggest Joint membership events	Not achieved	To progress as part of membership events during 2024.
Monitoring and Evaluating	The refresh of a generic toolkit for Members to take out to local community groups.  A joint Membership event held between ICS and the Trust within the next two years.	Not achieved	To progress as part of membership events during 2024.
<b>Communication</b>			
To build and develop good communication and interaction between the Council of Governors and Trust Members	Governors will continue to host events in their constituency and all Governors are encouraged to attend as many Membership events as possible		
	Governors to create a video highlighting why they became a governor.	Not achieved	To be progressed during 2024/25.
	Virtual meet you governor sessions to highlight governor vacancies to potential candidates.	Not achieved	To be discussed and agreed for progression
	To consider whether members are contacted to seek the interest in a video to highlight to potential members about what made them become a Member.	Not achieved	To be progressed during 2024/25.

<b>Objective</b>	<b>Methods</b>	<b>Outcomes</b>	<b>March 2024 Evaluation</b>
	There will be “Meet you governors” virtual sessions for members to ask questions and raised queries, where we also have a governor election promote benefits and membership include inclusivity of governors / diversity represent members.	Not achieved	To be discussed and agreed for progression
Monitoring and Evaluating	Governor Attendance will be monitored at the Membership Committee to compare Governor Attendance at 2022-24 events compared to the previous years. It is also anticipated that attendance will have increased.  Video available on the Trust website highlighting benefits of being a governor and /or member	Partially achieved.  Not achieved	Four governors attending Reading PRIDE in 2023 compared with one governors in 2022. The event resulted in an increase in younger members with a diverse background.  To be progressed during 2024/25.
<b>Staff Engagement</b>			
To provide opportunities for staff to become more actively engaged as Members and to increase representation of staff as Governors	Information will be circulated to staff and volunteers to keep them informed on Membership events, in addition to receiving:  • Membership application forms would be electronically circulated to all new staff Members and volunteers that join the Trust to pass onto friends and family.	Achieved.  Not achieved.	Membership events, Pulse magazine and Governor vacancies are routinely cascaded through internal and external communications.  Due to the significant amount of information received by new starters to the Trust it was considered that the messaging would be lost and therefore would not result in additional membership
	The Trust will look to encourage more staff and volunteers to talk to other Members	Partially achieved	The Trust Secretary has agreed to publicise Pulse via the Voluntary Services Manager.

Objective	Methods	Outcomes	March 2024 Evaluation
	<p>about the work they are involved with at the hospital through informative and engaging presentations at Membership events and open day.</p>		<p>Both staff and other governors have and will be producing articles for Pulse which is shared with staff.</p>
	<p>Meet your governor ‘staff’ sessions available every two months for staff to talk to staff governors and highlight any issues</p>	<p>Not achieved.</p>	<p>To be progressed during 2024/25 following the refresh of the Trust website and the election of staff governors.</p>
	<p>The Trust will organise “Meet your Governors” monthly drop-in session to answer Member queries and deliver important updates.</p>	<p>Not achieved</p>	<p>Not progressed as Members are able to raise queries at Membership Committee and Council of Governors.</p>
	<p>Staff would be encouraged to engage more in social media platforms and increase the communication and exchange between the Staff and the Trust as a whole</p>	<p>Achieved.</p>	<p>A workspace via Workvivo the Trust’s internal platform was created and introduced for Governor engaged and communication in 2023.  Social Media training was held on 19 October 2023 provided by the Communications team</p>
<p>Monitoring and Evaluating</p>	<p>Holding Membership events at spoke sites and noting the attendance of staff Members at the Membership events – attendance data on staff and public Members attendance will be feedback at the Membership Committee.</p>	<p>Not achieved</p>	<p>To be progressed during 2024/25.</p>
	<p>In the next three years we successfully fill all vacant Staff Governor seats</p> <p>A leaflet is created specifically for staff Governors to showcase what it means to be a Governor and the difference the</p>	<p>Partially achieved</p> <p>Not achieved</p>	<p>Four out of Five Staff Governor seats filled with Elections to be held in 2024/25.</p> <p>To be progressed during 2024/25.</p>

Objective	Methods	Outcomes	March 2024 Evaluation
	impact they can have on local health provision and service design.		

<b>Title:</b>	<b>Council of Governor Objectives</b>
<b>Agenda item no:</b>	8
<b>Meeting:</b>	Membership Committee
<b>Date:</b>	11 April 2024
<b>Presented by:</b>	Caroline Lynch, Trust Secretary
<b>Prepared by:</b>	Kerrie Brent, Corporate Governance Officer

<b>Purpose of the Report</b>	To provide an update on progress against the Council of Governors Objectives for 2022/23.  To recommend the Council of Governors Objectives for 2024/25.
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<b>Report History</b>	N/A
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<b>What action is required?</b>	The Committee is asked to note the progress against the Council objectives for 2022/23 and recommend that the Council of Governors approve the Council of Governors objectives for 2024/25.						
Assurance		Information		Discussion/input	✓	Decision/approval	✓

## 1 Background

1.1 The Council of Governors sets objectives for achievement each year. These reflect a combination of the statutory duties that the Council is likely to be asked to discharge in the year, along with membership and other activities which the Council sets as priorities.

## 2 Council Objectives 2022/23

2.1 There are a number of statutory duties that the Council are required to focus on that include the appointment of Non-Executive Directors, Governor training and development and review of the annual report and accounts.

2.2 There was also a recommendation to have a continued focus on membership to enable governors to ‘represent the views of their members’. It was recommended that refreshing membership events within the Trust constituencies aimed at recruitment of members in the 16 – 30 age category is also progressed.

2.3 Progress against the objectives are set out in Appendix 1 for 2022/23.

## 3 Council Objectives 2024/25

3.1 There are a number of statutory duties that the Council are required to focus on that include the appointment of Non-Executive Directors, Governor training and development and review of the annual report and accounts.

3.2 The recommended Council of Governors objectives for 2024/25 are set out in Appendix 2.

#### **4 Recommendation**

- 4.1 The Committee is asked to note the progress against the objectives recommend these are submitted to the Council of Governors for information.
- 4.2 The Committee is asked to recommend that the Council of Governors approve the refreshed objectives for 2024/25 as set out in Appendix 2.

#### **5 Attachments**

- 5.1 The following is attached to this report:
  - (a) Appendix 1 - 2022/23 Council of Governors Objectives
  - (b) Appendix 2- 2024/25 Refreshed Council of Governors Objectives

## Appendix 1

Objective	Methods	Outcomes	Progress
Embed arrangements for Non-Executive and Executive leads of Committees and regular reporting of Non-Executive Directors to assurance committees	Attendance, engagement and responsiveness of Non-Executive and Executive Leads at Governors Assurance Committees	Satisfaction with the process to be reviewed via an appraisals review at the end of the financial year	The Governors Assurance Committee was reformatted to enable more engagement with Non-Executives. The round table discussions have created an open and transparent platform for holding the NEDs to account for the performance of the Board. Executive leads including the Acting Chief Executive, Chief Operating Officer and Acting Director of Finance have attended Governor meetings throughout the year.
Implementation of the governors' training and development plan	Membership Committee to review progress against delivery of the training and development programme for 2022/24	Feedback forms to be provided following training and development programmes and regular updates provided to the Membership Committee	A revised governor training and development schedule for 2023/24 was submitted and agreed at the Membership Committee in July 2023.
<b>Statutory (ensuring good governance)</b>			
Appoint Non-Executive Directors as required	Appointment to be made by the Council of Governors on the advice of the Nominations & Remuneration Committee.	Non-Executive Appointment(s) to be made.	The Council have reviewed the NED job description, protocol for appointing NEDs and approved the engagement of a recruitment agency for the NED appointment process in 2023. Governors were invited to attend focus group sessions as part of the recruitment process on 18 September 2023. Three governors are also on the interview panel.



Objective	Methods	Outcomes	Progress
			Two Non-Executive Directors were appointed by the Council of Governors during 2023/24.
Review the annual report and accounts	To receive at the Annual General meeting and the Council of Governors meeting.	Opportunity to scrutinize in detail at the Council of Governors	The Council of Governors received the annual report during the AGM in September 2023. In addition, the Governors are to receive the annual report at the Council of Governors meeting scheduled for 29 November 2023.
Participate in the appraisals of the Chair and Non-Executive Directors	The Chair's appraisal will be undertaken by the Senior Independent Director with input from the Lead Governor. The Chair will undertake the appraisals of non-executive directors, taking into account governor feedback, collated by the Trust Secretary.	Constructive appraisal held with inputs from governors and feedback provided on the process.	Feedback was received and appraisals undertaken in May and June 2023.
<b>Strategic (influencing the plans)</b>			
Monitor the Trust's progress on achieving strategic objectives and the implementation of the Committee Plan.	Council to review progress during the year.	satisfaction with the achievements and process to be reviewed via an evaluation review at the end of the financial year	A meeting took place in February 2023 to engage Governors on the updated Operational Plan.  In addition, a meeting took place on the 27 September 2023 to engage Governors on the updated People Strategy for 2023-2027.

Objective	Methods	Outcomes	Progress
Review the Trust's strategy and represent the views of members and public in responding to the Board.	Review progress of the Trust's strategy at key milestones.	Satisfaction on the Board's process to the actions raised with the process to be reviewed via an evaluation review at the end of the financial year	<p>There has been no update since the launch of the refreshed strategy provided to Council of Governors.</p> <p>Governors are able to represent the views of members/public through dedicated agenda items and the Governor Question log, which is available on the Trust website.</p>
<b>Membership (developing and involving)</b>			
Strive to achieve a representative membership and meaningfully engage with all members.	<p>Continue to develop links with the University of Reading and the University of West London to promote Trust membership to a younger age group.</p> <p>Promotional campaign to increase members in the 16 – 30 age group</p>	Improvement in the representativeness of membership.	<p>We have linked with the Widening Participation Officer who has provided a list of upcoming careers events and visits to local and surrounding schools, as well as recruitments drives that the Membership team will attend to promote and recruit members, specifically within the 16-29 age group.</p> <p>PRIDE 2022/23 enabled recruitment of circa 60 members in the 16-30 age group.</p> <p>A Youth Governor has been appointed to represent this age groups views at Council.</p>
Undertake a membership engagement programme comprising:	Corporate Governance team to deliver, with Governor	Progress against the Membership Strategy submitted to the Membership Committee on a quarterly basis.	Due to capacity issues in the Corporate Governance team during 2022/23 constituent events were not scheduled.

Objective	Methods	Outcomes	Progress
<ul style="list-style-type: none"> <li>• a seminar in each of the five area constituencies</li> <li>• an annual open day in July</li> <li>• the Annual General Meeting</li> <li>• one attendance each month by a Governor at a community based event</li> <li>• Produce four editions of Pulse within 12 months</li> </ul>	<p>support and overview by Membership Committee.</p> <p>Governors to actively participate in hosting membership events. Trust premises e.g. Bracknell Healthspace and West Berkshire Community Hospital will be used to host future events.</p> <p>Membership events with specific topics for people in the 16 – 30 age group.</p> <p>Increase social media – e.g. Come Meet Your Governor sessions and find out about membership and being a governor</p>		<p>These have been implemented from November 2023 onwards.</p> <p>Due to on-going works on the Reading site an annual open day was not possible during 2022/23 but will be considered for 2024 onwards.</p> <p>Annual General Meeting was held on 20 September 2023.</p> <p>The Membership Pulse Magazine is now produced and circulated on a monthly basis.</p>
<p>Establish methods for meaningful engagement with members</p>	<p>Focus groups ahead of membership events</p> <p>Conduct an online survey to gain members' views on what hospital related information that they would like to know more about.</p>	<p>Results to be presented to membership committee and considered as part of on-going development of membership strategy.</p>	<p>Due to capacity issues this has not been progressed but will be considered in 2023/24 onwards.</p>

Objective	Methods	Outcomes	Progress
	<p>Make more use of social media to interact with members.</p>		
<p>Attract an appropriate audience to the Annual Members' Open Day.</p>	<p>Corporate Governance team to deliver, with Governor support</p> <p>Governors to publicise the Open Day and other membership events via their established links e.g. community groups</p>	<p>Attendance figures plus feedback from members electronic feedback form</p>	<p>Due to on-going works on the Reading site an annual open day was not possible during 2022/23 but will be considered for 2024 onwards.</p>
<p>Highlight the role of governors to attract new governors.</p>	<p>Membership events hosted by governors in order to provide a forum for governors to engage in ad hoc focus groups with members. Governors should also use their own contacts and groups to promote the role of the Council of Governors.</p>	<p>Members aware of the role of the Council of Governors.</p> <p>"Meet Your Governors" engagement sessions / video about what it means to be a governor available on the Trust website</p>	<p>Due to capacity issues this has not been progressed but will be considered in 2023/24 onwards.</p>

## Appendix 2

Objective	Methods	Outcomes	Progress
Embed arrangements for Non-Executive and Executive leads of Committees and regular reporting of Non-Executive Directors to assurance committees	Attendance, engagement and responsiveness of Non-Executive and Executive Leads at Governors Assurance Committees	Satisfaction with the process to be reviewed via an appraisals review at the end of the financial year	
Implementation of the governors' training and development plan	Membership Committee to review progress against delivery of the training and development programme for 2024/25.	Feedback forms to be provided following training and development programmes and regular updates provided to the Membership Committee	
<b>Statutory (ensuring good governance)</b>			
Appoint Non-Executive Directors as required	Appointment to be made by the Council of Governors on the advice of the Nominations & Remuneration Committee.	Non-Executive Appointment(s) to be made.	
Review the annual report and accounts	To receive at the Annual General meeting and the Council of Governors meeting.	Opportunity to scrutinize in detail at the Council of Governors	
Participate in the appraisals of the Chair and Non-Executive Directors	The Chair's appraisal will be undertaken by the Senior Independent Director with input from the Lead Governor. The Chair will undertake the appraisals of non-executive directors, taking into account	Constructive appraisal held with inputs from governors and feedback provided on the process.	

Objective	Methods	Outcomes	Progress
	governor feedback, collated by the Trust Secretary.		
<b>Strategic (influencing the plans)</b>			
Monitor the Trust's progress on achieving strategic objectives and the implementation of the Committee Plan.	Council to review progress during the year.	satisfaction with the achievements and process to be reviewed via an evaluation review at the end of the financial year	
Review the Trust's strategy and represent the views of members and public in responding to the Board.	Review progress of the Trust's strategy at key milestones.	Satisfaction on the Board's process to the actions raised with the process to be reviewed via an evaluation review at the end of the financial year	
<b>Membership (developing and involving)</b>			
Strive to achieve a representative membership and meaningfully engage with all members.	Continue to develop links with the University of Reading and Activate Learning to promote Trust membership to a younger age group.	Improvement in the representativeness of membership.	
Undertake a membership engagement programme comprising: <ul style="list-style-type: none"> <li>• a seminar in each of the five area constituencies</li> <li>• the Annual General Meeting</li> <li>• one attendance each month by a Governor at a community based event</li> <li>• Produce four editions of Pulse within 12 months</li> </ul>	Corporate Governance team to deliver, with Governor support and overview by Membership Committee.  Governors to actively participate in hosting membership events. Trust premises e.g. Bracknell Healthspace and West	Progress against the Membership Strategy submitted to the Membership Committee on a quarterly basis.	

Objective	Methods	Outcomes	Progress
	<p>Berkshire Community Hospital will be used to host future events.</p> <p>Membership events with specific topics for people in the 16 – 30 age group.</p> <p>Increase social media – e.g. Come Meet Your Governor sessions and find out about membership and being a governor</p>		
<p>Establish methods for meaningful engagement with members</p>	<p>Focus groups ahead of membership events</p> <p>Conduct an online survey to gain members' views on what hospital related information that they would like to know more about.</p> <p>Make more use of social media to interact with members.</p>	<p>Results to be presented to membership committee and considered as part of on-going development of membership strategy.</p>	

Objective	Methods	Outcomes	Progress
<p>Highlight the role of governors to attract new governors.</p>	<p>Membership events hosted by governors in order to provide a forum for governors to engage in ad hoc focus groups with members. Governors should also use their own contacts and groups to promote the role of the Council of Governors.</p>	<p>Members aware of the role of the Council of Governors.</p> <p>“Meet Your Governors” engagement sessions / video about what it means to be a governor available on the Trust website</p>	



**Governors Membership Committee Work Plan 2024**

Item	Lead	Freq	Feb-24	Apr-24	Jul-24	Oct-24
Minutes from previous meeting/ Matters Arising Schedule	GS	Every				
Membership Strategy Review	CL	Annually				
Membership Committee Terms of Reference	CL	Annually				
Membership Update	BJ/KB	Every				
Membership Events	BJ/KB	Every				
Preparations for Annual General Meeting	CL	2 x year				
Membership Survey	CL	By Exception				
Training & Development	CL	2 x year				
Council of Governors Objectives Review	CL	Annually				
Council of Governors Composition	CL	Annually				
Membership Recruitment Plan	NN	2 x year				
Work Plan	CL	Every				