



Royal Berkshire
NHS Foundation Trust

Council of Governors - 22 February 2023

MEETING
22 February 2023 17:00

PUBLISHED
22 February 2023

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Virtual	22/02/23		17:00
1. Apologies for Absence (Verbal) and Declarations of Interests (Verbal)			
2. Minutes for Approval: 28 September 2022, 30 November 2022 and Matters Arising Schedule		Graham Sims	17:00
3. Changes to the Council Membership (Verbal)		Caroline Lynch	17:05
4. Questions from the Public (Verbal)		Graham Sims	17:10
Holding the Board to Account			
5. Operational Plan 2023/24 (Presentation)		Andrew Statham	17:15
6. Finance update (Presentation)		Nicky Lloyd	17:35
7. Acting Chief Executive update (Presentation)		Janet Lippett	17:45
Items of Council Business			
8. Membership Committee Minutes: 9 February 2023		John Bagshaw	18:10
9. Governors Assurance Committee Minutes: 25 January 2023		Tony Lloyd	18:15
10. Nominations & Remuneration Committee: 26 October 2022		Tony Lloyd	
11. Proposal to change Council of Governor Membership (Verbal)		Caroline Lynch	18:20
Representing the Views of Members and the Public			

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Virtual	22/02/23		17:00
12. Recommendations from the Membership Committee:		Caroline Lynch	18:30
12.1. Membership Strategy			
12.2. Council of Governor Objectives			
13. Council of Governor Attendance 2022-23		Caroline Lynch	18:40
14. Governor Question Log		Caroline Lynch	18:45
15. Questions from the Public (Verbal)		Graham Sims	
16. Date of Next Meeting (Verbal):Wednesday 24 May 2023 at 17.00			

Council of Governors

Wednesday 28 September 2022

17.00 – 18.35

Seminar Room, Trust Education Centre, Royal Berkshire Hospital

Present

Mr. Graham Sims	(Chair of the Trust) (Chair)
Mr. Martyn Cooper	(Public Governor, West Berkshire & Borders)
Dr. John Crossman	(Staff Governor, Allied Health Professionals/Scientific)
Mr. Andrew Haydon	(Staff Governor, Nursing/Midwifery)
Mr. Tony Lloyd	(Public Governor, Wokingham) (Lead Governor)
Mrs. Pam Lynch	(Volunteer Governor)
Ms. Sunila Lobo	(Public Governor, Reading)
Mr. William Murdoch	(Public Governor, Southern Oxfordshire)
Mrs. Roberta Stewart	(Public Governor, Wokingham)
Prof. Carol Wagstaff	(Partner Governor, University of Reading)
Mr. Paul Williams	(Public Governor, Reading)

In attendance

Dr. Bal Bahia	(Non-Executive Director)
Mrs. Sue Hunt	(Non-Executive Director)
Mrs. Priya Hunt	(Non-Executive Director)
Mrs. Caroline Lynch	(Trust Secretary)
Mrs. Helen Mackenzie	(Non-Executive Director)
Mrs. Kemi Makun	(Interim Deputy Trust Secretary)
Mr. Steve McManus	(Chief Executive) (up to minute 33/22)
Ms. Catherine Mountford	(Director of Governance, Buckinghamshire, Oxfordshire and Berkshire Integrated Care Board)
Mr. Peter Milhofer	(Non-Executive Director)
Mrs. Hannah Travers	(Deputy Trust Secretary)
Mr. Dominic Wong	(Corporate Governance Officer)

Apologies

Mr. John Bagshaw	(Public Governor, West Berkshire & Borders) (Chair)
Mr. Jonathan Barker	(Public Governor, Reading)
Cllr. Graham Bridgman	(Partner Governor, West Berkshire Council)
Mr. Ross Carroll	(Public Governor, East Berkshire & Borders)
Cllr. Deborah Edwards	Partner Governor, Reading Borough Council)
Mrs. Alice Gostomski	(Public Governor, West Berkshire & Borders)
Cllr. Clive Jones	(Public Governor, Wokingham)
Mr. Brian Painting	(Public Governor, Reading)
Ms. Bet Tickner	(Public Governor, Reading)

29/22 Declarations of Interest

There were no declarations of interest.

30/22 Minutes for Approval: 25 May 2022 and Matters Arising Schedule

The minutes of the meeting held on 25 May 2022 were agreed as a correct record and would be signed by the Chair.

The matters arising schedule was noted. All items have been completed or included on the Governor Question Log.

31/22 Governors Assurance Committee Minutes: 27 July 2022

The Chair of the Governor Assurance Committee provided an overview of the meeting held on 27 July 2022.

32/22 Membership Committee Minutes: 26 July 2022

The Council noted the update from the Membership Committee on the 26 July 2022.

33/22 Chief Executive Update

The Chief Executive highlighted there continued to be a high demand for Emergency Department (ED) access. This had impacted on compliance against the national 4 hour ED standard. Progress against trajectories for Referral to Treatment (RTT) targets had improved with 15 patients waiting over 78 weeks and c.1000 patients waiting over 52 weeks. This was ahead of national targets to reduce long waiters. There continued to be good performance against the cancer 31-day treatment and 28-day diagnosis standard.

A governor queried whether ED attendances had increased as a result of an Urgent Treatment Centre (UTC) not being available in Reading. The Chief Executive advised that admission to inpatient wards had not increased despite an increase in ED attendances. It was anticipated that once the UTC in Centre in Reading was operational this would patients with minor injuries would use this service.

A governor raised a query on the 111 algorithm used to advise whether patients should attend ED and whether this would impact on increased attendances to services during Winter. The Chief Executive advised that 111 had received an increase in people contacting the service and that the Trust would work with local system partners to maintain access to appropriate services.

The Chief Executive highlighted the Health and Wellbeing Centre had opened and was available for staff and volunteers seven days a week. Free taster sessions would be provided that included yoga, reflexology, energy healing and blood pressure testing.

The Chief Executive advised the national NHS Staff Survey was anticipated to launch on 3 October 2022. The Council noted that survey results from the 2021 staff survey had been positive with the Trust placed amongst the best acute trusts in the country. However, further work would be undertaken to increase staff responses to the 2022 staff survey.

The Chief Executive provided an overview of parking arrangements for staff that would be established from the 1 November. Options for staff would include paying for parking on site as well as free parking off site that included park and ride and off site car parks. Additional 30 minutes free parking options had been provided on site for volunteers drivers. Free park and ride provision for patients was also being considered.

The Chief Executive provided an overview of the University of Reading (UoR) and Trust Strategic Partnership Strategy that was in development. Objectives of the Strategy included achievement of University Hospital status, establish a Data Institute and increase research and education opportunities. The Council noted the Cardiology Department had been re-accredited with 'university of' status.

The Chief Executive highlighted the Trust Strategy had been refreshed and priorities refined to support improvements that mattered most to staff and patients. The Digital Strategy had been approved and there was now a focus on optimising the functionality of the Electronic Patient Record (EPR).

The Chief Executive provided an overview of future recruitment and retention plans and highlighted that alternative roles such as Physician Associates (PAs) would continue to be developed. The Trust would also continue to invest in overseas recruitment. Opportunities to increase virtual hospital clinics such as TICC-19 were also being considered.

34/22 Buckinghamshire, Oxfordshire and Berkshire Integrated Care Board

The Director of Governance, Buckinghamshire, Oxfordshire and Berkshire Integrated Care Board (BOB ICB) provided an overview of the Integrated Care System (ICS) governance structure. Functions would include an Integrated Care Board (ICB) that would be responsible for the development of a plan to meet the health needs of the local population, management of the NHS budget and provision of health services in the ICS. The Council noted that a statutory Committee, Integrated Care Partnership (ICP), had been formed and included the ICB and local authorities that had public health and social care responsibilities in the BOB ICS.

The Director of Governance, BOB ICB provided an overview of decision making processes and strategic functions of the ICB as well as assurance process that were in place. The Council noted that the BOB ICB was a statutory body and their first Board meeting had been held on 1 July 2022 to formally agree the governance arrangements as well as the operational and finance plan, Green plan and system Delivery Plan for 2022/23. The Council noted the ICB Board members.

The Director of Governance, BOB ICB provided an update on the development of Place based partnerships and highlighted that three place directors were due to start in October 2022. Place based partnerships would have operational oversight and strategic development for reducing health inequalities, urgent and emergency care, primary medical care and adult, child and adolescent mental health, learning disability and autism. The Council noted that the ICP would develop an initial strategy linked to the Health & Wellbeing (H&WB) Strategies developed by local H&WB Boards and the NHS Long Term Plan. This would be reviewed in 2023. Working groups had been established and would recommend priorities to the ICP Committee. In addition, the ICP would consider a population joint strategic needs assessment.

The Director of Governance, BOB ICB, highlighted there was a requirement for the ICB in collaboration with NHS and Provider trusts to publish a joint five year forward plan by March 2023. The plan would include the ICB priorities as well as investment decisions.

A governor raised a query on the strategy to train NHS staff. The Director of Governance, BOB ICB, advised that engagement would be undertaken with system partners to support with joint training strategy where possible. Work was already in progress across the Integrated Care System to support the development of the Workforce.

A governor queried whether the public would be able to provide feedback to the ICB on the development of the strategies. The Director of Governance, BOB ICB, confirmed the public would be able feedback through the general enquiry email available on the ICB website.

In response to a query related to the absence of a HR Director on the ICB Board, the Director of Governance, BOB ICB, confirmed guidance from NHS England set out statutory members that had to be appointed and a HR Director was not included.

A governor raised a query how the BOB ICB would add value to support health care of local populations in comparison to previous ventures. The Director of Governance, BOB ICB, advised that engagement would take place with system partners that support local health and social care to ensure care was joined up and met the needs of the local population.

A governor raised a query on the role of governors in the BOB ICB. The Director of Governance, BOB ICB highlighted there was not a role for governors at ICB level. Governors had been appointed by their members to represent their Trust. Therefore, it was anticipated that the Trust Secretary or Chair of the Trust would provide an update to the Council on the work of the BOB ICB.

35/22 Governor Question Log

The Council noted that nine questions had been included on the Governor question log since the previous meeting.

A governor queried whether there was adequate IT equipment on Castle Ward as staff recorded information such as oxygen levels on paper. The Staff Governor, Nursing and Midwifery advised that wards had access to computers on wheels and information could be input directly onto the Electronic Patient Record. The Committee noted projects in relation to noise reduction on wards at night was ongoing. This included changing closure mechanisms of bins to reduce noise.

36/22 Questions from the Public

There were no public in attendance.

37/22 Date of Next Meeting

It was agreed that the next meeting would take place on Wednesday, 30 November 2022 at 17.00

SIGNED:

DATE:

Notes of Meeting

Council of Governors Notes

Wednesday 30 November 2022

17.00 – 18.35

Seminar Room, Trust Education Centre, Royal Berkshire Hospital

Present

Mr. Graham Sims	(Chair of the Trust) (Chair)
Mr. Jonathan Barker	(Public Governor, Reading)
Cllr. Clive Jones	(Public Governor, Wokingham)
Mr. Tony Lloyd	(Public Governor, Wokingham) (Lead Governor)
Ms. Sunila Lobo	(Public Governor, Reading)
Mr. Adrian Mather	(Partner Governor, Wokingham Borough Council)
Mr. William Murdoch	(Public Governor, Southern Oxfordshire)
Mr. Chris Plumb	(Staff Governor, Admin/Management)
Mr. Paul Williams	(Public Governor, Reading)

In attendance

Dr. Bal Bahia	(Non-Executive Director)
Mrs. Priya Hunt	(Non-Executive Director)
Mrs. Sue Hunt	(Non-Executive Director)
Dr. Janet Lippett	(Acting Chief Executive) (up to Note 7)
Mrs. Nicky Lloyd	(Chief Finance Officer) (up to Note 7)
Mrs. Helen Mackenzie	(Non-Executive Director)
Mrs. Kemi Makun	(Interim Deputy Trust Secretary)
Mr. Peter Milhofer	(Non-Executive Director)
Mrs. Hannah Travers	(Acting Trust Secretary)
Mr. Dominic Wong	(Corporate Governance Officer)

Apologies

Mr. John Bagshaw	(Public Governor, West Berkshire & Borders) (Chair)
Cllr. Graham Bridgman	(Partner Governor, West Berkshire Council)
Mr. Martyn Cooper	(Public Governor, West Berkshire & Borders)
Cllr. Deborah Edwards	(Partner Governor, Reading Borough Council)
Mrs. Alice Gostomski	(Public Governor, West Berkshire & Borders)
Mr. Andrew Haydon	(Staff Governor, Nursing/Midwifery)

[The Council noted that the meeting was not quorate. Therefore, no actions could be approved. Notes of the meeting would be taken and submitted to the next meeting.]

1. Chair Update

The Chair thanked Mr. Julian Dixon for his work undertaken as Chair of the Workforce Committee and Non Executive Director for the previous 8 years. The Council noted that his term of office was due to end in November 2022.

2. Declarations of Interest

There were no declarations of interest.

3. Minutes for Approval: 28 September 2022

The Council noted the minutes of the meeting held on 28 September 2022 and that these would be submitted to the next meeting for approval.

4. Changes to the Council Membership

The Acting Trust Secretary provided an overview of the changes to the Council membership, and highlighted that Mr. Ross Carroll, Public Governor, East Berkshire & Borders, Ms. Roberta Stewart, Public Governor, Wokingham and Ms. Pam Lynch, Volunteer Governor terms of office had ended following the Annual General Meeting in October 2022.

Mr. John Bagshaw, Public Governor, West Berkshire & Borders, Mrs. Alice Gostomski, Public Governor West Berkshire & Borders and Mrs Bet Tickner, Public Governor, Reading had been re-appointed.

It was anticipated that elections to fill the seats on the Council of Governors would commence shortly and details would be provided to the Council to share with their local constituents.

Action: H Travers

5. Questions from the Public

There were no public in attendance.

A governor raised a query on plans to manage the increase in patient attendances at the Emergency Department (ED). The Acting Chief Executive advised the Urgent Care Centre (UCC) was scheduled to open on the 5 December 2022 and it was anticipated they would see approximately 100 patients with minor injuries. Various media channels would also be utilised to promote the opening of the UCC. Actions had also been taken to ensure that safe patient care was maintained in the ED waiting room and included a nurse and health care assistant checking on patients whilst they waited for their appointment.

6. Acting Chief Executive Update

The Acting Chief Executive provided an overview of the Trust operational status and highlighted that approximately 428 patients attended ED per day with 526 patients attending on one day during November 2022. The Committee noted that there had not been an increase in patients being admitted as inpatient as the majority of the patients attended with minor injuries. There had been an increase in patients attending with flu and respiratory illnesses that had resulted in additional infection prevention measures and an increased numbers of patients requiring isolation. Patients attending the Trust with Covid had remained stable.

The Acting Chief Executive highlighted over 3,100 staff had responded to the national NHS staff survey. It was anticipated the response rate had increased in comparison to the previous year. Work was also ongoing to 'turbocharge' recruitment at the Trust with four new roles recruited to support this work and key metrics were being developed to monitor the work of the team.

The Acting Chief Executive provided an overview of the upcoming industrial action following confirmation from the Royal College of Nursing (RCN) that this would take place on 15 and 20 December 2022. The Trust has been in discussion with the RCN to discuss derogations. Work also continued with the Emergency Preparedness Resilience Response (ERPP) team to ensure

industrial action was managed as an Internal Business Continuity Incident. 'All staff' briefings had also been provided to staff to provide a forum to ask questions. In response to a query raised by a governor on whether military personnel would provide nursing support during industrial action the Acting Chief Executive confirmed it was not anticipated that military personnel would be required.

The Acting Chief Executive provided an overview of the Health Innovation Partnership (HIP) event that had been held in October to highlight projects that supported improvements in patient care. This had included a tour of the new Clinical Skills Suite and discussions on the Trust ambitions to become a net zero carbon organisation by 2030. The Chief Finance Officer provided an overview of the Trust's Green Plan that had been launched in 2022 and work undertaken to deliver a net zero carbon health service. A 'green rewards' app had also been promoted that incentivised staff to commit to delivering reductions in carbon such as cycling or walking to work.

The Acting Chief Executive confirmed the new car parking system was implemented on 1 November 2022. An Automatic Number Plate Recognition (ANPR) system was now in place on the Royal Berkshire Hospital site. Free park & ride services to and from Queen's Road or Mere oak was also available to staff.

A governor raised a query on health equalities at the Trust and whether the Trust had plans to monitor health equalities. The Acting Chief Executive advised the Trust had work streams in progress that monitored health equalities that included the DNA application. Work also continued with the Hospital Public Health Programme that addressed health equalities. The NHS Race & Health Observatory has also attended the Trust Senior Leaders Forum.

A governor raised a query on access to information and treatment for breast cancer in the hard to reach communities. The Acting Chief Executive highlighted programmes that had been progressed by the Associate Nurse, Patient Experience, Workforce and Education to increase knowledge of breast cancer through community promotion and education.

A governor raised a query on whether a more diverse Council of Governors could be formed with the next election. The Acting Trust Secretary advised governors would need to promote the elections to their local communities and encourage members from a BAME background to apply as a governor.

The Chief Finance Officer provided an overview of the Annual Report and Accounts for the previous financial year that had been discussed at the Annual General Meeting. The Council noted that at month seven income was, £316.97m, behind plan, as the Trust had not achieved additional value weighted activity levels for elective recovery. Pay expenditure was adverse to plan by £5.01m and this was largely driven by medical and nursing overspend. Non pay was also adverse to plan and a result of increased clinical supplies. A governor raised a query on whether the Trust has had any plans to reduce the financial deficit and whether there would be a delay in capital projects being completed. The Chief Finance Officer confirmed the Trust had undertaken a detailed review of the run rate of spend and were working with colleagues across the Trust to reduce the deficit. The Chief Finance Officer advised the capital programme was reviewed monthly and areas would be prioritised that supported patient care.

The Chief Finance Officer provided an overview of the new Building Berkshire Together (BBT) programme and highlighted that work continued to engage with patients, staff and communities to help shape and inform future plans. A further bid had been submitted to the New Hospital Programme in August for funding to support enabling works.

A governor raised a query on whether the Trust could seek support from charity organisations to purchase medical equipment. The Acting Chief Executive advised that charity organisations

had supported funding of some medical equipment and the Trust would continue to work with the Royal Berks Charity to review where funding of items such as medical equipment and other projects could be provided.

7. Membership Committee Minutes: 17 October 2022

The Council noted the update from the Membership Committee on the 17 October 2022 that had included the feedback on the communication membership survey. The Committee had also reviewed the membership strategy for 2022-24.

8. Governors Assurance Committee Minutes: 26 October 2022

The Chair of the Governor Assurance Committee provided an overview of the meeting held on 26 October 2022.

9. Annual General Meeting Minutes: 18 October 2022

The Chair of the Trust provided an overview of the meeting held on 18 October 2022.

10. Membership Strategy

The Acting Trust Secretary presented an overview of the 2022-2024 membership strategy that had been developed. Key highlights included engaging members in the 18-30 age group and Black, Asian and Minority Ethnic (BAME) communities. The committee noted that additional virtual events would also be provided to members to find out more about the role of governors when a vacancy arose on the Council of Governors. Further work would also be progressed on the development of a youth governor.

The Acting Trust Secretary highlighted that the Corporate Governance team would liaise with the Associate Chief Nurse, Patient Experience, Workforce and Education to consider future events that governors could attend to increase awareness of membership and the role of the governor.

11. Council of Governor Objectives

The Acting Trust Secretary provided an overview of the 2021/22 Council of Governors objectives. The Committee noted that restrictions on social distancing had impacted on the Council undertaking membership events in the previous couple of years.

The Acting Trust Secretary highlighted that a working group had been established to review the Council objectives for 2022/23. A number of the objectives related to statutory duties of governors that included the recruitment of Non-Executive Directors. The Chair suggested that the number of objectives were reduced in 2023/24. **Action: H Travers**

The Acting Trust Secretary would submit the Governor objectives and the membership strategy to the next meeting for approval. **Action: H Travers**

12. Governor Question Log

The Council noted that two questions had been included on the Governor Question Log since the previous meeting.

13. Date of Next Meeting

The next meeting was scheduled for Wednesday, 22 February 2023 at 18.45

SIGNED:

DATE:

Date	Minute Ref	Subject	Matter Arising	Owner	Update
30 November 2022	4	Changes to the Council Membership	The Acting Trust Secretary to provide details of the upcoming elections to the Council to share with their local constituents.	H Travers	Completed
30 November 2022	11	Council of Governor Objectives	The Council of Governor Objectives to be reviewed in 2023/24	C Lynch	In progress
30 November 2022	11	Council of Governor Objectives	The Acting Trust Secretary would submit the Governor objectives and the membership strategy to the next meeting for approval	H Travers	Completed

Minutes

Membership Committee

Thursday 9 February 2023

17.30 – 18.30

Video Conference Call

Present

Mr. Tony Lloyd	(Public Governor, Wokingham) (Lead Governor) (Chair)
Mr. William Murdoch	(Public Governor, Southern Oxfordshire)
Mr. Paul Williams	(Public Governor, Reading)
Mr. Jonathan Barker	(Public Governor, Reading)
Mrs Debra Edwards	(Partner Governor)

In attendance

Mr Tapiwa Songore	(Interim Deputy Trust Secretary)
Mrs. Caroline Lynch	(Trust Secretary)
Mr Graham Sims	(Trust Chair)
Mrs Hannah Travers	(Deputy Trust Secretary)

Apologies

Mr. Clive Jones	(Public Governor, Wokingham)
Mrs. Sunila Lobo	(Public Governor, Reading)
Mr. Adrian Mather	(Partner Governor, Wokingham Borough Council)
Mr. Brian Painting	(Public Governor, Reading)
Mr. Christopher Plumb	(Staff Governor, Admin & Management)
Mr. John Bagshaw	(Public Governor, West Berkshire & Borders)

01/23 Minutes for Approval: 17 October 2022 and Matters Arising Schedule

The minutes of the meeting held on 17 October 2022 were approved as a correct record.

The Committee noted the matters arising update and the following update was provided;

Minute 17/22: Membership Survey:

The Committee discussed the opportunity for governors to attend public events organised by the Associate Chief Nurse, Patient Experience, Workforce and Education. The Trust Secretary advised feedback was that members of the public were still nervous attending these events due to Covid.

The Committee discussed providing membership posters in surgeries. It was agreed that the Trust Secretary would sent these s to Governors who would then liaise with their local surgeries.

QR coded forms were now available and would enable prospective members to have easy access to the form.

Action: C Lynch

02/23 Membership Update

The Deputy Trust Secretary presented the Membership update and reported that the current membership was 9,879, an increase of 228 members compared with the figures from October 2022. 24 members in the 16 – 29 age group had been recruited at Reading PRIDE. However, this age group was still under represented.

In line with GDPR, a data cleansing exercise would be undertaken to ensure members' details were accurate and this would potentially reduce the membership as a number of members had changed their email addresses without informing the Trust. It was agreed that a request for members to provide accurate email address would be included in the next Pulse magazine.

Action: C Lynch

Governors suggested that the Trust should consider contacting the local press regarding the need for members to keep their email addresses updated.

Action: C Lynch

03/23 Membership Events

The Deputy Trust Secretary presented an overview of the planned events for the year. Governors suggested an event on virtual wards, Brainomix and Autism as possible themes for future events.

Action: C Lynch

04/23 Governor Training and Development

The Trust Secretary presented the report on Governor Training and Development and advised that an additional session on NHS Finance would be held and this would be recorded for any governors unable to attend at the time. The Chair requested a session on holding NEDs to account and public speaking if that was available. A session was being organised on Patient leaders.

Action: C Lynch

05/23 Terms of Reference

The Committee reviewed the terms of reference that were due for review as part of the annual cycle. It was agreed that a recommendation would be submitted to the Council to approve the terms of reference.

Action: T Lloyd

06/23 Member Survey

The Lead Governor advised that feedback had been prepared following the survey of members. The report had been circulated to Governors.

It was noted that, following the new car parking project, a detailed survey would be undertaken by the Director of Strategy. Following comments from Governors additional signage had been erected in the car park and information on the Trust's website would be refreshed shortly.

07/23 Date of the Next Meeting

It was agreed that the next meeting would be held on Thursday 13 April 2023 at 17.30

SIGNED:

DATE:

Membership Committee

Terms of Reference

Role of the Committee

The Committee will, within the terms of the Constitution, develop, implement and keep under review a membership strategy for the Trust. It will also consider any dispute which arises with regard to membership of a constituency, of the Trust or the conduct of individual governors.

The Committee will make recommendations to the Council of Governors on how it interacts with members and the public on Trust strategy and feedback their views

Composition

The Committee will be chaired by the Lead Governor when undertaking the disciplinary elements of its terms of reference. Any Governor may chair the Committee at other times.

The Chair of the Committee will be subject to annual appointment.
The membership will comprise any Governor wishing to serve.

The Trust Secretary, and other Trust Directors as appropriate, will be in attendance to advise the Committee.

Quorum

The quorum will be five members, three of whom must be public Governors.

Duties

The Committee will, having regard to the views of the Board of Directors on appropriate resource levels, make recommendations to the Council of Governors on the following

1. To develop a policy, implement agreed proposals and keep under review the Trust approach to engaging with the membership community
2. To recommend appropriate relationships and methods of communicating between Governors and the membership
3. To develop, implement and review, annually, a membership strategy for the Trust and to prepare an annual report for the Council and the Annual General Meeting with regard to the steps taken to secure representative membership, the progress of the membership strategy and any changes to the membership strategy
4. To keep under review the membership of the Trust to ensure that the actual membership is representative of those eligible to be members of each constituency
5. To oversee preparations for the Annual Members' Open Day
6. To consider any disputes concerning membership of a constituency, right to membership of the Trust and the conduct of individual governors

7. To seek the views of members and the public on material issues being discussed by the Trust and to conduct arrangements for collecting and reviewing views of members and the public on key issues and their experience of the Trust in general
8. To recommend objectives to the Council of Governors which are achievable and within the resources available
9. To keep under review the implementation of the objectives
10. To oversee the annual evaluation of the Council and its performance and to recommend any subsequent action
11. To recommend a governor training and annual development programme
12. To make recommendations to the Council on how it interacts with members and the public on Trust strategy and feedback their views to the Council.

Review

The Committee will review these terms of reference annually, making recommendations to the Council of Governors as appropriate.

Approved by the Committee: 9 February 2023

Approved by the Council:

Minutes

Governors Assurance Committee

Wednesday 25 January 2023

17.00 – 19.00

Video Conference Call

Present

Mr. Tony Lloyd	(Public Governor, Wokingham) (Lead Governor) (Chair)
Mr. John Bagshaw	(Public Governor, West Berkshire & Borders)
Mr. Jonathan Barker	(Public Governor, Reading)
Cllr. Graham Bridgman	(Partner Governor, West Berkshire Council)
Dr. John Crossman	(Staff Governor, Allied Health Professionals/Scientific)
Cllr. Deborah Edwards	(Partner Governor, Reading Borough Council)
Mr. Andrew Haydon	(Staff Governor, Nursing/Midwifery)
Mrs. Sunila Lobo	(Public Governor, Reading)
Mr. William Murdoch	(Public Governor, Southern Oxfordshire)
Ms. Bet Tickner	(Public Governor, Reading)
Prof. Carol Wagstaff	(Partner Governor, University of Reading)
Mr. Paul Williams	(Public Governor, Reading)

In attendance

Mr. Graham Sims	(Chair)
Dr. Bal Bahia	(Non-Executive Director)
Mrs. Sue Hunt	(Non-Executive Director)
Mrs. Priya Hunt	(Non-Executive Director)
Mrs. Caroline Lynch	(Trust Secretary)
Mrs. Helen Mackenzie	(Non-Executive Director)
Mr. Peter Milhofer	(Non-Executive Director)
Mr. Tapiwa Songore	(Interim Deputy Trust Secretary)
Mrs. Hannah Travers	(Deputy Trust Secretary)
Prof Parveen Yaqoob	(Non-Executive Director)

Apologies

Mr. Martyn Cooper	(Public Governor, West Berkshire & Borders)
Mrs. Alice Gostomski	(Public Governor, West Berkshire & Borders)
Cllr. Adrian Mather	(Partner Governor, Wokingham Borough Council)
Mr. Christopher Plumb	(Staff Governor, Admin/Management)
Mr. Brian Painting	(Public Governor, Reading)

01/23 Declaration of Interests

There were no declarations of interests.

02/23 Minutes for Approval: 26 October 2022 and Matters Arising Schedule

The minutes of the meeting held on 26 October 2022 were agreed as a correct record and would be signed by the Chair.

The Committee noted the matters arising update.

Minute 23/22: Member Issue and Feedback: The Committee noted a hybrid meeting would be considered as part of planning for the 2023 Annual General Meeting.

03/23 Chair Update

The Chair provided an overview of the Trust operational status and highlighted Emergency Department (ED) attendances had reduced in comparison to the previous month. The Urgent Care Centre (UCC) had opened in December 2022. Patients that attended ED with respiratory illnesses and Covid had also decreased in January 2023. Compliance against the 4 hour ED target had increased to 85% in the previous week. Work also continued on elective recovery.

The Chair highlighted therapists were undertaking industrial action on the 26 January 2023. Further industrial action for nursing staff was due to commence on the 6 and 7 February 2023 and discussions were ongoing for derogations.

The Chair provided an updated on the Trust financial position and highlighted that it was anticipated the Trust would report a £17.3m deficit as a result of increased costs of elective recovery and demand on services including emergency care.

23/22 Member Issues and Feedback

A Governor advised a social media post had highlighted issues related to car parking. This included clarity required when free car parking was provided, how to apply for disabled parking and clearer instructions on the ANPR payment machine on site as well as the mobile application. The display screen of the payment machine had small print that impacted some patients being able to input information as well as a delay in the payments being processed on the machine. The Trust Secretary would highlight the issues raised with the Director of Strategy to ensure that additional communications on car parking were included on the Trust website and social media. **Action: C Lynch**

A governor raised a query on the quality of the Wi-Fi at the Trust. The Chair highlighted that the Wi-Fi had been upgraded during the first wave of Covid. However, there was an increased number of patients streaming films on digital platforms. Wi-Fi products also continued to be replaced to ensure they worked adequately.

A governor highlighted that signage for the Ear, Nose and Throat (ENT) outpatient department was not clearly visible in comparison to other signage on site. In addition, it was suggested that coloured signage was considered to identify different sections of the hospitals for patients. The Trust Secretary would highlight this to the Estates and Facilities Team. **Action: C Lynch**

04/23 Board Sub-Committee Issues and Feedback

The Committee formed two breakout groups, each of which discussed topics highlighted at recent Board sub-committees, and matters generally, with Non-Executive Directors in turn.

Feedback from the discussions included:

- Governors had sought assurance on actions in progress to reduce the current financial deficit. Additional elective funds above the 104% threshold had not been achieved during 2022/23 that had impacted on the financial deficit.
- Governors had sought assurance on non NHS debt and that work continued to recover debt and that this had not impacted on the financial deficit.
- Governors had noted that the capital budget could be re-prioritised to cover urgent estates work when required.

- Governors had sought assurance on maternity services, cancer referral waiting times, serious incidents and ED safety and the Chair of the Quality Committee advised that good assurance had been provided on these items.
- Governors discussed the shortage of histopathologists nationally and noted that work was ongoing to address vacant posts at the Trust.
- Governors noted KPMG had been appointed as the internal auditors and actions were reviewed at every Audit & Risk Committee.
- The Group noted that detailed updates on fire and cyber security were provided at every Audit & Risk Committee.
- Governors had received a detailed updated on recruitment and retention, health and wellbeing and the 'everyone matters' programme.
- Governors had received assurance that robust processes were in place for staff to raise a freedom to speak up issue.
- Governors had received assurance that charity expenditure had increased in comparison to charitable income received.
- A Governor raised the issue of hospital gases and the disproportionate impact of their release on the environment.
- A Governor highlighted the West Berkshire Council Local Plan Review Regulation 19 Consultation was now open and it was agreed the Trust Secretary would share this with governors. **Action: C Lynch**

It was agreed that a response would be sought on the below questions and included on the governor question log.

- A governor sought assurance on neurological services that were provided at the Trust.
- A governor sought assurance on how the trust monitored 'did not attend' rates and actions that were in place to reduce these. **Action: H Travers**

05/23 Date of Next Meeting

It was agreed that the next meeting would be held on Wednesday 26 April 2023 at 17.00.

SIGNED:

DATE:

Council Nominations & Remuneration Committee

Wednesday 26 October 2022

16.35 – 16.50

Seminar Room, Trust Education Centre, Royal Berkshire Hospital

Present

Mr. Tony Lloyd	(Public Governor, Wokingham) (Lead Governor) (Chair)
Mr. John Bagshaw	(Public Governor, West Berkshire & Borders)
Cllr. Graham Bridgman	(Partner Governor, West Berkshire Council)
Dr. John Crossman	(Staff Governor, Allied Health Professionals/Scientific)
Cllr. Adrian Mather	(Partner Governor, Wokingham Borough Council)
Mr. William Murdoch	(Public Governor, Southern Oxfordshire)
Mr. Brian Painting	(Public Governor, Reading)
Ms. Bet Tickner	(Public Governor, Reading)

In attendance

Mrs. Kemi Makun	(Interim Deputy Trust Secretary)
Mr. Graham Sims	(Chair of the Trust)
Mrs. Hannah Travers	(Acting Trust Secretary)

Apologies

Mr. Jonathan Barker	(Public Governor, Reading)
Mr. Martyn Cooper	(Public Governor, West Berkshire & Borders)
Cllr. Deborah Edwards	(Partner Governor, Reading Borough Council)
Mrs. Alice Gostomski	(Public Governor, West Berkshire & Borders)
Mr. Andrew Haydon	(Staff Governor, Nursing/Midwifery)
Mr. Christopher Plumb	(Staff Governor, Admin/Management)
Prof. Carol Wagstaff	(Partner Governor, University of Reading)
Mr. Paul Williams	(Public Governor, Reading)

19/22 Declarations of Interest

There were no declarations of interests.

20/22 Minutes for Approval: 27 July 2022 and Matters Arising Schedule

The minutes of the meeting held on 27 July 2022 were approved as a correct record and would be signed by the Chair.

The Committee noted the matters arising updates. All actions had been completed.

21/22 Job Description for a Non-Executive Director

The Chair of the Trust provided an overview of the job description for the Non-Executive Director recruitment. It was recommended that a Non-Executive Director with an academic or education background was recruited.

The Committee noted that this would support the Trust's joint partnership work with local colleges and universities and could support the development of a University Hospital status in the future. The Council approved the job description.

22/22 Protocol for the appointment of a Non-Executive Director

The Committee noted the protocol that set out the process for the appointment of a Non-Executive Director (NED).

The Committee noted that the vacancy would be advertised on NHS Jobs and through local networks. It was anticipated that shortlisting of potential candidates would take place during November and interviews would be scheduled on the 6 December 2022. Governors would also be invited to take part in the focus groups.

23/22 Agreement of the Interview Panel

The Committee discussed the composition of the interview panel. The Acting Trust Secretary advised that the Chair would be included on the panel. The Chief People Officer would also be in attendance as an advisor. The protocol recommended that a public, lead governor and partner governor were also included on the panel.

The Committee recommended that the composition of the interview panel would include:

- Public Governors, Reading - Sunila Lobo
- Public Governor, Reading - Brian Painting

It was agreed that the Acting Trust Secretary would seek nominations from a partner governor to be included on the interview panel.

Action: H Travers

22/22 Date of Next Meeting

To be confirmed.

SIGNED

DATE

Title:	Membership Strategy
Agenda item no:	12.1
Meeting:	Council of Governors
Date:	30 November 2022
Presented by:	Hannah Travers, Acting Trust Secretary
Prepared by:	Dominic Wong, Corporate Governance Officer

Purpose of the Report	To provide an update on the membership strategy.
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Report History	Membership Committee, 17 October 2022
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What action is required?	The Council is asked to approve the Membership Strategy.
Assurance	
Information	
Discussion/input	
Decision/approval	✓

Resource Impact:	n/a
Relationship to Risk in BAF:	n/a
Corporate Risk Register (CRR) Reference /score	n/a
Title of CRR	n/a

Strategic objectives This report impacts on (tick all that apply)::				
Provide the highest quality care for all				
Invest in our people and live out our values				✓
Deliver in partnership				
Cultivate innovation and improvement				
Achieve long-term sustainability				
Well Led Framework applicability:				Not applicable <input type="checkbox"/>
1. Leadership <input type="checkbox"/>	2. Vision & Strategy <input type="checkbox"/>	3. Culture <input type="checkbox"/>	4. Governance <input type="checkbox"/>	
5. Risks, Issues & Performance <input type="checkbox"/>	6. Information Management <input type="checkbox"/>	7. Engagement <input type="checkbox"/>	8. Learning & Innovation <input type="checkbox"/>	

Publication				
Published on website		Confidentiality (FoI)	Private	Public



Royal Berkshire
NHS Foundation Trust

Our Trust Values:
Compassionate | Aspirational | Resourceful | Excellent:
CARE

Membership Engagement Strategy

2022-2024

Contents

1. Summary

2. Current Position

3. Membership Objectives

1. Summary

- 1.1. As a Foundation Trust, we are accountable to service users, staff and local residents who can become Members and Governors. Members are represented by a Council of Governors comprising elected public and staff Members together with representatives of partner organisations, local authorities and Commissioners in the local community.
- 1.2. A representative and engaged Membership will help our Trust to continue to maximise its potential as a Foundation Trust and is an important objective for the Council of Governors.
- 1.3. This strategy outlines the Trust's vision for Membership over the period 2022-2024. It sets out the methods that will be used to identify and build an effective, responsive and representative Membership body that will assist in ensuring that our Trust is fit for its future in the changing NHS environment.

2. Current Position

- 2.1. As of 30 September 2022, the Trust has 9,651 Members. Membership is voluntary and is drawn from the Trust's public and staff/volunteer constituencies which include:

Public

- East Berkshire & Borders
- Reading
- Southern Oxfordshire
- West Berkshire & Borders
- Wokingham

Staff

- Healthcare Assistant/Ancillary
- Admin/Management
- Medical/Dental
- Allied Health professionals/Scientific
- Nursing/Midwifery
- Volunteer

- 2.2 Our constitution sets out details of eligibility for Membership, as well as restrictions and arrangements for termination of Membership. Members must be at least 16 years of age.

Constituency	No. of Governors	Minimum no. of Members (set out in the Trust Constitution)	Current no. of Members (Sep 22)

East Berkshire & Borders	2	50	836
Reading	5	100	942
Southern Oxfordshire	1	50	183
West Berkshire & Borders	3	75	561
Wokingham	4	75	833

2.3 Membership is an expression of public support for the Trust. Members have the opportunity to become involved in a number of areas including:

- being invited to Membership events, including the Annual General Meeting, information seminars
- voting in the election of representatives to the Council of Governors
- being able to stand for election to the Council of Governors
- receiving discounts on a wide range of goods and services by registering on the www.healthservicediscounts.com website
- receive regular information about the Trust, including our magazine, Pulse
- being consulted, for example, on how the provision of services could be improved by completing surveys
- Attending Council of Governor meetings where Members can have the opportunity to ask questions and meet the Council of Governors

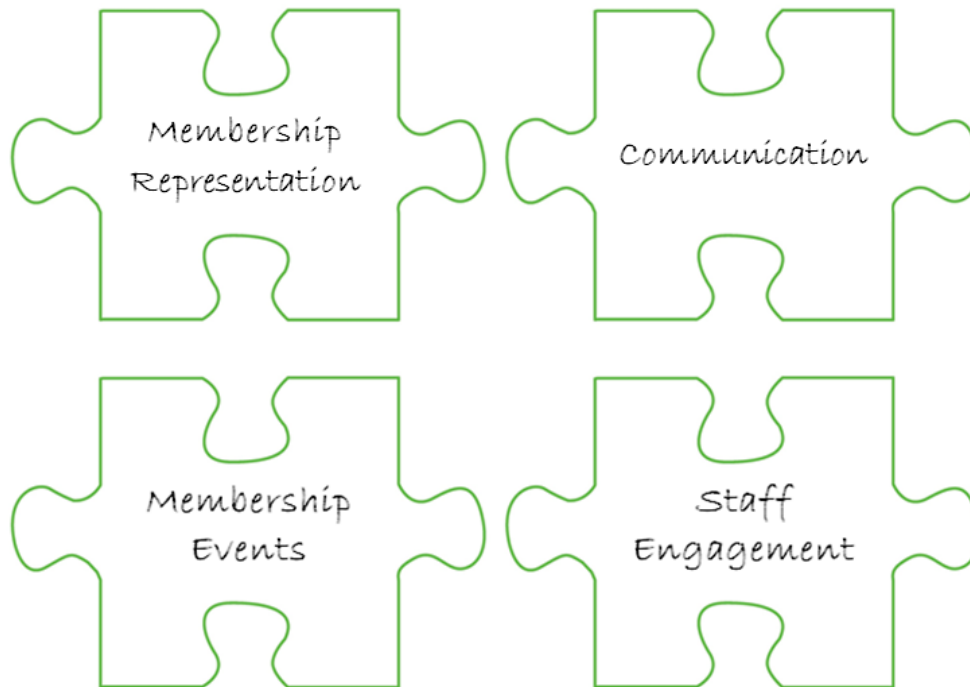
Recruitment of Members

2.4 The Trust has a simple process for becoming a Member via an online application on its website and Membership application form which is made available at Membership events and within the hospital. Members don't need an email address to join but this is the Trust preferred method of communication with members. Governors are encouraged to help with the recruitment of Members by engaging with Members of the public who may also be part of other groups outside of their role as Governors.

3 Membership Aim and Objectives

The overall aim is to develop a more engaged Membership that is more representative of the constituencies the Trust serves.

To enable the Trust to carry out this aim we will look at four key domains which are shown below.



This section outlines the objectives that the Trust has set for completion over the next two years, the approach to meet these objectives and how the Trust will monitor and evaluate the effectiveness of the objectives.

3.1 Membership Representation

Objective 1: To maintain and develop a Membership that is representative of the Constituencies that the Trust serves.

- 3.1.1** Membership is an important part of being a Foundation Trust as it shows public support for the Trust. A representative sample of the local constituencies will also allow the Trust to gauge local views and priorities which can help the Trust to shape its development of services.
- 3.1.2** Membership forms will be refreshed and will be made available across different platforms including digital and paper, to gain a larger membership base.
- 3.1.3** The Trust will advertise the benefits of being a public Member to the Constituencies by:
- Encouraging Governors, both public, partner, volunteer and staff Governors, to recruit Members when attending events outside the Trust.
 - Advertising on social media including Facebook, Twitter and Instagram.
 - Circulating membership forms in local areas such as GP surgeries and libraries.

- Using governor stands for promoting benefits of membership in events.

Monitoring and Evaluation

3.1.4 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.

Objective 2: Increase the Membership of ethnic minority groups and young people.

3.1.5 As a Foundation Trust we continue to welcome new Members for all constituencies but our main focus for recruitment during the next two years will be on increasing the Membership of Black and Minority Ethnic and young people (see appendix 1 for current figures).

3.1.6 During the next two years, The Trust will aim to attract these groups by:

- A younger Member's programme would be established and incorporate
 - Receiving emails regarding jobs and careers four times a year
 - Training and education seminars which would be specifically targeted at younger Members including talks about ED, sexual health, maternity and paediatrics.
 - Increasing attendance at local community events – including the Reading Pride Festival, to increase awareness of membership across the LGBTQ+, ethnic minority groups and hard to reach communities.

Monitoring and Evaluation

3.1.7 Achievement of this objective will include:

- 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.
- Membership events specifically targeting young members being run at a local school, college or university by the end of 2024.
- Attendance at Reading Pride and hard to reach communities to promote the benefits of membership

3.2 Membership Events

Objective 3: 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.

3.2.1 Proposed Membership events for 2022-23 are set out below: (Please note that the below events will be held subject to Covid restrictions)

- October 2022 – Annual General Meeting
- February 2022 – TICC pathway
- April 2022 – to be confirmed
- July 2022 – Trust Open Day
- September 2023 – Annual General Meeting

Monitoring and Evaluation

3.2.2 The Trust will know it is being successful if:

- 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.
- Membership events in February are held in the day time during 2022/24 and attendance figures, being compared with that of the previous year, have increased.

Objective 4: 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

3.2.3 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.

3.2.4 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 include a generic presentation, a leaflet about the benefits of being a Member and Membership application forms. (Appendix 4 – Generic Presentation and Member Leaflet)

3.2.5 Approaching partners across the Integrated Care System (ICS) to suggest Joint membership events

Monitoring and Evaluation

3.2.6 The Trust will know it is being successful by:

- 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.

3.3 Communication

Objective 5: To build and develop good communication and interaction between the Council of Governors and Trust Members.

3.3.1 Governors are an essential element of Membership recruitment, communication and engagement. We will provide a more focused role for Governors within Membership engagement by agreeing a programme of activity which will include:

- 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.
- Virtual meet you governor sessions to highlight governor vacancies to potential candidates.
- 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.
- 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.

Monitoring and Evaluation

3.3.2 The Trust will know it is meeting the objective if:

- 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

3.4 Staff Engagement

Objective 6: To provide opportunities for staff to become more actively engaged as Members and to increase representation of staff as Governors.

3.4.1 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.

3.4.2 The Trust will look to encourage more staff and volunteers to talk to other Members about the work they are involved with at the hospital through informative and engaging presentations at Membership events and open day.

3.4.3 Meet your governor ‘staff’ sessions available every two months for staff to talk to staff governors and highlight any issues

- 3.4.4** The Trust will organise “Meet your Governors” monthly drop-in session to answer Member queries and deliver important updates.
- 3.4.5** A leaflet could be developed by Governors to show how through their representation on the Council of Governors, staff will have a greater voice to develop ways of working that reflect patients’ needs and priorities. Staff will be encouraged to get involved to make a real impact on local health provision and service design.
- 3.4.6** 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

Monitoring and Evaluation

- 3.4.7** 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.
- 3.4.8** The Trust will know if this objective is being met if:
- In the next three years we successfully fill all vacant Staff Governor seats
 - A leaflet is created specifically for staff Governors to showcase what it means to be a Governor and the difference the impact they can have on local health provision and service design.
 - More staff participate in social media platforms and they understand more news and updates from the Trust

Appendix 1 – Membership figures & analysis as at 30 September 2022

Membership Figures & Analysis as at 30 September 2022				
	Public	Staff	Volunteers	TOTAL
TOTAL MEMBERSHIP	3359	5,981	311	9,651
Age	Public	Staff	Volunteers	TOTAL
0-16	1	0	0	1
17-21	15	55	39	109
22+	3,123	5,926	272	9,321
Not stated	220	0	0	220
TOTAL	3,359	5,981	311	9,651
Age 22+ breakdown	Public	Staff	Volunteers	TOTAL
22-29	63	1040	18	1,121
30-39	309	1771	19	2,099
40-49	456	1378	23	1,857
50-59	572	1222	51	1,845
60-74	959	505	109	1,573
75+	764	10	52	826
TOTAL *does not include Not stated or Age 0-21	3,123	5,926	272	9,321
Gender	Public	Staff	Volunteers	TOTAL
Unspecified	80	0	0	80
Male	1,535	1,363	100	2,998
Female	1,744	4,618	211	6,573
TOTAL	3,359	5,981	311	9,651
Ethnicity	Public	Staff	Volunteers	TOTAL
White - English, Welsh, Scottish, Northern Irish, British	2,633	2,377	101	5,111
White - Irish	35	106	2	143
White - Gypsy or Irish Traveller	0	0	0	0
White - Other	106	524	6	636
Mixed - White and Black Caribbean	16	39	0	55
Mixed - White and Black African	10	14	1	25
Mixed - White and Asian	17	29	0	46
Mixed - Other Mixed	23	37	1	61
Asian or Asian British - Indian	106	490	9	605
Asian or Asian British - Pakistani	62	93	3	158
Asian or Asian British - Bangladeshi	4	20	1	25
Asian or Asian British - Chinese	16	48	2	66
Asian or Asian British - Other Asian	46	393	6	445
Black or Black British - African	68	422	1	491
Black or Black British - Caribbean	20	98	2	120
Black or Black British - Other Black	4	19	2	25
Other Ethnic Group - Arab	0	0	0	0
Other Ethnic Group - Any Other Ethnic Group	23	173	2	198
Not stated	170	1,096	172	1,438
TOTAL	3,359	5,978	311	9,648

Appendix 2 - Membership Electronic Letter

Dear,

Thank you for choosing to become a Member of the Royal Berkshire NHS Foundation Trust. The Trust currently has approximately 9,648 members (3,359 public members) and as a member you are helping to shape the future of our Trust.

We will keep you up to date on news and events happening at the Trust by:

- Sharing our Pulse Magazine with you on a regular basis
- Inviting you to attend membership events and seminars on various topics
- Every year there is an Annual General Meeting and Open Day which you and your family are welcome to attend.

You can become more involved in the Trust by:

- Becoming a volunteer at the Trust – please contact the Volunteer Services Manager on 01183225111 if this is something you would like to discuss in more detail.
- Taking part in surveys
- Voting in the election of the Council of Governors
- Standing for election in the Council of Governors
- Attending Council of Governor and Public Board meetings

Other ways that you can keep up to date with what is happening at the Trust and future membership events are below:

- Facebook – www.facebook.com/RBNHSFT
- Twitter - @RBNHSFT
- Instagram - @royalberkshirehospital

If you have any queries please don't hesitate to contact Foundation.trust@royalberkshire.nhs.uk.

Yours sincerely

Caroline Lynch
Trust Secretary

<https://www.royalberkshire.nhs.uk/about-us/membership/>
<https://www.royalberkshire.nhs.uk/about-us/council-of-governors/>
<https://www.royalberkshire.nhs.uk/about-us/open-meetings/>

Appendix 3 – example Member leaflet and Generic Presentation



Thinking about becoming a Member of the Royal Berkshire NHS Foundation Trust?

Royal Berkshire NHS Foundation Trust is one of the largest general hospital foundation trusts in the country.

We provide acute medical and surgical services to Reading, Wokingham and West Berkshire and specialist services such as cancer, dialysis and eye surgery to a wider population across Berkshire and its borders.

Membership is free and by becoming a Member you are helping to shape the future of the hospital. There are many benefits to being a Member including:

- Being invited to Membership events, including the Annual General Meeting, information seminars and planned tours of hospital departments at the Members' Open Day.
- Voting in the election of representatives to the Council of Governors
- Being able to stand for election to the Council of Governors
- Receiving discounts on a wide range of goods and services by registering on the www.healthservicediscounts.com website.
- Receiving regular information about the Trust, including our magazine, Pulse
- Being consulted, for example, on how the provision of services could be improved by completing surveys.
- Attending Council of Governor meetings where Members can have the opportunity to ask questions and meet the Council of Governors.

Title:	Council of Governor Objectives
Agenda item no:	12.2
Meeting:	Council of Governors
Date:	30 November 2022
Presented by:	Hannah Travers, Acting Trust Secretary
Prepared by:	Hannah Travers, Acting Trust Secretary

Purpose of the Report	<p>To provide an update on progress against the Council of Governors objectives.</p> <p>To provide an update on the Council of Governors Objectives for 2022/23</p>
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Report History	Membership Committee, 17 October 2022
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What action is required?	The Council is asked to note the progress against the Council objectives and recommend that the Council of Governors approve the Council objectives for 2022/23				
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 Progress against Council Objectives 2021/22

2.1 During 2021 following national guidance all Governor meetings were postponed to enable the Trust to respond to the Covid pandemic. This effected Membership events taking place due to social distancing restrictions.

2.2 Progress against the objectives are set out in Appendix 1 for 2021/22.

3 Council Objectives 2022/23

3.1 During 2022/23 a working group was established to review the Council objectives for 2022/23. Please see attached at Appendix 2.

3.2 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.

- 3.3 There is also a recommendation to have a continued focus on membership to enable governors to 'represent the views of their members'. It is recommended that refreshing membership events within the Trust constituencies and promotional campaigns aimed at recruitment of members in the 16 – 30 age category is also progressed.

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 2022/23 as set out in Appendix 2.

5 Attachments

- 5.1 The following is attached to this report:
- (a) Appendix 1 - 2021/22 Council Objectives and Progress
 - (b) Appendix 2 - 2022/23 Refreshed Council 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 assurance committees	Satisfaction with the process to be reviewed via an evaluation 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	Strategy Committee to review progress against delivery of the training and development programme for 2019/20.	Satisfaction with the process to be reviewed via an evaluation review at the end of the financial year	A robust three-year training and development plan was designed in early 2020. Governors have completed 3 of the 4 modules in year one. The final training session was put on hold due to Covid. Governors are on target to complete training within the 3-year period.
Statutory (ensuring good governance)			
Appoint Non-Executive Directors as required	Appointment to be made by the Council on the advice of the Nominations & Remuneration Committee.	Non-Executive Appointment(s) to be made.	Five of the current Non-Executive Directors including the Chair of the Trust were re-appointed by the Council of Governors during 2019-2020. In addition, 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 2021. Governors have been invited to attend focus group sessions as part of the recruitment process on 10 June 2021. Three governors are also on the interview panel.
Review the annual report and accounts	To be received at the Annual General meeting and the Council of Governors meeting.	Opportunity to scrutinize in detail at the Council of Governors and receive assurance from	The Council of Governors received the annual report during the AGM in October 2020. In addition, the Acting Chief Executive and Acting Director of Finance attended the Council

Objective	Methods	Outcomes	Progress
		auditors on quality accounts	meeting in November 2020 to provide an overview of the annual report and accounts.
Participate in the appraisals of the Chairman and Non-Executive Directors	The Chairman's appraisal will be undertaken by the Senior Independent Director with input from the Lead Governor. The Chairman will undertake the appraisals of non-executive directors, taking into account governor feedback, collated by the Lead Governor.	Constructive appraisal held with inputs from governors and feedback given on the process.	Feedback was received and appraisals undertaken in May 2020.
Strategic (influencing the plans)			
Monitor the Trust's progress on achieving strategic objectives and the implementation of the Monitor Operational Plan Strategic Plan 2014-20	Strategy Committee 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 on the 11 March 2021 to engage Governors on the updated Operational plan for 2021/22
Review the Trust's strategy and represent the views of members/public in responding to the Board.	Review progress of the Trust's strategy at key milestones via Strategy Committee/Council.	Satisfaction on the Board's process to the actions raised with the process to be reviewed via an evaluation review	The Strategy Committee was disbanded in March 2019. The role of the Strategy Committee was absorbed into the Governors Assurances and Membership Committees. The Strategy refresh will be presented to Governors in 2023.

Objective	Methods	Outcomes	Progress
		at the end of the financial year	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.
Continue the Council's input into the Quality Account process	Presentations to the Council and/or its Committees.	Governors are to select the local indicator for the Quality Account.	Governors selected the 'improve patient flow' local indicator at the Council Meeting held on 26 February 2020. However, due to Covid the audit process on the Quality Account was put on hold.
Membership (developing and involving)			
Strive to achieve a representative membership and meaningfully engage with all members.	<p>Develop links with the University of Reading and the University of West London to promote Trust membership to a younger age group.</p> <p>Membership events to be scheduled at Bracknell & Wokingham College targeted at younger members.</p>	Improvement in the representativeness of membership.	A revised membership event schedule was designed in early 2020 with the aim of targeting younger members and harder to reach groups. Unfortunately, this could not be progressed due to Covid. The Trust has seen a slight increase in younger members and BAME members and plans to build on this in 2023.
<p>Undertake a membership engagement programme comprising:</p> <ul style="list-style-type: none"> • a health seminar in each of the five area constituencies • an annual open day in September • the Annual Members' Meeting 	<p>Corporate Governance team to deliver, with Governor support and overview by Membership Committee.</p> <p>Governors to actively participate in hosting membership events. Trust premises e.g. Bracknell</p>	<p>Delivery of the strategy.</p> <p>Satisfaction with the process to be reviewed via an evaluation review at the end of the financial year.</p>	<ul style="list-style-type: none"> • The revised membership event schedule had an event scheduled in each constituency in 2020. This could not be progressed due to Covid. • The annual open day was cancelled due to Covid. • A virtual Annual Members Meeting was held in October 2020. • Due to social distancing measures Governor attendance at a community based event could not take place in 2020.

Objective	Methods	Outcomes	Progress
<ul style="list-style-type: none"> • one attendance each month by a Governor at a community based event • Produce six editions of Pulse within 12 months 	<p>Healthspace and West Berkshire Community Hospital will be used to host future events.</p>		<p>However, a number of Governors attended virtual community events throughout the year</p> <ul style="list-style-type: none"> • The Pulse magazine was paused during 2020 to allow staff to support the Trust response to the Covid pandemic. The Pulse magazine has been refreshed and is now circulated to members on a monthly basis.
<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>	<p>Membership events were cancelled due to Covid. This will be progressed in 2023.</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</p>	<p>Attendance figures plus feedback from members including a quality rating.</p>	<p>The annual open day was cancelled in 2020 due to Covid.</p>

Objective	Methods	Outcomes	Progress
	established links e.g. community groups		
Highlight the role of governors to attract new governors.	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.	Members aware of the role of the Council of Governors.	Membership events were cancelled in 2020 due to Covid.

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 2022/24	Feedback forms to be provided following training and development programmes and regular updates provided to the Membership Committee	
Statutory (ensuring good governance)			
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.		
Strategic (influencing the plans)			
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	
Membership (developing and involving)			
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>Undertake a membership engagement programme comprising:</p> <ul style="list-style-type: none"> • a seminar in each of the five area constituencies • an annual open day in July • the Annual General Meeting 	Corporate Governance team to deliver, with Governor support and overview by Membership Committee.	Progress against the Membership Strategy submitted to the Membership Committee on a quarterly basis.	

Objective	Methods	Outcomes	Progress
<ul style="list-style-type: none"> • one attendance each month by a Governor at a community based event • Produce four editions of Pulse within 12 months 	<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>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
Attract an appropriate audience to the Annual Members' Open Day.	<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>	Attendance figures plus feedback from members electronic feedback form	
Highlight the role of governors to attract new governors.	<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>	

Title:	Council Attendance 2022/3
Agenda item no:	13
Meeting:	Council of Governors
Date:	22 February 2022
Presented by:	Caroline Lynch, Trust Secretary
Prepared by:	Tapiwa Songore, Interim Deputy Trust Secretary

Purpose of the Report	<p>To set out Governor attendance at Council of Governors meetings during the 2022/3 financial year.</p> <p>Governor attendance records at Council meetings are included in the Trust's Annual Report each year.</p>
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Report History	None
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What action is required?	
Assurance	
Information	
Discussion/input	The Council is asked to review and note the attendance figures.
Decision/approval	

Name	Constituency	23/02/2022	7/04/2022	25/05/2022	5/09/2022	28/09/2022	30/11/2022	8/12/2022	Number of meetings attended	Number of possible meetings
Mr. Brian Painting	Reading	√	√	√	√			√	5	7
Mr. Jonathan Barker	Reading	√	√		√		√	√	5	7
Mr. Paul Williams	Reading	√		√	√	√	√	√	6	7
Ms. Sunila Lobo	Reading	√	√	√	√	√	√	√	7	7
Ms. Bet Tickner	Reading							√	1	7
Mr. Clive Jones	Wokingham		√	√			√	√	4	7
Mr. Tony Lloyd	Wokingham	√		√	√	√	√	√	6	7
Mr. Martyn Cooper	West Berkshire & Borders	√		√	√	√			4	7
Mrs. Alice Gostomski	West Berkshire & Borders	√		√	√			√	4	7
Mr. John Bagshaw	West Berkshire & Borders	√	√	√	√			√	5	7
Mr. William Murdoch	Southern Oxfordshire	√		√	√	√	√	√	6	7
Mr. Chris Plumb	Staff: Admin/Management	√		√			√		3	7
Mr. John Crossman	Staff: Allied Health Professionals/Scientific	√	√		√	√			4	7
Mr. Andrew Haydon	Staff: Nursing/Midwifery		√		√	√		√	4	7
Mr. Victor Koroma	Appointed by Alliance for Cohesion and Racial Equality								0	7

Feb 2023

Councillor Deborah Edwards	Appointed by Reading Borough Council								0	7
Councillor Adrian Mather	Appointed by Wokingham Borough Council				√		√	√	3	4
Councillor Graham Bridgman	Appointed by West Berkshire Council	√		√					2	7
Prof. Carol Wagstaff	Appointed by University of Reading	√		√		√			3	7

Title:	Governor Question Log
Agenda item no:	14
Meeting:	Council of Governors
Date:	22 February 2023
Presented by:	Caroline Lynch, Trust Secretary
Prepared by:	Tapiwa Songore, Interim Deputy Trust Secretary

Purpose of the Report	To provide the Council of Governors with an overview of the Governor Question Log since the last meeting.
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Report History	None
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What action is required?	
Assurance	
Information	The Council of Governors is asked to note the report.
Discussion/input	
Decision/approval	

1 Background

- 1.1 The Governor Question Log was created in order to record issues and the Trust's progress in dealing with them. It was not intended to be used as a general purpose question log.

2 Scope of the Governor Question Log

The Question Log is designed to capture two broad kinds of issues:

- Strategic Issues – fundamental policy questions or critical challenges affecting the organisation, strategy, goals, resources, stakeholders, structure, processes, management, governance or service mix.
- Other significant outstanding problems or questions, where it is important to have a plan of action to identify responsibility for resolution and to track progress.

3. Categorising Issues

3.1 The recommended set of categories for the Governor Question log are:

- Strategy
- Services
- Patient Experience
- Marketing
- Change Management
- Staffing/Skills
- IT
- Systems & Processes
- Business/Finance
- External Stakeholders

4. Attachments

4.1 Appendix 1 – Governor Question Log

Appendix 1

No.	Requester	Date	Question	Response
145	5 December 2022	Governor	<p>What we are doing in relation to the three red rated sections that we show up in within the southeast region for the MBRRACE-UK Perinatal Mortality Surveillance Report for births in 2020.</p> <p>https://www.npeu.ox.ac.uk/mbrance-uk/reports</p>	<p>The data from 2020 has rightly caused concern and triggered even more detailed than usual scrutiny of all of this.</p> <p>There is some good reassurance from the data before and after 2020, and strong systems in place to monitor and respond to this in order to protect our patients and maximise learning and ongoing development across the whole of our maternity team.</p>
146	8 December 2022	Governor	<p>With regards to increased reporting requirements, specifically the 4 calls per day, can an automated report be created? Or can a more junior person present the RBH data on the call?</p> <p>With regards to the GPs in A&E, is this is a long term thing? When will the efficiency of the GPs be reviewed?</p>	<p>The Trust will be using a daily situational rep (Sitrep) to service this if required and only amending by exception.</p> <p>The Trust is currently trialling the use of GPs for some shifts in the ED and will continue to assess the impact of this measure in due course. There is no date set as yet to review the usage of GPs in ED.</p>
147	19 January 2022	Governor	<p>At what stage should patients be contacted about any new development in their treatment and who should do that? Also does this merit some challenge by NEDS</p>	<ol style="list-style-type: none"> 1) Any changes in patient condition, scan results, blood results or similar which would make a material difference to the effectiveness of a treatment the patient is receiving should be discussed as soon as is reasonable with the patient by the clinician co-ordinating the care of the patient 2) Any new treatments a patient might reasonably have access to, which may make current treatments redundant, or might be more effective than current treatments should be should be discussed with the patient as soon as is reasonable by the clinician co-ordinating the care of the patient 3) The results of any planned scans/investigations should be discussed with the patient by the clinician co-ordinating the care of the patient

				It really depends on who requested the test, how it was done and what priority. For example, an Xray prior to a 2ww lung referral would probably be the GP but, at RBFT, if anything was seen that was suspicious we have an alert system to the respiratory physicians who will contact the patient directly for a CT/OPA rather than via the GP.
148	26 January 2023	Governor	Governors had a presentation (not sure of the date) about the analysis of "did not attend" consultations and the actions taken to reduce DNA's. Is this still an issue for the RBH as it is in primary care?	Work is ongoing to reduce DNA rates. Some will always be unavoidable in cases of last minute illness for example, but our aim remains to eliminate all avoidable DNAs.