

Membership Committee 2 October 2025

MEETING
2 October 2025 17:30 BST

PUBLISHED
26 September 2025

Agenda

Location
Video Conference Call

Date
2 Oct 2025

Time
17:30 BST

	Item	Owner	Time	Page
1	Apologies for Absence and Declarations of Interest (Verbal)	Richard Havelock		-
2	Member Issues and Feedback (Verbal)	Richard Havelock	17:30	-
3	Minutes for Approval: 2 July 2025 & Matters Arising Schedule	Richard Havelock	17:40	3
4	Membership Update	Natalie Bone	17:45	8
5	Membership Events	Natalie Bone	17:50	12
6	Governor Training & Development	Caroline Lynch	17:55	13
7	Council Of Governors Objectives Review	Caroline Lynch		15
8	Membership Strategy Review	Caroline Lynch	18:05	21
9	Membership Committee Terms of Reference	Caroline Lynch	18:10	27
10	Work Plan	Caroline Lynch		29
11	Reflections of the Meeting:	Joshua Wilson	18:15	-
11.1	How did you feel during discussions?			-
11.2	How did our thinking move us on?			-
11.3	Do we need to do anything differently?			-
11.4	Date of Next Meeting: January 2026			-

Minutes

Membership Committee

Wednesday 2 July 2025

17.30 –18.40

Seminar Room, Trust Education Centre

Present

Mr. Richard Havelock	(Volunteer Governor) (Chair)
Dr. Tom Duncan	(Staff Governor, Medical & Dental)
Mr. Oke Eleazu	(Chair of the Trust)
Mr. Benedict Krauze	(Public Governor, Wokingham)
Dr. Sunila Lobo	(Public Governor, Reading) (Lead Governor)
Ms. Maria Norville	(Public Governor, Wokingham)
Mr. Madan Uprety	(Staff Governor, Health Care Assistant/Ancillary)
Mr. Joshua Wilson	(Staff Governor, Allied Health Professionals/Scientific)

In attendance

Mrs. Natalie Bone	(Corporate Governance Officer)
Mr. Martyn Cooper	(Public Governor, West Berkshire & Borders)
Mrs. Caroline Lynch	(Trust Secretary)

Apologies

Mr. John Bagshaw	(Public Governor, West Berkshire & Borders)
Mr. Jonathan Barker	(Public Governor, Reading)
Ms. Alice Gostomski	(Public Governor, West Berkshire & Borders)
Dr. Paul Jenkins	(Partner Governor, University of Reading)
Mr. Tony Page	(Public Governor, Reading)
Ms. Miranda Walcott	(Partner Governor, Integrated Care Board, SEND)
Ms. Terri Walsh	(Public Governor, Wokingham)
Mr. Paul Williams	(Public Governor, Reading)

There were no declarations of interest.

There were two members of the public present.

08/25 Minutes for Approval: 11 February 2025 and Matters Arising Schedule

The minutes of the meeting held on 11 February 2025 were approved as a correct record and signed by the Chair.

The Committee noted the matters arising schedule. All actions were completed or in progress.

09/25 Member Issues and Feedback

No issues were raised.

10/25 Membership Update

The Corporate Governance Officer introduced the report and highlighted that the current membership total was 10,936, an increase of 100 members compared to the figures presented at the last meeting in February 2025.

Membership analysis demonstrated that membership remained underrepresented in the under 30 category. The Committee was keen to explore the rationale for this, and discussed the need for Governors to be more proactive and engaging in addition to what incentives could be offered to appeal to this younger demographic.

The Corporate Governance Officer outlined that Pulse Magazine distribution would now be issued on a quarterly basis. The next issue was currently in preparation, with an article from John Bagshaw as Governor for West Berkshire & Borders.

The July 2025 Governor calendar of events had been circulated and uploaded to Workvivo. Governors had also received the full schedule for 2025.

The Corporate Governance Officer highlighted the benchmarking data in relation to membership figures in other acute trusts within BOB ICB compared with the Royal Berkshire Hospital membership which demonstrated the Trust membership figure was lower.

A query was raised as to why the Trust's membership figure appeared to be much lower in the staff membership in comparison to Oxford University Hospitals (OUH). The Trust Secretary advised that the OUH had a large workforce that the Trust.

The Committee discussed the importance of recruiting new members and hosting more events for the public. This included the importance of Governors presenting the Trust positively with members of the public.

The Trust Secretary confirmed that the Corporate Governance team would not be attending Reading Pride 2025. However, the Trust would be represented at the event and membership forms would be available.

In response to a query the Trust Secretary advised that there was one role currently vacant in the Corporate Governance team.

11/25 Membership Events

The Committee discussed the recent webinar provided by the Virtual Hospital Services (VHS) team. Overall, the feedback was positive the presentation was long and left only a limited amount of time for questions. The Trust Secretary highlighted that, despite agreeing a short presentation in advance with the team, they had provided both a longer presentation as well as additional speakers being invited to present. A follow-up meeting had been held with the team to discuss this.

Questions raised during the webinar had been added to a question log and answers had been sought from the VHS team. Once this had been completed, this would be added to the Trust website along with the slides from the presentation.

Feedback had been received regarding technical issues and, as always this could not be avoided due to the additional speakers being invited at the last minute.

The Trust Secretary advised that the presenters had raised a concern regarding one of the questions that related to an extremely complex complaint. The team were uncomfortable that this had been raised in a public forum due to patient confidentiality. The Committee noted that whilst the complaint had been closed by the Trust, the complainant was able to contact the complaints team to raise any further concerns. The Trust Secretary highlighted that Governors were made aware when they joined that they should encourage constituents with specific complaints about their care to contact the Trust directly rather than expect Governors' to represent them personally.

Overall, the Committee considered that the VHS webinar had been a great event and the work of the VHS team was to be celebrated.

The Committee noted that future events planned for 2025 included:

Brainomics Webinar - Dr Kiruba Nagaratnam – Will be hosting a virtual seminar focussing on Brainomics. This will take place in the autumn.

Rapid Response Lab tour - A tour of the Rapid response lab is in the planning stages, and further information will be shared once the teams have met to discuss the logistics.

Governor training update will be discussed at the next meeting.

12/25 Preparations for the Annual General Meeting (AGM)

The Committee noted that the AGM would be held on site in the Trust Education Centre. The event would be live streamed for members of the public and those unable to attend in person.

The Committee noted that event marked the start and end of Governors' terms of office and it was really important to ensure this was a Governor led event. The Diabetes and Endocrinology team had offered to attend with a member of their youth forum, to demonstrate the technology used to manage their condition.

Governors continued to make suggestions that would be included into an AGM planning table.

Due to the Trust's financial situation this led to the decision to host the event on site and to use black and white printing to reduce costs. Governors would be asked via email in the coming weeks to put forward suggestions for stands as well as further information about the event.

Action: Corporate Governance Team

A suggestion was made that Governors set a challenge to try and recruit 100 people to become members focussing where possible on the under 30 demographic via links with community groups ahead of the AGM.

13/25 Work Plan

The Trust Secretary highlighted that Governor training and development would be scheduled for October 2025 meeting.

Action: C Lynch



14/25 Reflections of the Meeting

The Corporate Governance Officer led the discussion.

15/25 Date of the Next Meeting

It was agreed that the next meeting would take place on Thursday 2 October 2025 at 1730.

SIGNED:

DATE:

Membership Committee Matters Arising Schedule**Agenda Item 2**

Date	Minute Ref	Subject	Matter Arising	Owner	Update
2 July 2025	12/25	Preparations for the Annual General Meeting	Due to the Trust's financial situation this led to the decision to host the event on site and to use black and white printing to reduce costs. Governors would be asked via email in the coming weeks to put forward suggestions for stands as well as further information about the event.	Corporate Governance Team	Completed. No further suggestions were received.
2 July 2025	13/25	Work Plan	The Trust Secretary highlighted that Governor training and development would be scheduled for October 2025 meeting.	C Lynch	Item on the agenda.

Title:	Membership Update
Agenda item no:	4
Meeting:	Membership Committee
Date:	2 October 2025
Presented by:	Natalie Bone, Corporate Governance Officer
Prepared by:	Natalie Bone, Corporate Governance Officer

Purpose of the Report	This report sets out the changes in membership figures since the last Committee meeting. Total membership now stands at 11,034 an increase of 98 members since the last meeting.
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Report History	N/A
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What action is required?	
Assurance	
Information	To note the report
Discussion/input	
Decision/approval	

1 Membership Figures

1.1 Current membership is 11,034 that is an increase of 98 members since the last meeting in July 2025.

1.2 The Trust currently has;

- (a) 3,673 public members (Increase of 48 members)
- (b) 480 volunteer members (Increase of 38 members)
- (c) 6,881 staff members (Increase of 12 members)

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

Public Constituencies	No of Members
East Berkshire and Borders	832
Reading	1050
South Oxfordshire	178
West Berkshire and Borders	599
Wokingham	897
Out of Trust Area	27
Not Specified	90
Total	3,673

2 Membership Representation

- 2.1 Membership remains under represented until we reach the 30+ age groups.
- 2.2 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.
- 2.3 The number of public members has decreased by 8 since the last meeting, 6 of whom have deceased.

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 in July 2025, the following edition was circulated to public members.
July 2025 - the edition was sent to 2,140 public members with a valid email address. 47% of recipients opened the magazine link. 3% higher than in the previous edition.
- 3.3 The Pulse magazine is distributed on a quarterly basis to provide updates from the Trust.
- 3.4 The magazine is also circulated to staff and volunteers and available for members to view on the Trust website.
- 3.5 A revised schedule has been created for Governor articles for Pulse Magazine for 2025 in line with the change in distribution inductions.
- 3.6 The next issue is due to be circulated in October 2025.
- 3.7 Since the last meeting, the following other communications were circulated to public members.

July 2025 – Governor Elections

September 2025 – Annual General Meeting

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 – Pulse Membership Magazine – Governor Article schedule

Appendix 1 – Membership figures & analysis as at 24 September 2025.

	Public	Staff	Volunteers	TOTAL
TOTAL MEMBERSHIP	3,673	6,881	480	11,034
Age				TOTAL
0-16	5	0	0	5
17-21	59	53	88	200
22+	3,361	6,828	392	10,581
Not stated	248	0	0	248
TOTAL	3,361	6,881	480	10,722
Age 22+ breakdown				TOTAL
22-29	89	1046	48	1,183
30-39	313	2163	36	2,512
40-49	463	1626	52	2,141
50-59	571	1374	53	1,998
60-74	1,016	603	138	1,757
75+	909	16	65	990
TOTAL *does not include Not stated or Age 0-21	3,673	6,828	392	10,893
Gender				TOTAL
Unspecified	199	0	0	199
Male	1,567	1,664	148	3,379
Female	1,907	5,217	332	7,456
TOTAL	3,673	6,881	480	11,034
Ethnicity				TOTAL
White - English, Welsh, Scottish, Northern Irish, British	2,699	2,576	148	5,423
White - Irish	35	107	4	146
White - Gypsy or Irish Traveller	1	0	0	1
White - Other	133	571	10	714
Mixed - White and Black Caribbean	18	33	1	52
Mixed - White and Black African	10	31	0	41
Mixed - White and Asian	19	46	0	65
Mixed - Other Mixed	26	63	2	91
Asian or Asian British - Indian	131	733	41	905
Asian or Asian British - Pakistani	68	159	5	232
Asian or Asian British - Bangladeshi	4	34	5	43
Asian or Asian British - Chinese	18	89	5	112
Asian or Asian British - Other Asian	59	689	16	764
Black or Black British - African	81	566	13	660
Black or Black British - Caribbean	26	98	3	127
Black or Black British - Other Black	4	48	3	55
Other Ethnic Group - Arab	62	0	0	62
Other Ethnic Group - Any Other Ethnic Group	27	282	8	317
Not stated	252	756	216	1,224
TOTAL	3,673	6,881	480	11,034

Appendix 2 – Pulse Membership Magazine – Governor Article schedule

Month	Governor Article
April 2025	Sarah Lupai, Staff Governor, Nursing/Midwifery
July 2025	John Bagshaw, Public Governor, West Berkshire & Borders
October 2025	Terri Walsh, Public Governor, Wokingham
January 2026	Maria Norville, Public Governor, Wokingham
April 2026	Madan Uprety, Staff Governor, HCA/Ancillary

Title:	Membership Events
Agenda item no:	5
Meeting:	Membership Committee
Date:	2 October 2025
Presented by:	Caroline Lynch, Trust Secretary
Prepared by:	Natalie, Corporate Governance Officer

Purpose of the Report	To provide an update on Membership events for 2025/26.
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Report History	N/A
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What action is required?	
Assurance	
Information	To note the report
Discussion/input	
Decision/approval	

Annual General Meeting (AGM) 2025

- 1.1 This year's AGM took place on the Wednesday 17 September 2025 at The Royal Berkshire Hospital, Trust Education Centre. The event was hosted in a hybrid format, with 95 people in attendance, including staff, governors and members of the public.
- 1.2 Ahead of the event there was an opportunity for members to meet governors as well as a number of departments from the Trust: the Virtual Hospital Service, Diabetes & Endocrinology, Menopause, Patient Experience team, the Royal Berks Charity and the Digital Data & Technology (DDaT) team demonstrating the patient portal.
- 1.3 Presentations were provided by the Chief Executive, interim Chief Finance Officer, and Lead Governor ending with a question-and-answer session.
- 1.4 The meeting was livestreamed and the recording will be made available on the Trust website in due course.

2. Future Membership Events 2025

- 2.1 The next membership event is scheduled for Thursday 13 November at 17.00 which is the Brainomix Webinar, hosted by Kiruba Nagaratnam.

3. Conclusion

- 3.1 The Committee is asked to note the report.

Title:	Governor Training & Development
Agenda item no:	6
Meeting:	Membership Committee
Date:	1 October 2025
Presented by:	Caroline Lynch, Trust Secretary
Prepared by:	Caroline Lynch, Trust Secretary

Purpose of the Report	To provide an update of governor training and development.
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Report History	n/a
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What action is required?	
Assurance	
Information	To note the progress made in training & development in 2024.
Discussion/input	
Decision/approval	

1 Introduction

- 1.1 The democratic nature of the Foundation Trust model places an onus on trusts to effectively develop and equip Governors with the skills necessary to carry out their role. This has been recognised in legislation.

2 Governor Training & Development 2024/25 and 2025/26

- 2.1 The Membership Committee received an update at the meeting in February 2025 on both training and development during 2025/26 and agreed the topics for training and development for 2025/26.

- 2.2 For 2024/25 the list agreed by the Membership Committee was as follows:

- Consultation on ICB Primary Care Strategy (February 2024)
- Improving Together and how this fits with the role of a Governor (September 2024)
- What Matters 2024 (May 2024)
- **Workvivo Training (Face to Face)**
- **NHS Finance**
- Understanding the Integrated Performance Report (IPR) (September 2024)
- **Integrated Care Board (ICB)**
- Building Berkshire Together (BBT) (February 2024)
- **Equality, Diversity and Inclusion**
- **Patient Experience/Patient Leaders**

- 2.3 Governor also suggested two further topics at the February 2025 meeting:

- **Chaplaincy**
- **Adult and Children Safeguarding**

- 2.4 Those items highlighted in bold have not yet been scheduled. Governors are therefore asked to confirm if these seven topics remain of interest for training and development.

- 2.5 In addition to the above an agreed list of development tours for 2024/25 were:
- Pharmacy Department (February and March 2024)
 - Medical Museum (governors were invited to the Museum Open Day July 2024)
 - Clinical Skills Suite (March 2025)
 - **Rapid Response Lab (scheduled for October 2025)**
 - Building Berkshire Together (February and March 2024)
- 2.6 A further request was received for a Webinar to be scheduled on the use of Artificial Intelligence (AI) in Stroke Care. This is scheduled for November 2025.
- 2.7 Governors are asked to consider any other areas of interest to be added for the 2025/26 schedule.

In addition to the above, two further development sessions were arranged:

- Kirsten Rogers, Patient Experience Programme Manager attending a Chair/Governor monthly video call to provide a training session on the understanding of the Community Wellness Outreach project Meet PEET that provides health checks in the community.
- The Trust Secretary with support from the People Directorate provided a training session with Governors on the role of a Focus Group as part of the on-going Non-Executive Director recruitment. With a number of changes to the Council, the Committee is asked to consider whether this session should be scheduled again as there is further NED recruitment planned over 2025/26.

3 Conclusion

- 3.1 The Committee is asked to **NOTE** the report and confirm the proposals in sections 2.4 and 2.7.

Title:	Council of Governor Objectives
Agenda item no:	7
Meeting:	Membership Committee
Date:	2 October 2025
Presented by:	Caroline Lynch, Trust Secretary
Prepared by:	Kerrie Brent, Corporate Governance Manager

Purpose of the Report	To provide an update on the Council of Governors Objectives for 2024/25
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Report History	N/A
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What action is required?	The Committee is asked to note the progress against the Council 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 2024/25

- 2.1 The refreshed objectives were only approved by the Council on 26 February 2025 due to the November 2024 meeting being inquorate.
- 2.2 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.
- 2.3 There is also a recommendation to have a continued focus on membership to enable governors to 'represent the views of their members' as well as increase membership in underrepresented demographics and age groups.

3 Recommendation

- 3.1 The Committee is asked to note the progress against the objectives for 2024/25 and discuss those elements that require prioritisation for 2025/26 for recommendation to the Council on 26 November 2025.

4 Attachments

- 4.1 The following is attached to this report:
- (a) Appendix 1 - 2024/25 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 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 Chief Executive, Chief Operating Officer and Chief Strategy Officer 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 2024/25.	Feedback forms to be provided following training and development programmes and regular updates provided to the Membership Committee	The Membership Committee have progressed against the delivery of a training and development programme through a number of targeted training sessions and development tours through 2024/25. The Membership Committee receives updates to the Committee twice a year. The full list can be evidenced in agenda item 8.
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.	The Council have reviewed the NED job description, protocol for appointing NEDs and approved the engagement of a recruitment agency

Objective	Methods	Outcomes	Progress
			<p>for the two NED and Chair appointment process in 2024/25. Governors were invited to attend focus group sessions as part of the recruitment process on 17 May 2024 and 2 December 2024 and 9 April 2025. Governors were also on the interview panel. Further to this, Governors are due to engage in a further NED appointment process for the appointment of two NEDs ahead of the new year.</p> <p>Three Non-Executive Directors and the Chair of the Trust were appointed by the Council of Governors during 2024/25.</p>
Review the annual report and accounts	To receive at the Annual General meeting and the Council of Governors meeting.	Opportunity to scrutinise in detail at the Council of Governors	The Council of Governors received the annual report during the AGM in September 2025. In addition, the Governors are to receive the annual report at the Council of Governors meeting scheduled for 26 November 2025.
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.	Feedback was received and appraisals undertaken in August 2025.

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	A meeting took place in February 2025 to engage Governors on the updated Operational Plan and Winter Plan 2025.
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	These were three separate engagement sessions held to engage Governors on the refresh of the Trust Strategy.
Membership (developing and involving)			
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.	We have linked with the Widening Participation Officer who often visits local and surrounding schools and colleges. The Membership team have attended a few recruitments drives including college career fairs to promote and recruit members, specifically within the 16-29 age group.
Undertake a membership engagement programme comprising: <ul style="list-style-type: none"> a seminar in each of the five area constituencies 	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.	Due to capacity issues in the Corporate Governance team during 2024/25 as well as the Trust financial constraints, physical

Objective	Methods	Outcomes	Progress
<ul style="list-style-type: none"> the Annual General Meeting 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>constituent events were not scheduled. A number of virtual events led by consistent Governors were held including Virtual Hospital Services and Pain Management.</p> <p>Annual General Meeting was held on 17 September 2025.</p> <p>11 pulse magazines were distributed in 2024. Following decision made by the Membership Committee this was then reduced back to quarterly in 2025 and quarterly editions have been produced.</p> <p>Due to constraints in the Communications team an increase in social media has not be progressed. However a ‘Meet Your Governor’ session was held at the Annual General Meeting in September 2025.</p>
Establish methods for meaningful engagement with members	<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>	Results to be presented to membership committee and considered as part of on-going development of membership strategy.	Due to capacity issues this has not been progressed but will be considered in 2025/26 onwards.

Objective	Methods	Outcomes	Progress
	Make more use of social media to interact with members.		

Title:	Membership Engagement Strategy Update
Agenda item no:	8
Meeting:	Membership Committee
Date:	1 October 2025
Presented by:	Caroline Lynch, Trust Secretary
Prepared by:	Caroline Lynch, Trust Secretary

Purpose of the Report	To provide an update on progress against the Membership Engagement Strategy 2024-26.
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Report History	n/a
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What action is required?	The Committee is asked to note the update.						
Assurance		Information		Discussion/input	✓	Decision/approval	✓

1 Background

1.1 The Trust's Membership Engagement Strategy was approved by the Council of Governors in February 2025 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:

- Develop a membership that is representative of our community
- Increase membership promotion and attendance
- Improve the quality of engagement and communication with members
- Encourage engagement and provide opportunities for staff and volunteers

1.3 Develop a membership that is representative of our community

Proactively engage areas with low membership and demographic gaps. Develop targeted campaigns and events to recruit members from under-represented areas. Work with partner and community organisations to explore and develop new ways of promoting membership to those who may not have considered becoming a member.

Develop a schedule of community events. We will build into our engagement programme attendance at a wide range of events to promote membership and encourage people to sign up. This will be targeted to key areas where uptake can be strengthened.

Pre-engagement opportunities will be available to young people that are not yet currently eligible to be a Member. A local competition would be advertised to year 10/11 students in local secondary schools, sixth forms and colleges to rename the Pulse magazine.

A younger Member's programme would be established and incorporate receiving emails regarding jobs and careers six times a year and training and education seminars which would be specifically targeted at younger Members including talks about ED, sexual health, maternity and paediatrics.

1.4 Increase membership promotion and attendance

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.

We will work with voluntary and community partners to increase out reach in sharing information, news and how people can get involved in working with the Trust, including Membership.

We will work with system partners within the Buckinghamshire, Oxfordshire and Berkshire Integrated Care Board to hold joint Membership and recruitment events in the year.

1.4 Improve the quality of engagement and communication with members

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

Improve opportunities for members to give their views. We will strengthen the ways Members can engage with the Trust, for example through participation in events, community focus groups and surveys as well as asking if anyone would be interested in a video to talk about what made them become a Member.

To refresh the Trust Pulse Magazine and ensure appropriate information is shared with Members that is relevant to what is happening in the Trust

Develop a schedule of community events. We will build into our engagement programme attendance at a wide range of events to promote membership and encourage people to sign up.

1.6 Encourage engagement and provide opportunities for staff and volunteers

Further develop information circulated to staff and volunteers to keep them informed on Membership events, in addition to receiving:

- A Membership application form when you join the Trust to pass onto friends and family.

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.

The Trust will hold Membership events at other sites to enable staff and volunteers to have the opportunity to attend if they are not based at the Royal Berkshire Hospital Reading site.

Objective	Methods	Outcomes
<p>Develop a membership that is representative of our community</p>	<p>Proactively engage areas with low membership and demographic gaps.</p> <p>Develop targeted campaigns and events to recruit members from under-represented areas.</p> <p>Work with partner and community organisations to explore and develop new ways of promoting membership to those who may not have considered becoming a member.</p> <p>Develop a schedule of community events. We will build into our engagement programme attendance at a wide range of events to promote membership and encourage people to sign up. This will be targeted to key areas where uptake can be strengthened.</p> <p>Pre-engagement opportunities will be available to young people that are not yet currently eligible to be a Member. A local competition would be advertised to year 10/11 students in local secondary schools, sixth forms and colleges to rename the Pulse magazine.</p> <p>A younger Member's programme would be established and incorporate receiving emails regarding jobs and careers six times a year and training and education seminars which would be specifically targeted at younger Members including talks about ED, sexual health, maternity and paediatrics.</p>	<p>The Membership now comprises of representation across all demographic gaps.</p> <p>Membership has been represented at local constituent college's career fairs and the Trust Widening Participation Officer continues to engage members between the ages of 16-20 that has proved successful.</p> <p>The Corporate Governance Officer continues to discuss and explore new ways of promoting membership with the membership network.</p> <p>Due to lack of engagement, time and output a number of community events have been cancelled. A review of events was underway to develop a programme that was meaningful and worthwhile. There remains a concern with lack of engagement from Governors to attend the events.</p> <p>Not yet started. Governors would be asked to contribute to the development of this competition and once agreed advertise this in the community across constituents.</p> <p>A Member's programme specific to younger people has not been established. However, the inclusion of work experience and careers at the Trust has now been added to the Membership magazine.</p> <p>The Council are asked to consider the seminar suggestions when agreeing the year ahead events.</p>

<p>Increase membership promotion and attendance</p>	<p>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.</p> <p>We will work with voluntary and community partners to increase out reach in sharing information, news and how people can get involved in working with the Trust, including Membership.</p> <p>We will work with system partners within the Buckinghamshire, Oxfordshire and Berkshire Integrated Care Board (BOB ICB) to hold joint Membership and recruitment events in the year.</p>	<p>On-going. A number of external group events have been shared with the Governors for participation including the Type 2 Diabetes Event at Mortimer Surgery</p> <p>On-going. The Corporate Governance Manager attended an SEND engagement-day event organised by the Partner Governor Integrated Care Board. The Governor also introduced a number of local community engagement leads including Brighter Futures for Children for reaching and encouraging Young People.</p> <p>Not yet organised. However, events continued to be shared within network for attendance across BOB ICB.</p>
<p>Improve the quality of engagement and communication with members</p>	<p>Governors will continue to host events in their constituency and all Governors are encouraged to attend as many Membership events as possible</p> <p>Improve opportunities for members to give their views. We will strengthen the ways Members can engage with the Trust, for example through participation in events, community focus groups and surveys as well as asking if anyone would be interested in a video to talk about what made them become a Member.</p> <p>To refresh the Trust Pulse Magazine and ensure appropriate information is shared with Members that is relevant to what is happening in the Trust</p>	<p>Virtual events led by consistent members held. Physical events in constituencies not yet held due to the Trust financial position and staff shortages in the department.</p> <p>Members were asked to engage with the Trust through surveys on the refresh of the Trust Strategy, New Hospital Programme and Government's 'Change NHS' campaign and views on the proposed changes to the NHS Constitution.</p> <p>The Pulse Magazine continues to feature information and articles relevant to what is happening at the Trust. The magazine would be refreshed as part of the competition to younger members to re-name the magazine.</p>

<p>Encourage engagement and provide opportunities for staff and volunteers</p>	<p>Further develop information circulated to staff and volunteers to keep them informed on Membership events, in addition to receiving:</p> <p>A Membership application form when you join the Trust to pass onto friends and family.</p> <p>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.</p> <p>The Trust will hold Membership events at other sites to enable staff and volunteers to have the opportunity to attend if they are not based at the Royal Berkshire Hospital Reading site.</p>	<p>The Communications team continue to promote the Pulse Magazine as well as promote any events to staff and volunteers via Workvivo, all staff briefings as well as wider via social media channels.</p> <p>This has been added to the new starter information pack.</p> <p>Engagement events on hospital services have been held including pain management and virtual hospital services.</p> <p>Not yet progressed.</p>
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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 any Governor wishing to serve 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 General Meeting
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: 21 October 2024

Approved by the Council: 26 February 2025

Governors Membership Committee Work Plan 2025

Item	Lead	Freq	Feb-25	Apr-25	Jul-25	Oct-25	Feb-26
Minutes from previous meeting/ Matters Arising Schedule	RH	Every					
Membership Strategy Review	CL	Annually					
Membership Committee Terms of Reference	CL	Annually					
Membership Update	NB	Every					
Membership Events	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	3 x Year					
Work Plan	CL	Every					