



**Royal Berkshire**  
NHS Foundation Trust

# Council of Governors - 29 November 2023

MEETING

29 November 2023 17:30 GMT

PUBLISHED

24 November 2023

# Agenda

Location	Date	Time		
Seminar Room, Trust Education Centre	29 Nov 2023	17:30		
Item	Owner	Time	Page	
1 Apologies for Absence and Declarations of Interest (Verbal)	Graham Sims		-	
2 Minutes for Approval: 27 September 2023 and Matters Arising Schedule	Graham Sims	17:30	3	
3 Changes to the Council Membership (Verbal)	Caroline Lynch	17:35	-	
4 Questions from the Public (Verbal)	Graham Sims	17:40	-	
Holding the Board to Account			-	
5 62 Day Cancer Update and Winter Plan (Presentation)	Dom Hardy	17:45	-	
6 Chief Executive Update (Presentation)	Steve McManus	18:05	-	
Items of Council Business			-	
7 Annual General Meeting Minutes from 20 September 2023	Graham Sims		9	
8 Governor Nominations & Remunerations Minutes from 8 September 2023 & 21 September 2023	Graham Sims	18:25	16	
9 Governors Assurance Committee Minutes from 28 June 2023	Andrew Haydon	18:30	20	
Representing the Views of the Public and General Public			-	
10 Membership Committee Minutes from 25 July 2023 & 16 October 2023	Richard Havelock	18:35	23	
11 Governor Question Log (No update since last meeting)	Caroline Lynch	18:40	-	
12 Reflections of the Meeting: (Verbal)	Sunila Lobo	18:45	-	
12.1 How did you feel during the discussions?			-	
12.2 How did our thinking move us on?			-	
12.3 Do we need to do anything differently?			-	
13 Date of the Next Meeting: Wednesday 28 February 2024 at 17.00			-	

Minutes

**Council of Governors**

Wednesday 27 September 2023

17.00 – 18.40

Video Conference Call

**Present**

Mr. Graham Sims	(Chair of the Trust) (Chair)
Mr. John Bagshaw	(Public Governor, West Berkshire & Borders)
Mr. Jonathan Barker	(Public Governor, Reading)
Mr. Martyn Cooper	(Public Governor, West Berkshire & Borders)
Dr. Tom Duncan	(Staff Governor, Medical/Dental)
Mr. Douglas Findlay	(Public Governor, Wokingham)
Mr. Andrew Haydon	(Staff Governor, Nursing/Midwifery)
Mr. Richard Havelock	(Volunteer Governor)
Cllr. Clive Jones	(Public Governor, Wokingham) (up to minute 32/23)
Ms. Sunila Lobo	(Public Governor, Reading) (Lead Governor)
Mr. William Murdoch	(Public Governor, Southern Oxfordshire)
Ms. Sally Moore	(Staff Governor, Admin & Management)
Prof. Carol Wagstaff	(Partner Governor, University of Reading)

**In attendance**

Dr. Bal Bahia	(Non-Executive Director)
Mr. Don Fairley	(Chief People Officer) (up to minute 32/23)
Mrs. Priya Hunt	(Non-Executive Director)
Mrs. Caroline Lynch	(Trust Secretary)
Mr. Steve McManus	(Chief Executive) (up to minute 33/23)
Mrs. Helen Mackenzie	(Non-Executive Director)
Mr. Peter Milhofer	(Non-Executive Director) (up to minute 31/23)
Prof. Parveen Yaqoob	(Non-Executive Director)

**Apologies**

Mr. Darren Browne	(Partner Governor, Autism Berkshire)
Cllr. Deborah Edwards	(Partner Governor, Reading Borough Council)
Mrs. Alice Gostomski	(Public Governor, West Berkshire & Borders)
Mr. Benedict Krauze	(Public Governor, Wokingham)
Mr. Tom Lister	(Staff Governor, Allied Health Professionals/Scientific)
Cllr. Alan Macro	(Partner Governor, West Berkshire Council)
Mr. Adrian Mather	(Partner Governor, Wokingham Borough Council)
Mr. James Mugo	(Public Governor, Reading)
Mrs. Beth Rowland	(Public Governor, Wokingham)
Ms. Bet Tickner	(Public Governor, Reading)
Mr. Paul Williams	(Public Governor, Reading)

**31/23 Declarations of Interest**

There were no declarations of interest.

**32/23 Minutes: 24 May 2023 and Matters Arising Schedule**

The minutes of the meeting held on 24 May 2023 were agreed as a correct record and were signed by the Chair. The matters arising schedule was noted. All items had been completed.

**33/23 Questions from the Public**

There were no public in attendance.

**34/23 Chief Executive Update**

The Chief Executive gave a presentation and highlighted recently distressing media coverage on the Lucy Letby case and advised that, following the Kark review, the NHS England (NHSE) Fit & Proper Persons Test (FPPT) guidance had been updated to include more robust requirements. This guidance had been reviewed by the Board earlier that day.

The Chief Executive also highlighted the media coverage in relation to Martha's rule and that the Trust's Call 4 Concern programme started several years ago by the Critical Outreach team, had been mentioned. As a result of this, the Trust had been asked to contribute to the development of national policy. Henrietta Hughes, the Patient Safety Commissioner, was due to visit the Trust to both see the Call 4 Concern programme in action as well as learn about the Trust's safety culture overall. The Chief Executive advised that October was Freedom to Speak Up (FTSU) month and the NHS Staff Survey would also be launched in October 2023.

In response to a query the Chief Executive advised that, on average, the Critical Outreach team received 8 to 10 calls a month. However, since further work to advertise this, this had increased to 14 to 16 calls a month. Calls related to a variety of issues such as a patient deteriorating, nutrition as well as communication. Most concerns raised were from female relatives.

The Chief Executive advised that, because of the continued industrial action, circa 5000 appointments had been affected since 1 January 2023 and the impact on patients had been quite significant. The Chief Executive had contributed to the recent Winter Summit held at Downing Street along with a range of NHS colleagues at a meeting with the Secretary of State and Prime Minister.

The Chief Executive provided an overview of work undertaken by the Trust in relation to partnership, improvement, and innovation. This included progression of the Joint Forward Plan (JFP) ambitions; the Acute Provider Collaborative (APC) were currently reviewing procurement plan for the Buckinghamshire, Oxfordshire & Berkshire (BOB) Integrated Care System (ICS). There would also need to be a review of resource to realise the JFP ambitions such as health inequalities and the prevention agenda.

In response to a query the Chief Executive advised that the JFP did not include significant detail in relation to health inequalities. However, the Trust was working across Berkshire, connected via the ICB Place Director relationship manager linked to the ICB. Funding for health inequalities was via Local Authority partners. In response to a query the Chief Executive advised that the Trust had been commissioned by Reading Borough Council in relation to the Meet Patient Experience & Engagement Team (PEET) service.

The Chief Executive advised that 24 teams had been trained in relation to the Trust's Continuous Quality Improvement Programme (Improving Together) with a further 9 teams to be trained over the next 3 months. The Council noted that the Clinical Skills facility jointly funded by the Trust and the University of Reading was due to be opened on 2 October 2023.

The Chief Executive highlighted recent innovation in diagnostic sources such as the Rapid Response Laboratory (RRL), the increase in CT scanning at the Reading site as well as

expansion of diagnostic services at West Berkshire Community Hospital (WBCCH) over the next year.

The Council noted that the Trust had received its indicative funding for Building Berkshire Together (BBT). The Trust was actively working with local authority partners in relation to options appraisal for the New Hospital Programme. A detailed geographical survey of the Reading site was ongoing. This included four phases with the full report anticipated in April 2024. The Chief Executive highlighted the challenging financial environment for the Trust. A £15m savings programme had been identified for 2023/24 with a planned deficit of £10m and breakeven achieved in 2024/25. The Chief Executive highlighted the challenge in relation to reduction of cancer and elective waiting lists considering the need to achieve savings.

In response to a query the Chief Executive advised that the Trust had commissioned work to review alternative sites. The BBT team were working with Reading Borough Council planning department. However, a critical point would be the outcome of the geographical surgery and whether the Reading site was a viable option.

In response to a query related to the recent media story regarding senior surgeons' behaviour the Chief Executive advised that the Trust had robust processes in place for Whistleblowing. Trainee doctors had the support of both the Guardian of Safe Working (GSW), the Freedom To Speak Up (FTSU) Guardian as well as a number of Champions across the organisation. In addition, junior doctors' feedback was also monitored via the Deanery as well as Royal Colleges. The GSW reported on a quarterly basis to the People Committee.

The Council queried the Trust's role in relation to the prevention agenda. The Chief Executive advised that the Trust already did a significant amount of work in this area via the diabetes, cardiac, maternity and endoscopy services.

### **35/23 People Strategy**

The Chief People Officer provided an overview of the People Strategy 2023/2027 and highlighted the five themes: your experience, your learning, your health and wellbeing, your inclusion and your future. To support delivery of the strategy there were 9 headline programmes:

- Recruitment & Retention Impact
- Health work and workplace
- Inclusive culture programme
- Improving Together
- Workforce supply
- Workforce transformation and redesign
- 'RISE' talent management
- People Function: Process and Service Improvements
- Education Strategy delivery

The Chief People Officer advised that the NHS England Long Term Workforce Plan had been recently published and the detail of this would need to be reviewed.

The Council noted that detailed Key Performance Indicators (KPIs) had been developed to measure success.

In response to a query the Chief People Officer advised that exit interviews were held. However, the process was currently being streamlined to make this more meaningful.

In response to a query the Chief People Officer advised that the highest turnover of was staff was within the first 12 to 18 months. Therefore 'stay conversations' would be introduced at 6, 9 and 12 months. The success of this would need to be evaluated.

In response to a query the Chief People Officer advised that both staff and patients smoking on site was an on-going issue. In relation to staff, over 700 health checks had been provided. Health campaigns continued included smoking cessation services being offered. The Trust Strategy advised that she was working with the transformation and patient experience teams to review the issue of smoking on site. The Trust Secretary suggested that the Staff Governor, Medical & Dental, could participate in the project.

In response to a query the Chief People Officer advised that a number of initiatives had been undertaken to support staff in relation to the rising cost of living. Staff were provided with access to emotional support as well Citizens Advice. In addition, line managers were also a place of support.

It was agreed that governors could provide any other feedback on the People Strategy via the Trust Secretary.

### **36/23 Changes to the Council Membership**

The Trust Secretary announced that, since the last meeting, there had been a number of changes to the Council membership. John Crossman and Tony Lloyd had completed their terms of office. Brian Painting and Chris Plumb had stepped down. New Governors joining the Council included Tom Duncan, Sally Moore and Tom Lister as Staff Governors and Douglas Findlay as Public Governor. Alan Macro had also been nominated as Partner Governor, West Berkshire Council.

### **37/23 Questions from the Public**

There were no public in attendance.

### **38/23 Governors Nominations & Remuneration Committee 13 July 2023**

The Council received the draft minutes of the meeting held on 13 July 2023. The Council noted that any lessons learned from the recent recruitment of Non-Executive Directors would be considered as part of the next recruitment process.

### **39/23 Governors Assurance Committee (GAC) 28 June 2023**

The Council received the draft minutes of the meeting held on 28 June 2023. The new Chair of GAC advised that, going forward, there would be a focus on improving working relationships and engagement between Governors and Trust staff.

### **40/23 Changes to the Trust Constitution**

The Trust Secretary advised, following consultation with governors, it was proposed that changes were made to the Composition of the Governors as set out in the Trust Constitution. The proposed changes had been approved earlier that day by the Board.

The proposed changes including the addition of a Youth Governor, a Partner Governor for the Integrated Care Board (ICB) and the replacement of the Partner Governor, Alliance for Cohesion and Racial Equality (ACRE) for another charitable organisation in the region. The Council approved the proposed changes to the Constitution.

**41/23 Membership Committee 1 June 2023**

The Council received the minutes of the meeting held on 1 June 2023. The Chair of the Committee advised that a further meeting had been held on 25 July 2023 and had discussed preparations for the Annual General Meeting, ways in which to recruit new members as well as review of the new Workvivo platform for Governors.

**42/23 Governor Question Log**

The Trust Secretary advised that there had been no updates since the last meeting.

**43/23 Protocol for Governors Attending Part 2 of the Board**

The Chair highlighted that the Board had approved the protocol earlier that day. This would be implemented from November Board meeting onwards. The Council noted that two governors would be able to attend the private meeting of the Board on two occasions per annum. The Lead Governor would co-ordinate those Governors wishing to attend and liaise with the Trust Secretary accordingly. **Action: S Lobo**

**44/23 Date of Next Meeting**

It was agreed that the next meeting would take place on Wednesday 29 November 2023 at 17.00.

**SIGNED:**

**DATE:**

**Agenda Item 2**

<b>Date</b>	<b>Minute Ref</b>	<b>Subject</b>	<b>Matter Arising</b>	<b>Owner</b>	<b>Update</b>
27 September 2023	43/23	Protocol for Governors Attending Part 2 of the Board	The Council noted that two governors would be able to attend the private meeting of the Board on two occasions per annum. The Lead Governor would co-ordinate those Governors wishing to attend and liaise with the Trust Secretary accordingly.	S Lobo	Two Governors have been confirmed for November Board. The Lead Governor is maintaining a schedule for 2024.



## Annual General Meeting

Wednesday 20 September 2023

17:30 – 19:00

Green Park Conference Centre, Green Park, Reading

### Present

Mr. Graham Sims	(Chair)
Mr. John Bagshaw	(Public Governor, West Berkshire and Borders)
Mr. Jonathan Barker	(Public Governor, Reading)
Mr. Martyn Cooper	(Public Governor, West Berkshire & Borders)
Dr Tom Duncan	(Staff Governor, Medical & Dental)
Cllr. Deborah Edwards	(Partner Governor, Reading Borough Council)
Mr Douglas Findlay	(Public Governor, Wokingham)
Ms. Alice Gostomski	(Public Governor, West Berkshire & Borders)
Mr Andrew Haydon	(Staff Governor, Nursing/Midwifery)
Mr. Clive Jones	(Public Governor, Wokingham)
Mr. Benedict Krauze	(Public Governor, Wokingham)
Dr. Sunila Lobo	(Public Governor, Reading)
Mr. Tony Lloyd	(Public Governor, Wokingham) (Lead Governor)
Mr Tom Lister	(Staff Governor: Allied Health Professionals/Scientific)
Cllr. Alan Macro	(Partner Governor, West Berkshire Council)
Mr. James Mugo	(Public Governor, Reading)
Mr. William Murdoch	(Public Governor, Southern Oxfordshire)
Mrs. Beth Rowland	(Public Governor, Wokingham)
Mr Dhian Singh	(Youth Governor)
Prof. Carol Wagstaff	(Partner Governor, University of Reading)
Mrs Miranda Walcott	(Public Governor, Buckinghamshire, Oxfordshire & Berkshire West)
Mrs. Carol Wagstaff	(Partner Governor, University of Reading)
Mr. Paul Williams	(Public Governor, Reading)

### In attendance

Mr. Steve McManus	(Chief Executive)
Mr. Dom Hardy	(Chief Operating Officer)
Mr. Don Fairley	(Chief People Officer)
Dr. Janet Lippett	(Chief Medical Officer)
Mrs. Nicky Lloyd	(Chief Finance Officer)
Mrs. Katie Pritchard-Thomas	(Chief Nursing Officer)
Mrs. Caroline Lynch	(Trust Secretary)
Miss. Kerrie Brent	(Interim Corporate Governance Officer)
Mr. Andrew Statham	(Director of Strategy)
Mrs. Hannah Spencer	(Deputy Chief Nursing Officer)

Plus approximately 50 members of the public and staff.

### 01/23 Welcome and Introductions

The Chair of the Trust welcomed those present on behalf of the Council of Governors and the Board. The Chair introduced a short film produced by the Communications Team that highlighted staff stories and experiences of working in the Trust and living the Trust's care values.

The Chair acknowledged the specific challenges experienced by the Trust over the past year with covid recovery, building works and financial matters and highlighted areas of positive development including the new hospital programme and the results of the staff survey.

## **02/23 Chief Executive: Improving Together**

The Chief Executive thanked Dr Janet Lippett and Mr Dom Hardy for their time as Acting Chief Executive and Deputy Chief Executive respectively, throughout the period of the Chief Executive's secondment to the Integrated Care Board.

The Chief Executive introduced the report. The ongoing national pay disputes that had resulted in repeated industrial action had had a significant impact on the Trust. The Trust recognised the impact that cancelling and rescheduling appointments had on patients and their families and remained committed to ensuring that appointments were rescheduled as soon as possible and went ahead as planned. Industrial action had also significantly impacted Trust staff who continued to strive to provide safe services in challenging circumstances. Chief Executives from NHS trusts continued to encourage the regulatory bodies and government to arrive at a resolution promptly.

The Trust Board continued to review progress against national standards for cancer waiting times, provision of emergency and elective care in challenging financial circumstances and were working with system partners to ensure ongoing progress.

The Chief Executive highlighted that the Trust was working in collaboration with local councils, educational partners, system partners and other community organisations to develop and provide health and social care services that are inclusive of the community. The Trust was working with three government partners in Reading, West Berkshire and Wokingham on the development and provision of integrated health and social care services, looking at determinants of health to support future service delivery.

The Chief Executive highlighted that patient safety and quality of care remained a priority and the Trust had recently been commended for its Call 4 Concern programme, a helpline which enabled families to raise issues or concerns about patient care. The Call 4 Concern programme, was the first of its kind in the UK and had been cited as an example for other hospitals to emulate.

The Trust welcomed the changes proposed by the NHS Long-Term Workforce Plan that aimed to improve the recruitment and retention of staff through investment in their health and wellbeing, career progression and personal development. The Trust had entered into the next round of the NHS Staff Survey and aimed to improve on the excellent response rate achieved last year. The Chief Executive highlighted that the Oasis Health and Wellbeing centre had opened at the Royal Berkshire Hospital and the Trust was looking at opportunities to improve and develop facilities for staff at other Trust sites.

The Trust was expanding its work on preventative healthcare by working with local system and community partners to support local communities to live well and implement healthy interventions. Initiatives such as Meet PEET enabled the Trust to deliver on both preventative healthcare and tackling health inequalities by enabling interactions with and delivering clinical services to, hard to reach community groups. The Trust was also

exploring opportunities to deliver more services to patients in their homes and maximise delivery of clinical services through other Trust sites such as Bracknell Healthspace and Townlands Hospital.

The Trust remained committed to building on its existing relationship with its academic partner, the University of Reading. A number of departments within the Trust had achieved University Department accreditation status during the year and the Trust continued to support other departments to do the same. The Trust had a strong ambition to expand its research and innovation programme and offer patients opportunities to participate in clinical research and development and continued to work the National Institute of Health Research and the University of Reading to help deliver this objective.

The Chief Executive highlighted that the Trust was expanding its virtual hospital programme and was working with Berkshire NHS Healthcare Trust to support 140 virtual services that were delivered directly into patient's homes. The Trust aimed to expand this to 250 virtual beds using digital advancements such as remote monitoring and Artificial Intelligence (AI) capabilities. The Trust's Stroke Unit had recently won an award for its use of AI technology to increase response times for patients.

The Trust continued to progress its Improving Together strategy bringing staff across departments together to identify and maximise opportunities for service improvement including improved hospital flow through emergency pathways, reducing waiting times on cancer pathways and building stable recruitment and retention pathways.

The Chief Executive highlighted that the Trust was committed to delivering its digital strategy and was developing a health data institute that would make use of patients' health and social care data to inform research, clinical audit and quality improvement work to improve patient care.

The Trust had received funding to build a £17m surgical hub that would enable the Trust to change the way it delivered surgical elective services and reduce waiting times.

The Chief Executive emphasised the Trust's responsibility and commitment to the net zero carbon challenge. The Trust continued to encourage and empower staff to meet net zero carbon targets and was working with the local community and New Hospital Programme team on the development and design of a sustainable, new hospital that would remain fit for purpose over the next decades.

### **03/23 Financial Results for the Trust**

The Chief Finance Officer outlined the finances for the previous financial year. This included that the accounts had been prepared in accordance with International Financial Reporting Standards (IFRS), had received a clean audit opinion from the external auditor and had been submitted to NHS England and laid in Parliament in July 2023.

The Chief Finance Officer advised that, a year end, the result was a group deficit of £24.7m versus £1.5m surplus last year. Income was received under a different funding regime that ensured all NHS organisations could continue to deliver services during the pandemic and deliver recovery to more services. Operating cost increases were driven by costs of elective recovery and ongoing response to the pandemic.

The Chief Finance Officer highlighted that the Trust had experienced significant unplanned demand in relation to emergency and urgent care and was required to increase its workforce capacity to meet that demand. Additionally, outbreaks of covid in the early part of

the financial year had increased staff absence levels due to sickness. These circumstances contributed significantly to a challenging financial year.

The Chief Finance Officer advised that Group cash flow from operations had decreased by 63% to £21.5m. Group cash at March 2023 was £49.2m which was £17.7m less than March 2022. This position was the result of loan repayments for Bracknell Healthspace becoming due, changes to the way in which assets are recognised under IFRS 16 reporting standards and the deficit position. The Trust's liquidity position remained stable at year-end.

The Chief Finance Officer reported a Trust deficit of £(28.9)m. This was £(29.8)m behind budget. Trust income was £27.0m better than budget due to the revised NHS contracting regime and central funding of increased pension costs and Agenda for Change AfC pay award. Pay was £(33.1)m more than budget due to increased pension costs, £12.8m, Agenda for Change (AfC) pay award, £10.7m, and increased costs relating to elective recovery and emergency demand.

The Trust planned to deliver a £10.05m deficit in 2023/24 and had set a £15m cost-savings programme.

In 2022/23, the Trust delivered its planned capital programme and a number of centrally funded projects, spending £37.4m (vs £33.9m in 2021/22). Over the past five years, the Trust had delivered £200m in capital investment. A new Discharge Lounge provided significant benefits for patients leaving hospital and has reduced traffic on West Drive.

The Chief Finance Officer highlighted that following the launch of the Trust's Green Plan in 2022, the Trust has achieved further reductions in carbon emissions and the Green Rewards scheme has recorded that 51,833kg of carbon emissions were avoided.

#### **04/23 Lead Governor's Report**

The Lead Governor introduced the report. The Lead Governor highlighted the numerous examples of the Trust achieving excellence in service provision, research and good governance as reported in local and national media. The Lead Governor advised that Governors had received many instances of positive feedback through their interactions with local communities and community partners and the Council was proud of the many achievements of the Trust and its staff.

The Lead Governor provided an overview of the role of governors including their statutory duty of holding the Non-Executive Directors (NEDs) to account for the performance of the Board and representing the interests of Trust members and the public.

The Lead Governor highlighted governor activities in 2022/23 that had taken place including an external membership event at the Reading PRIDE Festival in July 2023. Further events have been scheduled for the remainder of 2023 and into the first quarter of 2024.

The Lead Governor noted a lack of attendance from the general public at open meetings of the Board of Directors and Council of Governors and emphasised the importance and value of encouraging the public and community members to attend.

The Lead Governor provided an overview of key developments over the past year. These included the appointment of a dedicated Corporate Governance Officer with specific responsibilities for governors, membership, events and training and more frequent publication of the Trust Members' e-magazine, Pulse. Additionally, a shared space to

facilitate Governor interaction and engagement had been developed on the Trust's internal intranet 'Workvivo'.

The Lead Governor welcomed newly elected Governors and expressed his gratitude to those whose terms of office had now come to an end. The Lead Governor highlighted the appointment of a Youth Governor, a welcome addition to the Council. A further four Governor vacancies would be filled in the year ahead.

The Lead Governor provided an overview of the work of Colin Lee MBE, a former Governor of the Trust who had recently passed away and described his tireless commitment to the work of the Council and the development of the Trust as well as Colin's notable achievements in the local area.

The Lead Governor provided an overview of governor priorities for 2023/24 that included a refresh of the membership strategy, ways of supporting governors to deliver their objectives and developing the Governor training programme.

### 05/23 Questions

A question was raised in relation to wheelchair access for patients moving from the Berkshire Cancer Centre to the main hospital and whether a covered accessible route would be considered. The Chief Finance Officer advised that a wheelchair accessible and covered route was available; however, the Trust recognised the challenges of navigating the complicated route due to the restrictions associated with a Grade 2\* listed building. The Chief Finance Officer advised that the route would be reviewed with a view to ensuring any improvements to signage are made and that patient feedback would be sought.

A query was raised in relation to how doctors made treatment decisions when more than one treatment was available for a condition, for example, in the case of benign prostate enlargement. The Chief Medical Officer advised that there were often multiple treatments available for various conditions and to deliver patient-centred care, doctors used their knowledge of the patient, their specialist knowledge of the condition and the clinical experience to determine which treatments were best suited for their patient. Some treatments are also specialised to a particular presentation of the condition as in the case of benign prostate enlargement. In this condition, different treatments may be used depending on the size of the area affected, the severity of the condition and other specific circumstances. Clinicians would always the patient on the most appropriate treatment/s for their circumstances and the final choice would be made by the patient and clinician in a process of shared decision-making.

A query was raised in relation to what the Trust planned to do to increase membership and publicise the open meetings of the Board of Directors and Council of Governors. The Trust Secretary advised that there were now more Governors in post than the Trust had previously had and it was anticipated that each would raise awareness in their local constituencies and beyond to raise public interest in attending meetings. Additionally, the Trust had invested in a new substantive position dedicated to the recruitment and development of Governors, event planning and delivering the objectives of the Trust's Membership Strategy. The Trust was also working with voluntary sector organisations to advertise membership, Human Resources teams to attend recruitment days and other events and were working with Partner Governors to build membership across the communities served by the Trust.

A question was raised in relation to the NHS Long-Term Workforce Plan and how this would be funded and resourced. The Chief Executive and Associate Director of Equality, Diversity and Inclusion responded. The Trust was committed to delivering the objectives of

its People Strategy including improving recruitment and retention of substantive staff, improving experiences of working for the Trust by promoting inclusivity and diversity and tackling violence and aggression against staff. The Trust was also developing career progression pathways for staff. National funding of £2.4b had been allocated to support the Long-Term Workforce plan but individual allocations had not yet been confirmed.

A query was raised in relation to patients who attended appointments in the Physiotherapy East Wing building and what plans the Trust had in place to address the issues. Patients with blue badges were required to present their badges at the Level 2 Main Reception, then return to their cars. This necessitated a long walk through sets of heavy doors. This process presented a challenge to patients with limited mobility. Zebra crossing markings across to the Physiotherapy East Wing were faded and cars did not always stop to let pedestrians or wheelchair users pass. The Chief Finance Officer advised that a programme to repaint the zebra crossing and other traffic lines around the hospital site had commenced. A maintenance check of the doors would be carried out to ensure they were safe and working properly. Blue Badge holders could verify their badges via the APCOA parking app on their phones or present their badges at the Reception without the requirement to return to their car.

A question was raised in relation to a staff member who was observed making a written record of vital sign observations on paper and why the observations were not entered directly into the Electronic Patient Record. The Chief Operating Officer advised that the Trust was currently implementing a new system to enable ward staff to input observation data directly into the electronic patient record (EPR), using scanning technology. However, some wards did not yet have this technology and staff were therefore required on occasion to take notes manually and input them into the EPR if they could not immediately access a computer on the ward.

A member of the public asked when the NHS funding regime would return to payment by results. The Chief Finance Officer advised that the NHS funding regime would remain under review for some time as there were additional layers of complexity around elective activity. Amendments were made each year to ensure that the funding regime is fit for purpose.

A Governor raised a query in relation to inclusivity and the proportion of Black and Minority Ethnic staff employed by the Trust. The Associate Director for Equality, Diversity and Inclusion advised that about 30% of Trust staff were BME. Whilst the Trust had made progress increasing representation in senior leadership from 8% in 2016 to 19% in 2023, there remained a gap in representation in the most senior leadership structures and the Trust intended to continue work to address this.

A question was raised in regards to whether the Trust had identified the use of reinforced autoclaved aerated concrete (RAAC) at any of its sites. The Chair of the Trust confirmed that a survey conducted in 2018 confirmed that RAAC had not been used at any of the Trust's sites.

A query was raised in relation to whether the Trust used Patient Initiated Follow-Up (PIFU). The Chief Operating Officer advised that the Trust had been using PIFU for approximately 5 years and there were currently approximately 5000 patients using the service. PIFU enabled patients' greater flexibility and increased decision-making as they could decide whether they required a further appointment to see the team if a complaint raised at the initial meeting continued to persist.

## 06/23 Close of Meeting

The Chair closed the meeting by thanking the Board, Council of Governors, volunteers, Trust staff and members of the public for attending. The next Annual General Meeting would be held on Wednesday 18 September 2024.

**SIGNED:**

**DATE:**

## Minutes

### Council Nominations & Remuneration Committee

Friday 8 September 2023

16.30 – 17.15

Video Conference Call

#### Present

Dr. Sunila Lobo	(Public Governor, Reading) (Chair)
Mr. John Bagshaw	(Public Governor, West Berkshire & Borders)
Mr. William Murdoch	(Public Governor, Southern Oxfordshire)
Ms. Beth Rowland	(Public Governor, Wokingham)
Prof. Carol Wagstaff	(Partner Governor, University of Reading)
Mr. Paul Williams	(Public Governor, Reading)

#### In attendance

Mr. Graham Sims	(Chair of the Trust)
Ms. Kerrie Brent	(Interim Corporate Governance Officer)
Mrs. Caroline Lynch	(Trust Secretary)
Mr. Don Fairley	(Chief People Officer)
Ms. Rhiannon Smith	(Managing Partner, Hunter Healthcare)

#### Apologies

Mr. Jonathan Barker	(Public Governor, Reading)
Mr. Martyn Cooper	(Public Governor, West Berkshire & Borders)
Dr. John Crossman	(Staff Governor, Allied Health Professionals/Scientific)
Cllr. Deborah Edwards	(Partner Governor, Reading Borough Council)
Mrs. Alice Gostomski	(Public Governor, West Berkshire & Borders)
Mr. Andrew Haydon	(Staff Governor, Nursing/Midwifery)
Mr. Clive Jones	(Public Governor, Wokingham)
Mr. Tony Lloyd	(Public Governor, Wokingham) (Lead Governor)
Cllr. Adrian Mather	(Partner Governor, Wokingham Borough Council)
Ms. Sally Moore	(Staff Governor, Admin & Management)
Ms. Bet Tickner	(Public Governor, Reading)

#### 08/23 Declarations of Interest

There were no declarations of interests.

#### 09/23 Shortlisting Non-Executive Director

The Managing Partner, Hunter Healthcare, introduced the shortlist of eight candidates and provided a summary of each. The Committee discussed a number of issues in relation to whether candidates would be able to commit to the time required for a role at the Trust in addition to their other roles.

The Committee queried whether there would be a conflict of interest in relation to the candidate who already work for South Central Ambulance Service (SCAS). The Trust Secretary would confirm whether this excluded the candidate from the recruitment process.

**Action: C Lynch**



After due consideration of each of the candidates the Committee agreed that four candidates would be invited for interview and two other candidates held in reserve. The Manager Partner, Hunter Healthcare, would confirm with two of the candidates in relation to whether they had capacity to take on the role. **Action: R Smith**

**10/23 Date of Next Meeting**

The date of the next meeting would be scheduled following the NED interviews. **Action: C Lynch**

**SIGNED**

**DATE**

## Minutes

### Council Nominations & Remuneration Committee

Thursday 21 September 2023

16.00 – 16.15

Video Conference Call

#### Present

Dr. Sunila Lobo	(Public Governor, Reading) (Chair)
Mr. Jonathan Barker	(Public Governor, Reading)
Dr. Tom Duncan	(Staff Governor, Medical & Dental)
Mr. Benedict Krauze	(Public Governor, Workingham)
Mr. Andrew Haydon	(Staff Governor, Nursing/Midwifery)
Ms. Sally Moore	(Staff Governor, Admin & Management)
Mr. William Murdoch	(Public Governor, Southern Oxfordshire)
Mr. Paul Williams	(Public Governor, Reading)

#### In attendance

Mr. Graham Sims	(Chair of the Trust)
Mrs. Caroline Lynch	(Trust Secretary)

#### Apologies

Mr. John Bagshaw	(Public Governor, West Berkshire & Borders)
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. Clive Jones	(Public Governor, Wokingham)
Cllr. Adrian Mather	(Partner Governor, Wokingham Borough Council)
Ms. Beth Rowland	(Public Governor, Wokingham)
Ms. Bet Tickner	(Public Governor, Reading)
Prof. Carol Wagstaff	(Partner Governor, University of Reading)

#### 11/23 Declarations of Interest

There were no declarations of interests.

#### 12/23 Appointment of Non-Executive Directors

The Committee discussed the recent interview process for two Non-Executive Director as well as feedback from both the Focus Groups and Interview Panel.

The Committee noted that three candidates had attended for interview. The Committee agreed that a recommendation should be submitted to the Council to appoint Mike McEnaney with effect from 1 October 2023 and Mike O'Donovan with effect from 1 November 2023.

**Action: S Lobo**

The Chair advised that Helen Mackenzie had agreed to take on the role of Deputy Chair. The Committee supported the proposal.

**13/23 Date of Next Meeting**

It was agreed that the next meeting would be held on Wednesday 25 October 2023 at 16.00.

**SIGNED**

**DATE**

## Governors Assurance Committee

Wednesday 28 June 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. Deborah Edwards	(Partner Governor, Reading Borough Council)
Mr. Richard Havelock	(Volunteer Governor)
Mrs. Sunila Lobo	(Public Governor, Reading)
Cllr. Adrian Mather	(Partner Governor, Wokingham Borough Council)
Mr. William Murdoch	(Public Governor, Southern Oxfordshire)
Mr. Paul Williams	(Public Governor, Reading)

### In attendance

Ms. Alex Baker	(Head of Compliance)
Miss. Kerrie Brent	(Interim Corporate Governance Officer)
Mrs. Sue Hunt	(Non-Executive Director) (from minute 16/23)
Mrs. Caroline Lynch	(Trust Secretary)
Mrs. Helen Mackenzie	(Non-Executive Director) (from minute 16/23)
Mr. Peter Milhofer	(Non-Executive Director) (from minute 16/23)
Mr. Graham Sims	(Chair)
Ms. Hannah Spencer	(Deputy Chief Nurse)
Prof. Parveen Yaqoob	(Non-Executive Director) (from minute 16/23)

### Apologies

Dr. Bal Bahia	Non-Executive Director)
Cllr. Graham Bridgman	(Partner Governor, West Berkshire Council)
Mr. Martyn Cooper	(Public Governor, West Berkshire & Borders)
Dr. John Crossman	(Staff Governor, Allied Health Professionals/Scientific)
Mrs. Alice Gostomski	(Public Governor, West Berkshire & Borders)
Mr. Andrew Haydon	(Staff Governor, Nursing/Midwifery)
Mrs. Priya Hunt	(Non-Executive Director)
Mr. Clive Jones	(Public Governor, Wokingham)
Mr. Benedict Krause	(Public Governor, Wokingham)
Mr. Brian Painting	(Public Governor, Reading)
Mrs. Beth Rowland	(Public Governor, Wokingham)
Prof. Carol Wagstaff	(Partner Governor, University of Reading)

### 12/23 Declaration of Interests

No declarations of interest were noted.

### 13/23 Care Quality Commission (CQC) Well-Led Update

The Head of Compliance and Deputy Chief Nurse provided an overview of CQC, their inspection regime and the implications for Governors in relation to a Well Led inspection. The following questions were raised:

- The size of the CQC and its budget. AB clarified that the CQC directly employed around 250 members of staff. However, some clinical NHS staff were also trained to conduct two inspections a year. This provided direct learning and feedback back into organisations. The revenue budget was confirmed at £6.6m.
- How the CQC would assess the current position of the Trust in relation to the ongoing works around Estates and Facilities. AB advised that the CQC would seek assurance that the Trust had identified the risks and had processes in place to escalate risks to the Corporate Risk Register. In addition, that the Trust responded quickly and effectively ensuring that patients and staff were safe with a clear action plan to resolve the issue as well as a review carried out to identify any lessons learned.
- Clarification on the expected upcoming maternity inspection was sought as to whether this would now include a full Trust inspection given the delay. Notification had not been received of a Trust-wide inspection. However, should an inspection be planned the Trust would expect to receive early notification. It was noted that an inspection could be triggered by a raised concern.
- Whether all Governors would be interviewed by the CQC. AB confirmed that this was dependent on the reason for the inspection Governors may not be contacted at all. However, in most cases the Trust would be required to select a group for the inspectors to meet with.
- HS provided an update on the expectation of Governors and highlighted that the CQC would be looking to ensure that Governors understood their roles, the team was functioning as it should be and focusing in the right areas holding the Non-Executive Directors to account.
- A Governor queried whether there was a summary of principles across the country in relation to the challenges in Maternity. It was noted that staffing remained the highest concern nationally.

#### **14/23 Minutes for Approval: 26 April 2023 and Matters Arising Schedule**

The minutes of the meeting held on 26 April 2023 were agreed as a correct record and would be signed by the Chair.

Minutes for Approval: 25 January 2023 and Matters Arising Schedule: 07/23 (02/23) (23/22): Member Issue and Feedback: The Trust Secretary advised that a hybrid meeting at Green Park had been agreed by the Chair and Acting Chief Executive. Discussions were on-going in relation to arrangements for the AGM with the venue provider and a visit had been arranged to ensure the site was suitable.

#### **15/23 Member Issues and Feedback**

A Governor raised a concern in relation to an individual case where a member of the public had been confused by the purpose of the walk in centres in Henley, Thatcham and Bracknell. The Governor in question would provide further clarification to the Trust Secretary of the specific request to produce marketing material for awareness.

#### **16/23 Board Sub-Committee Key Issues (Group Discussions)**

The Committee formed two breakout groups, to discuss items from recent Board sub-committees.

Feedback from the discussions included:

- Governors received assurance in relation to the Trust's financial position, specifically the 2023/24 budget and the risk to the Capital Programme 2023/24 and the deficit position.

- Governors received detail on the ongoing work to identify £15m efficiency savings that remained challenged with focused bi-weekly meetings, and a strong focus on cash. Assurance was received that workforce controls had been implemented including the request for justification for any agency staff requests to improve staffing where there were shortages.
- Governors received assurance on the details of the charitable donation from HFMS Ltd to the Royal Berks Charity.
- Governors received assurance around the completion of the 'must do' CQC actions in relation to Mandatory and Statutory Training 'MAST' compliance and Mixed-Sex Accommodation (MSA) breaches.
- Assurance was received in relation to how the Trust was maintaining safe services through the industrial action.
- Detail was received on the recent pollen bomb attendance through the Emergency Department and the impact that this had on the hospital, including the good news story on how that was managed. Assurance was received on preparedness for any future events.
- Governors received assurance in relation to succession planning for senior roles as well as talent management to identify the up and coming talent within the Trust.
- Governors received assurance that work was ongoing to improve annual appraisals report rate to 90%.

### **17/23 Reflections of the Meeting**

CL led a discussion. The Committee thanked the Lead Governor for chairing the Committee as he was due to step down in September 2023.

### **18/23 Date of Next Meeting**

It was agreed that the next meeting would be held on Wednesday 25 October 2023 at 17.00

**SIGNED:**

**DATE:**

Minutes

## Membership Committee

Tuesday 25 July 2023

17.30 – 18.30

Seminar Room, Trust Education Centre, Royal Berkshire Hospital

### Present

Mr. John Bagshaw	(Public Governor, West Berkshire & Borders) (Chair)
Mr. Jonathan Barker	(Public Governor, Reading)
Mr. Richard Havelock	(Volunteer Governor)
Mr. Tony Lloyd	(Public Governor, Wokingham) (Lead Governor)
Dr. Sunila Lobo	(Public Governor, Reading)
Mr. Adrian Mather	(Partner Governor, Wokingham Borough Council)
Mr. William Murdoch	(Public Governor, Southern Oxfordshire)
Prof. Carol Wagstaff	(Partner Governor, University of Reading)
Mr. Paul Williams	(Public Governor, Reading)

### In attendance

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

### Apologies

Cllr. Deborah Edwards	(Partner Governor, Reading Borough Council)
Mrs. Alice Gostomski	(Public Governor, West Berkshire & Borders)
Mr. Clive Jones	(Public Governor, Wokingham)
Mr. Graham Sims	(Trust Chair)
Mr. Martyn Cooper	(Public Governor, West Berkshire & Borders)
Mrs. Beth Rowland	(Public Governor, Wokingham)

### 13/23 Minutes for Approval: and Matters Arising Schedule

The minutes of the meeting held on 1 June 2023 were approved as a correct record.

The Committee noted the matters arising update. All actions were completed.

### 14/23 Membership Update

The Interim Corporate Governance Officer introduced the report and highlighted that total membership was 10,101, an increase of 101 members since the last meeting. Membership remained under represented in the 16-30 age groups. However, 10 new members had been recruited between the 22-29 age group since the last meeting.

Following feedback at the last meeting, it was agreed that the Pulse magazine would return to monthly distributions from October 2023 and would include additional input specifically on Health Service Discounts available to members as well as any upcoming events, including any Royal Berks Charity events. In addition, a review as to whether a refresh of the name of the Pulse magazine had been considered. Governors were asked to put forward suggestions to aid decision making. Suggestions included heartbeat and patient record.

The Committee noted that the schedule for Governor Pulse articles for 2023/24 would be revised following Governor Elections and once changes to the Council had been confirmed. The Interim Corporate Governance Officer would contact Governors to confirm their input, and once agreed, the schedule would be circulated to the Committee. **Action: K Brent**

The Committee noted the membership figures analysis as at 18 July 2023 included a breakdown of all membership by category, age, gender and ethnicity as well as the positive membership feedback received on recent 'Our place, our progress, our people' publication that celebrated the 75<sup>th</sup> anniversary of the NHS.

### **15/23 Membership Events**

The Interim Corporate Governance Officer presented an overview of the planned event dates for 2023/24. Governors provided suggestions for future events including pain management, ageing population, cancer and diabetes.

It was noted that the Annual General Meeting had been scheduled for 20 September 2023 and the venue had now been confirmed as Green Park Conference Centre previously used for the AGM in 2021. The meeting would be held in a hybrid format provided by a procured specialist AV supplier whereby the public would be able to attend either in person or virtually. In addition, to increase public engagement and representation the Corporate Governance team had organised departments from the Trust to host welcoming stands including a Governor stand and the 'MEET PEET' team who had agreed to provide free mini health checks to those in attendance. Discussions were on-going to determine how to manage this on the day. Promotion of this would be included on any advertisements.

Following the success of membership recruitment at Reading PRIDE 2022, a stand to promote membership had been agreed jointly with the Royal Berks Charity generously funded by Ultima Business Solutions. Governors were asked to attend to sign up new members on the day.

The Interim Corporate Governance Officer had contacted both Reading College and University of Reading to consider attendance at any future events and career fairs to promote membership specifically in the 16-30 age group.

Following discussion at the last meeting the list of agreed topics of events for 2023/24 was presented.

### **16/23 Training & Development**

The Interim Corporate Governance Officer provided an overview of Governor training and development for 2023/24. It was noted that Governors had recently received a Well-Led session at Governance Assurance Committee on 28 June 2023 led by Hannah Spencer, Deputy Chief Nurse and Alex Baker, Head of Compliance provided a Care Quality Commission (CQC). The schedule for the remainder of 2023/24 included; social media, NHS finance, counter fraud, freedom to speak up, the what matters programme and patient leaders.

The Committee discussed the need for a Governor induction session. The Interim Corporate Governance Officer advised that a Governor induction session would be scheduled in October 2023 following Governor Elections and the Annual General Meeting on 20 September 2023.

**Action: K Brent**

### **17/23 Reflections of the meeting**



The Trust Secretary led the discussion. Reflections included a discussion on the location of the meeting. It was agreed that during winter months the meeting should be held virtually and in summer months in person.

The Interim Corporate Governance Officer demonstrated the new information and communications platform for Governors 'Workvivo'. It was noted that Governors would be able to find the latest news, meetings and events in the Trust, as well as access all documents whilst providing a shared space where they would be able to engage with each other. It was noted that this was due to be rolled out imminently.

The Committee thanked John Bagshaw, for his time as Chair of this Committee and welcomed the new appointed chair Richard Havelock.

**17/23 Date of the Next Meeting**

It was agreed that the next meeting would be held on Monday 16 October 2023 at 17.30.

**SIGNED:**

**DATE:**

Minutes

## Membership Committee

Monday 16 October 2023

17.30 – 18.30

Videoconference

### Present

Mr. Richard Havelock	(Volunteer Governor, Chair)
Mr. John Bagshaw	(Public Governor, West Berkshire & Borders)
Mr. Jonathan Barker	(Public Governor, Reading)
Mr. Darren Browne	(Partner Governor, Autism Berkshire)
Mr. Martyn Cooper	(Public Governor, West Berkshire & Borders)
Cllr. Deborah Edwards	(Partner Governor, Reading Borough Council)
Mr Douglas Findlay	(Public Governor, Wokingham)
Mr. Clive Jones	(Public Governor, Wokingham)
Mr Benedict Krauze	(Public Governor, Wokingham)
Mr Tom Lister	(Staff Governor: Allied Health Professionals/Scientific)
Dr. Sunila Lobo	(Public Governor, Reading) (Lead Governor)
Cllr. Alan Macro	(Partner Governor, West Berkshire Council)
Mrs. Sally Moore	(Staff Governor: Admin/Management)
Mr. James Mugo	(Public Governor, Reading)
Prof. Carol Wagstaff	(Partner Governor, University of Reading)
Mrs Miranda Walcott	(Public Governor, Buckinghamshire, Oxfordshire & Berkshire West)
Mr. Paul Williams	(Public Governor, Reading)

### In attendance

Miss. Kerrie Brent	(Interim Corporate Governance Officer)
Dr Bannin De Witt Jansen	(Head of Corporate Governance)
Mrs. Caroline Lynch	(Trust Secretary)

### Apologies

Dr Tom Duncan	(Staff Governor, Medical & Dental)
Mrs. Alice Gostomski	(Public Governor, West Berkshire & Borders)
Mr. Andrew Haydon	(Staff Governor, Nursing & Midwifery)
Mr. Adrian Mather	(Partner Governor, Wokingham Borough Council)
Mr. William Murdoch	(Public Governor, Southern Oxfordshire)
Mrs. Beth Rowland	(Public Governor, Wokingham)
Mr. Graham Sims	(Trust Chair)

### 18/23 Minutes for Approval: 25 July 2023 and Matters Arising Schedule

The minutes of the meeting held on 25 July 2023 were approved as a correct record.

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

The Committee discussed the preferred format of the Membership Committee and agreed that meetings would be held online during the Winter months in line with NHS England recommendations and face to face during the Summer months.

## 19/23 Membership Update

The Interim Corporate Governance Officer introduced the report and highlighted that a meeting had been held with the Trust's Widening Participation Officer and a list of dates for forthcoming career and other events taking place in local schools had been provided. The Membership team and Governors would be able to attend some of these events as part of the recruitment drive to increase Trust membership among the 16-29 age group. A list of dates and events would be circulated to Governors. **Action: K Brent**

Further community events aimed at the younger age group were being considered in the light of the success of Reading Pride that had resulted in 59 new members being recruited.

The Trust Secretary advised that work was ongoing with the Meet PEET and Trust Workforce teams to identify public events held in the community to increase membership in under-represented constituencies.

The Interim Corporate Governance Officer advised that the publication schedule for Pulse Magazine had been increased from quarterly to monthly editions. Two new sections on the benefits of membership and dates of Public Board of Directors and Council of Governors meetings had been added. Pulse was also available on the Trust website.

The Annual General Meeting held on 20 September 2023 had been very successful and the recording was now available on the Trust website. The minutes of the AGM would be published shortly and feedback provided by attendees would be considered in the planning of the next AGM.

A seminar on pain management was planned for November 2023 and the Membership team would liaise with Reading Public Governors in relation to hosting the event. **Action: K Brent**

A query was raised in relation to a membership event on the Virtual Ward. The Trust Secretary advised that an event had been held previously on this topic. However, it had been virtual and this did not work very well. It was agreed that should this topic be reconsidered it would need to be face to face. **Action: K Brent**

The Committee agreed that the Membership and Meet PEET teams would meet to facilitate Governor attendance at some of the Meet PEET health check events. **Action: K Brent**

The Committee agreed that the Membership team would liaise with the Chair to organise some tours of the Trust's Medical Museum for Governors. **Action: K Brent**

## 20/23 Governor Objectives

A query was raised in relation to the feasibility of using a data-driven approach to identify geographical and constituent areas of low representation in the Trust membership. The Trust Secretary advised that the Membership database already highlighted areas of low or poor representation. This was a driver for the increased investment in the Corporate Governance Team with the appointment of a Membership Officer, the development of the quarterly schedule of events and engagement with partners such as the Widening Participation Officer, Charity, Meet PEET and others. The Trust Secretary emphasised that addressing health inequalities was a core strand of the Trust strategy. Governors could seek assurance of progress made towards delivery of the strategy from Non-Executive Directors (NEDs).

A Governor raised a query in relation to increasing attendance from members of the public at Trust public board meetings. The Trust Secretary advised that Governors' support in encouraging members of the public to attend public Board of Directors' meetings was

welcomed. The Trust Secretary recommended that Governors encouraged members of the public from their constituencies and beyond to attend Council of Governors meetings as these provided an opportunity for the public to raise questions directly.

### **21/23 Membership Committee Terms of Reference**

The Trust Secretary introduced the terms of reference as part of the annual review cycle.

The Committee approved the terms of reference with no changes. It was agreed that these would be submitted to the Council for approval.

**Action: R Havelock**

### **22/23 Reflections of the Meeting**

The Trust Secretary led the discussion. It was agreed that the decision to hold Membership Committees online during winter months and face-to-face during the summer would remove the need for Governors to travel in the dark during the winter.

A suggestion was made to add text in Pulse under benefits of Trust Membership to reference the difference that Trust members could make to the Trust.

**Action: K Brent**

The Committee noted a delay in receiving meeting minutes after meetings had taken place. The Trust Secretary advised that capacity pressures within the team would be resolved once all positions had been recruited to.

A query was raised in relation to the Governor role and Trust operational matters. The Trust Secretary clarified that Governors were not involved in operational matters but were responsible for holding the Non-Executive Directors (NEDs) to account for Board performance. Governors were encouraged to attend the Governors Assurance Committee (GAC) meetings where assurance could be requested from NEDs in relation to the performance of the Trust Board.

A query was raised in relation to Governor communications. The Trust Secretary advised that a dedicated page available on the Trust's intranet site, WorkVivo, had been developed to facilitate Governor communication. Information about events and forthcoming meetings were also shared on this page. The Interim Corporate Governance Office was available to assist Governors accessing and using this page.

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

The 2024 meeting calendar was being finalised and would be circulated to Governors in due course.

**SIGNED:**

**DATE:**