



**Royal Berkshire**  
NHS Foundation Trust

# Membership Committee - 21 October 2024

MEETING

21 October 2024 17:30 BST

PUBLISHED

16 October 2024

# Agenda

Location	Date	Time		
Video Conference Call	21 Oct 2024	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: 16 July 2024 & Matters Arising Schedule	Richard Havelock	17:35	3	
4 Membership Update	Kerrie Brent	17:40	9	
5 Membership Events	Kerrie Brent	17:50	12	
5.1 Annual General Meeting Feedback Analysis 2024			-	
6 Membership Strategy Review 2021/23	Caroline Lynch	17:55	17	
6.1 Draft Membership Strategy 2024/26		18:00	-	
7 Council of Governor Objectives 2024/25	Caroline Lynch	18:10	43	
8 Membership Committee Terms of Reference	Caroline Lynch	18:20	50	
9 Governor Task & Finish Group Terms of Reference	Caroline Lynch	18:25	53	
10 Work Plan	Caroline Lynch		56	
11 Reflections of the Meeting:	Sunila Lobo		-	
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?			-	
12 Date of Next Meeting: Tuesday 11 February 2025 at 17.30			-	

Minutes

## Membership Committee

Tuesday 16 July 2024

17.30 – 18.45

Seminar Room, Trust Education Centre, Royal Berkshire Hospital

### Present

Mr. Richard Havelock	(Volunteer Governor, Chair)
Mr. John Bagshaw	(Public Governor, West Berkshire & Borders)
Mr. Martyn Cooper	(Public Governor, West Berkshire & Borders)
Mr. Benedict Krauze	(Public Governor, Wokingham)
Mr. William Murdoch	(Public Governor, Southern Oxfordshire)
Mrs Miranda Walcott	(Public Governor, Integrated Care Board) (ICB)

### In attendance

Mrs. Caroline Lynch	(Trust Secretary)
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### Apologies

Mr. Jonathan Barker	(Public Governor, Reading)
Mr. Darren Browne	(Partner Governor, Autism Berkshire)
Dr. Tom Duncan	(Staff Governor, Medical & Dental)
Cllr. Deborah Edwards	(Partner Governor, Reading Borough Council)
Mrs. Alice Gostomski	(Public Governor, West Berkshire & Borders)
Mr. Andrew Haydon	(Staff Governor, Nursing & Midwifery)
Dr. Paul Jenkins	(Partner Governor, University of Reading)
Mr. Clive Jones	(Public Governor, Wokingham)
Dr. Sunila Lobo	(Public Governor, Reading) (Lead Governor)
Cllr. Alan Macro	(Partner Governor, West Berkshire Council)
Mr. Adrian Mather	(Partner Governor, Wokingham Borough Council)
Mrs. Sally Moore	(Staff Governor: Admin/Management)
Mr. James Mugo	(Public Governor, Reading)
Mrs. Beth Rowland	(Public Governor, Wokingham)
Mr. Paul Williams	(Public Governor, Reading)

There were no declarations of interest

### 17/24 Member Issues and Feedback

The Committee noted that the event held by the Mortimer Patient Participation Group (PPG) had been well attended and thanks were expressed to the Trust's diabetes team for their time.

A query was raised as to whether the Endoscopy outpatient team were able to call patients to attend when an outpatient slot became available due to another patient not attending at short notice. It was agreed that this would be added to the governor question log. **Action: C Lynch**

A query was raised as the difficulties faced by parents of children with special needs and the challenge of waiting for long periods for their appointment due to, for example, noisy environments. The Trust Secretary advised that parents could raise the issue directly with the reception teams and request for a call when their child was ready to be seen to enable them to wait in another area.

The Committee noted that positive feedback had been received from volunteers about the voluntary service being very well run and, in particular, expressed their thanks to the Voluntary Services Manager. In addition, the Trust had recently held its annual Volunteers Supper.

#### **18/24 Minutes for Approval: 11 April 2024 and Matters Arising Schedule**

The minutes of the meeting held on 11 April 2024 were approved as a correct record.

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

#### **19/24 Membership Update**

The Trust Secretary introduced the report and highlighted that the Trust had received a new public member in the Gypsy or Irish Traveller ethnicity category. This meant for the first-time membership was represented in all ethnicity categories and should be recognised as an achievement for the Trust. In addition, two new public members had declared that they had a learning disability and physical disability. The Committee discussed the challenge of people declaring this and welcomed the update.

The Committee noted that that the current membership was 10,836; an increase of 104 members compared with figures from April 2024. The Committee noted that, as requested at the last meeting, comparison figures of membership from 2020 to 2024 had been included in the report.

In response to a query the Trust Secretary explained that the third-party company that held the Trust's membership database conducted a monthly 'data cleanse' that removed deceased members from the database.

The Committee noted the communications circulated to public members. The Trust Secretary advised that the Corporate Governance team were working closely with the Charity team to publicise fundraising events and membership events to both governors, public members and charity supporters.

#### **20/24 Membership Events including Preparations for the Annual General Meeting (AGM)**

The Trust Secretary introduced the report and highlighted the proposed events for 2024/25 as well as events for membership recruitment. The Trust Secretary highlighted that, as part of the preparations for Reading PRIDE, discussions were on-going with the Berkshire Healthcare Foundation Trust (BHFT) membership team, as Trust stands would be co-located with BHFT, in relation to signing up new members so that members of public could jointly sign up for both organisations. In 2023 several members of the public did not sign up to the Trust's membership as they had already visited the BHFT team and, assumed, we were one organisation. Governors were asked to nominate themselves to attend the PRIDE event.

**Action: Governors**

The Trust Secretary highlighted that the Royal Berks Charity Walk for Wards event was scheduled for 29 September 2024 and, again, governors were encouraged to attend as a Membership stand would be available at the event.

**Action: Governors**

The Committee discussed the events that Governors had been invited to attend or host a membership stand. It was noted that some events had not been attended by any governors. A suggestion was raised that the public Governor, West Berkshire & Borders, could be contacted at short notice by telephone to attend in the event of no other governors making themselves available. It was agreed that the Trust Secretary would advise the Corporate Governance team accordingly.

**Action: C Lynch**

The Trust Secretary highlighted that the event held by the Partner Governor, ICB, was attended by the Corporate Governance Officer only. However, this had provided an opportunity to raise awareness of the upcoming Governor elections. The Committee agreed the importance of governors attending these events to liaise with the public to sign up as new members as well as raising awareness of the role of the Governor.

The Partner Governor, ICB, agreed to provide contact details for staff that provided youth events from the three local authorities to enable the Trust to liaise on attending any planned events. **Action: M Walcott**

The Trust Secretary advised that preparations for the AGM scheduled for Monday 7 October 2024 had commenced. The venue had been confirmed for the University of Reading. Discussions were ongoing to ascertain whether tours of the Clinical Skills suite would be possible at the event. However, several stands had been confirmed for the meeting including Research and Innovation, Building Berkshire Together and the Royal Berks Charity.

The Trust Secretary advised that a hybrid facility would be available to enable members to join remotely. However, as the AGM was the start and end of governor terms, all governors were encouraged to attend in person. A Membership stand would be available at the event to enable governors to speak directly with members attending. The Partner Governor, ICB, highlighted the need to ensure neurodivergent attendees were not affected by lighting and loud hand dryers.

## **21/24 Governor Training & Development**

The Trust Secretary introduced the report that set out training and development sessions for 2024/25 including those already provided and future events.

The Trust Secretary highlighted tours provided to date included the Pharmacy Department, Building Berkshire Together and there was an opportunity to see the Medical Museum at the staff open day. A private tour for Governors would be arranged. **Action: C Lynch**

A tour of the Clinical Skills Suite, as discussed earlier in the meeting, would hopefully be available for the AGM. The next planned tour would be the Rapid Response Laboratory and details would be available in the future.

The next training sessions included Understanding the Integrated Performance Report (IPR), NHS Finance and Patient Experience/Patient Leaders. The Committee suggested that a session on Physicians Associates and Digital would be useful as these were both topical issues. The Trust Secretary agreed to look to arrange these. **Action: C Lynch**

The Committee discussed the recent Governor Focus Conference held in July 2024. Those Governors that had attended had found the session had been extremely useful. It was agreed that materials from the day would be circulated to all Governors. **Action: C Lynch**

The Committee discussed the recent email communication distributed to governors regarding the event and the two main points raised. The Trust Secretary advised that a meeting had been scheduled with the Governor advisor at NHS Providers to clarify where the messaging came from as Governors moving away from the supervision of the Trust Secretary was not aligned to good governance. The Trust Secretary further explained that her counterparts at all NHS Trusts would all have some form of responsibility, as Secretary to the Council, to both support and advise governors. In particular, in relation to Governors wishing to implement new initiatives. The Committee agreed that they would like to explore incorporating some of the

initiatives, such as those from Northamptonshire Healthcare NHS Foundation Trust in relation to governor pledges. The Trust Secretary suggested that a Task & Finish Group could be set up to consider new initiatives/ways of working to develop proposals for consideration by the Council. The Committee agreed this would be useful. The Terms of Reference for the Group would be developed and circulated to Governors for review. **Action: C Lynch**

In response to a query regarding some trusts allowing Governors to attend Board Committees in order to judge the performance of Non-Executive Directors (NEDs), the Trust Secretary advised that this had been suggested previously by Governors and the Board had concluded that this was not appropriate and would hinder discussion with observers being present. In addition, NHS Providers had not changed their stance and confirmed that they did not encourage Governors attending Board Committees even through some trusts had implemented this.

The Committee advised that Governors were asked to provide input to Non-Executive Director appraisals, and this was difficult to do without attending Board Committees. The Trust Secretary highlighted that Governor feedback was sought for NED appraisals. However, this was a local arrangement only and a change of process in relation to this could be implemented. The Trust Secretary confirmed that this topic could be re-visited as part of an initiative from the Task & Finish Group. **Action: C Lynch**

#### **22/24 Membership Strategy Review 2021/23 and Draft Membership Strategy 2024/26**

It was agreed that this item would be deferred for discussion at the next meeting.

#### **23/24 Council of Governor Objectives 2024/25**

It was agreed that this item would be deferred for discussion at the next meeting.

#### **24/24 Work Plan**

The Committee noted the work plan.

#### **25/24 Date of the Next Meeting**

It was agreed that the next meeting would take place on Monday 21 October 2024 at 17.30.

**SIGNED:**

**DATE:**

## Membership Committee Matters Arising Schedule

## Agenda Item 2

Date	Minute Ref	Subject	Matter Arising	Owner	Update
16 July 2024	17/24	Member Issues and Feedback	A query was raised as to whether the Endoscopy outpatient team were able to call patients to attend when an outpatient slot became available due to another patient not attending at short notice. It was agreed that this would be added to the governor question log.	C Lynch	Completed: Response provided and added to the governor question log.
16 July 2024	20/24	Membership Events including Preparations for the Annual General Meeting (AGM)	Governors were asked to nominate themselves to attend the PRIDE event.	Governors	Only one Governor attended the PRIDE event.
16 July 2024	20/24	Membership Events including Preparations for the Annual General Meeting (AGM)	The Trust Secretary highlighted that the Royal Berks Charity Walk for Wards event was scheduled for 29 September 2024 and, again, governors were encouraged to attend as a Membership stand would be available at the event.	Governors	Due to the lack of Governors nominating themselves as well as the lack of capacity in the Corporate Governance team the Trust decided not to attend the event.
16 July 2024	20/24	Membership Events including Preparations for the Annual General Meeting (AGM)	A suggestion was raised that the public Governor, West Berkshire & Borders, could be contacted at short notice by telephone to attend in the event of no other governors making themselves available. It was agreed that the Trust Secretary would advise the Corporate Governance team accordingly.	C Lynch	Noted.
16 July 2024	20/24	Membership Events including Preparations for the Annual General Meeting (AGM)	The Partner Governor, ICB, agreed to provide contact details for staff that provided youth events from the three local authorities to enable the Trust to liaise on attending any planned events.	M Walcott	Completed.
16 July 2024	21/24	Governor Training & Development	The Trust Secretary highlighted tours provided to date included the Pharmacy Department, Building Berkshire Together and there was an opportunity to see the Medical Museum at the staff open day. A private tour for Governors would be arranged.	C Lynch	A tour with the Medical Museum is outstanding. However, the Trust was in the process of organising a tour of the Clinical Skills Suite, University of Reading.

<b>Date</b>	<b>Minute Ref</b>	<b>Subject</b>	<b>Matter Arising</b>	<b>Owner</b>	<b>Update</b>
16 July 2024	21/24	Governor Training & Development	The next training sessions included Understanding the Integrated Performance Report (IPR), NHS Finance and Patient Experience/Patient Leaders. The Committee suggested that a session on Physicians Associates and Digital would be useful as these were both topical issues. The Trust Secretary agreed to look to arrange these.	C Lynch	A training session for Understanding the Integrated Performance Report (IPR) as well as Improving Together was held on 23 September 2024. The next session was scheduled for 21 October and related to the Trust Strategy Refresh. Over the course of the coming months the sessions would look to include NHS Finance, Patient Experience/Patient Leaders, Physicians Associates and Digital.
16 July 2024	21/24	Governor Training & Development	The Committee discussed the recent Governor Focus Conference held in July 2024. Those Governors that had attended had found the session had been extremely useful. It was agreed that materials from the day would be circulated to all Governors.	C Lynch	Completed.
16 July 2024	21/24	Governor Training & Development	The Trust Secretary suggested that a Task & Finish Group could be set up to consider new initiatives/ways of working to develop proposals for consideration by the Council. The Committee agreed this would be useful. The Terms of Reference for the Group would be developed and circulated to Governors for review.	C Lynch	Included as agenda item.
16 July 2024	21/24	Governor Training & Development	The Committee advised that Governors were asked to provide input to Non-Executive Director appraisals, and this was difficult to do without attending Board Committees. The Trust Secretary highlighted that Governor feedback was sought for NED appraisals. However, this was a local arrangement only and a change of process in relation to this could be implemented. The Trust Secretary confirmed that this topic could be re-visited as part of an initiative from the Task & Finish Group.	C Lynch	On-going: To be discussed as part of the Task & Finish Group once established.



<b>Title:</b>	<b>Membership Update</b>
<b>Agenda item no:</b>	4
<b>Meeting:</b>	Membership Committee
<b>Date:</b>	21 October 2024
<b>Presented by:</b>	Caroline Lynch, Trust Secretary
<b>Prepared by:</b>	Kerrie Brent, Corporate Governance Officer

<b>Purpose of the Report</b>	This report sets out the changes in membership figures since the last Committee meeting. Total membership now stands at 10,819 that is a decrease of 17 members since the last meeting.
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<b>Report History</b>	N/A
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<b>What action is required?</b>	
Assurance	
Information	To note the report
Discussion/input	
Decision/approval	

## 1 Membership Figures

1.1 Current membership is 10,819 that is an decrease of 17 members compared with the figures from July 2024.

1.2 The Trust currently has;

- (a) 3,620 public members (increase of 45 members)
- (b) 435 volunteer members (increase of 26 members)
- (c) 6,764 staff members (decrease of 88 members)

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

<b>Public Constituencies</b>	<b>No of Members</b>
East Berkshire and Borders	837
Reading	1040
South Oxfordshire	178
West Berkshire and Borders	584
Wokingham	870
Out of Trust Area	21
Not Specified	90
<b>Total</b>	<b>3,620</b>

## **2 Membership Representation**

- 2.1 Membership remains under represented until we reach the 30+ age groups. However, since the last meeting the Trust received 15 new public members under the age of 30; 8 of these were aged 16.
- 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 There were 4 public leavers since the last meeting. All of whom were 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 on 16 July 2024, the following editions were circulated to public members;  
**July 2024** - the edition was sent to 2,107 public members with a valid email address. 42% of recipients opened the magazine link. 6% higher than in the previous edition.  
**August 2024** – unfortunately no edition was circulated in August due to capacity issues within the team.  
**September 2024** - the edition was sent to 2,135 public members with a valid email address. 46% of recipients opened the magazine link. 4% higher than in the previous edition.
- 3.3 The next issue is due to be circulated in October 2024.
- 3.4 Since the meeting on 11 April 2024, the following other communications were circulated to public members;  
**September** – Annual General Meeting; the notification of the event was sent to 2,150 public members with a valid email address. 61% of recipients opened the link.

## **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 1 – Membership figures & analysis as at 16 October 2024.**

	Public	Staff	Volunteers	TOTAL
<b>TOTAL MEMBERSHIP</b>	<b>3,620</b>	<b>6,764</b>	<b>435</b>	<b>10,819</b>
<b>Age</b>				<b>TOTAL</b>
0-16	12	0	0	12
17-21	48	47	69	164
22+	3,227	6,717	366	10,310
Not stated	243	0	0	243
<b>TOTAL</b>	<b>3,620</b>	<b>6,764</b>	<b>435</b>	<b>10,819</b>
<b>Age 22+ breakdown</b>				<b>TOTAL</b>
22-29	89	1074	40	1,203
30-39	299	2149	36	2,484
40-49	455	1549	49	2,053
50-59	560	1334	51	1,945
60-74	986	596	126	1,708
75+	838	15	64	917
<b>TOTAL *does not include Not stated or Age 0-21</b>	<b>3,317</b>	<b>6,717</b>	<b>366</b>	<b>10,400</b>
<b>Gender</b>				<b>TOTAL</b>
Unspecified	186	0	0	186
Male	1,533	1,633	134	3,300
Female	1,811	5,131	301	7,243
<b>TOTAL</b>	<b>3,620</b>	<b>6,764</b>	<b>435</b>	<b>10,819</b>
<b>Ethnicity</b>				<b>TOTAL</b>
White - English, Welsh, Scottish, Northern Irish, British	2,680	2,524	112	5,316
White - Irish	35	106	3	144
White - Gypsy or Irish Traveller	1	0	0	1
White - Other	114	555	9	678
Mixed - White and Black Caribbean	18	32	1	51
Mixed - White and Black African	10	25	0	35
Mixed - White and Asian	17	41	0	58
Mixed - Other Mixed	25	57	2	84
Asian or Asian British - Indian	121	637	23	781
Asian or Asian British - Pakistani	64	146	7	217
Asian or Asian British - Bangladeshi	4	28	3	35
Asian or Asian British - Chinese	16	68	3	87
Asian or Asian British - Other Asian	55	575	9	639
Black or Black British - African	78	505	3	586
Black or Black British - Caribbean	26	99	2	127
Black or Black British - Other Black	4	34	2	40
Other Ethnic Group - Arab	0	0	0	0
Other Ethnic Group - Any Other Ethnic Group	27	245	5	277
Not stated	235	1,065	251	1,551
<b>TOTAL</b>	<b>3,620</b>	<b>6,742</b>	<b>435</b>	<b>10,797</b>

<b>Title:</b>	<b>Membership Events</b>
<b>Agenda item no:</b>	5
<b>Meeting:</b>	Membership Committee
<b>Date:</b>	21 October 2024
<b>Presented by:</b>	Caroline Lynch, Trust Secretary
<b>Prepared by:</b>	Kerrie Brent, Corporate Governance Officer

<b>Purpose of the Report</b>	To provide an update on Membership events for 2024/25.
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<b>Report History</b>	n/a
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<b>What action is required?</b>	
Assurance	
Information	To note the report
Discussion/input	
Decision/approval	

## 1 Annual General Meeting 2024

- 1.1 The Annual General Meeting took place on the 7 October 2024 at the University of Reading. The meeting was held in a hybrid format. Circa 100 people attended including members, governors and members of the public. This is an increase of circa 25 members compared to attendance in 2023. There was an opportunity for members to meet governors prior to the presentation as well as a number of stands to highlight Research and Development, the Royal Berks Charity, Building Berkshire Together, and 'Meet PEET'. The Chair also provided a question and answer session for members during the meeting.
- 1.2 The meeting was recorded and has been made available to the public on the Trust website. The minutes of the meeting are yet to be published.
- 1.3 Overall, the meeting was a success and feedback from attendees has been analysed and can be found in appendix 1.

## 2 Other Events

- 2.1 The Committee is asked to note that 12 new members were recruited at Reading PRIDE 2024.

## 3 Proposed Events in 2024/25

- 3.1 The list of events for 2024/25 are below as agreed at the meeting in February 2024. Discussions are on-going in relation to an NHS Manage and Prevent: Diabetes event. It is not confirmed yet when this will be held.

Agreed list of events for 2024/25	Annual General Meeting (Hybrid) (regulatory)
	Surgical Robots (Face to Face)
	Introducing Brainomix into the NHS (Face to Face)
	NHS Manage and Prevent: Diabetes (Virtual)
	Maternity (Virtual)

	Autism Awareness (Virtual)
	Virtual Wards (Face to Face)

3.2 The list of events for membership recruitment for 2024/25 are below as agreed at the meeting in February 2024.

Agreed list of events for 2024/25	Reading PRIDE
	Reading College Career's Fair
	Speech and Language Therapy Fair, UoR
	Introduction to Medicine Day, RBFT
	Walk for Wards
	Reading Half Marathon Volunteering
	South Reading Community Hub

3.3 Since the last meeting, Governors were invited to attend or host a membership stand to promote and recruit new members at the following events:

Reading PRIDE		Event attended by one Governor.
Walk for Wards		This event was unattended due lack of nominated governor attendance as well as lack of capacity in the Corporate Governance team.

#### 4 Conclusion

4.1 The Committee is asked to **NOTE** the report

#### 5 Attachments

5.1 Appendix 1: 2024 Annual General Meeting feedback analysis

**Agenda Item 5 - Appendix 2**

**Annual General Meeting 2024 – Feedback Analysis**

**Summary**

The feedback form was circulated to 98 people. Of that, 21 responses were received and the analysis is provided as below:

1. Did you attend via webinar or in person?

Webinar	29%
In Person	52%
Other	19%

**Analysis – Overall of the attendees that responded they mainly attended the event ‘In Person’**

2. How informative did you find the following?

Presentation	Very	Quite	Not at all
Chairman	68.4%	31.6%	0%
Chief Executive	89.5%	10.5%	0%
Chief Finance Officer	75%	25%	0%
Lead Governor	55%	35%	10%

**Analysis – Overall of the attendees that responded they found the presentations ‘very’ informative**

3. Overall, how useful was this members’ meeting to you?

Category	Response
Extremely Useful	45%
Somewhat Useful	50%
Not at all useful	5%

**Analysis – Overall of the attendees that responded they found the meeting somewhat useful**

4. Did you have difficulties finding/accessing the venue?

Yes	14% (18)
No	86% (3)
The responses included:	Two related to the distance of the car park from the venue One related to a specific individuals access to the webinar

**Analysis – Overall, of the attendees that responded they did not find have difficulty finding or accessing the venue**

5. Where do you live?

Reading	Newbury	South Oxfordshire	Wokingham	East Berkshire
9	4	1	3	1

Other	2
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**Analysis - The majority of attendees that responded were from the Reading constituency**

6. Are you a member of the public, staff or governor?

Staff	8 (38%)
Public	9 (43%)
Governor	4 (19%)

**Analysis - The majority of attendee's that responded were public attendees.**

7. Where did you hear about this meeting?

A summary of responses has been provided below:
Trust communications
Notified as a member of the Trust
Asked to attend to represent Trust department
Workvivo & Manager
Trust email
GP Surgery - PPG member
Trust website
I received an email and it was advertised on Next Door
Linkedin

**Analysis - The majority of attendees that responded heard about the meeting via an email to them from the Trust via Communications or as a Member.**

8. Would you attend this event next year?

Yes	20 (95%)
No	1 (5%)

**Analysis - The majority of attendees that responded would attend again next year.**

9. How could we improve next year?

- Personally encourage members of the public to attend, so not mainly governors & council officials.
- Perhaps have someone booking people in inside the room itself to prevent any latecomers disrupting the meeting.

- It's always better when there is an interesting presentation on advances in the treatment of a medical speciality or some original research.
- It would be good to have a quantitative picture of the main work streams of the Trust.
- I preferred it when the annual meetings were held in the RBH grounds
- More notice
- More visual illustration of the various projects. e.g. what the new urology block will look like both externally and internally and the time line
- Webinar - Often couldn't see the presentation that was being discussed, they were eventually shown on the screen, but a time lag - sometimes the microphones were not picking up the speaker fully

**Analysis – The majority people who responded suggested improvements related to the content provided in presentations.**

10. Do you have any other feedback for us?

- More representation on displays of work going on around the Trust.
- If the public want a say on how the Trust develops the site /rebuild they need to attend & share their opinions in the proper way or risk not being heard.
- A copy of the recording of the meeting would be helpful.
- Users of a microphone should hold it close enough to their mouth to make it effective.
- RBH is close to my heart, I worked there for 33yrs. It is good to know it is being very well managed and remains one of the best DGHs in the country. Well done everyone.
- Signing up to the Webinar was not very clear. Visual access wasn't 100% when members of the audience were asking questions. Likewise, the sound, e.g. the roving mikes weren't switched up immediately so not all of the question was heard.
- Good and interesting - thank you
- It would be great for the staff to introduce who they are before they answer public's question

**Overall analysis – Other suggested feedback related to sounding/technical issues experienced by webinar joiners along with positive reflections of the meeting.**



<b>Title:</b>	<b>Membership Strategy Update</b>
<b>Agenda item no:</b>	6
<b>Meeting:</b>	Membership Committee
<b>Date:</b>	21 October 2024
<b>Presented by:</b>	Caroline Lynch, Trust Secretary
<b>Prepared by:</b>	Kerrie Brent, Corporate Governance Officer

<b>Purpose of the Report</b>	<p>To provide an update on progress against the Membership Strategy objectives</p> <p>To recommend to the Council of Governors that the objectives are carried forward to 2024/26 following the Covid pandemic during 2020/21 and staff vacancies preventing further progression.</p>
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<b>Report History</b>	n/a
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<b>What action is required?</b>	The Committee is asked to recommend that the Council of Governors approve the carry forward of the objectives to 2021/22,						
Assurance		Information		Discussion/input	✓	Decision/approval	✓

## 1 Background

1.1 The Trust Membership strategy was approved by the Council of Governors in September 2021 and confirms our overall ambition of increasing the active engagement with existing Members as well as increasing the representativeness of our overall membership.

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

### 1.2.1 Membership Representation:

- To maintain and develop a Membership that is representative of the Constituencies that the Trust serves.
- Increase the Membership of Black and Minority Ethnic (BAME) and young people.

### 1.2.2 Membership Events:

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

### 1.2.3 Communication:

- To build and develop good communication and interaction between the

Council of Governors and Trust Members.

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

**1.2.4 Staff Engagement:**

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

**2 Recommendation**

- 2.1 The Committee is asked to review the Council's progress against objectives set out in the Membership Strategy Attachments and provide feedback and set objectives for the draft Membership Strategy for 2024/26.

**3 Attachments**

- 3.1 The following is attached to this report:
- (a) Appendix 1 – Membership Strategy Objectives 2021/23
  - (b) Appendix 2 – Draft Membership Strategy 2024/26

Objective	Methods	Outcomes
<b><i>Membership Representation</i></b>		
To maintain and develop a Membership that is representative of the Constituencies that the Trust serves.	Encouraging Governors, both public, partner, volunteer and staff Governors, to recruit Members when attending events outside the Trust.	On-going.
	Encouraging Members to share the Pulse magazine and information on Membership events with their family, friends and local community contacts.	On-going.
	Utilising social media such as the Trust's Website, Facebook, and Twitter to communicate the benefits of being a Member.	The Trust currently utilises all social media platforms to engage with members as well as the membership database. The Trust website was refreshed to provide a more user friendly format for potential members to find out about Trust membership.
	Membership forms to be available in all appropriate areas of the Trust.	The Trust Membership form was updated in June 2023 following feedback from Reading PRIDE.
	Recruiting new Members at Trust Open Days, Job Fairs, Royal Berks Charity events, public and patient involvement events and via Hospital Radio Reading.	On-going.
	Human Resources will look into the possibility of updating the staff exit questionnaire to include asking staff if they would like to be a Member if they leave the Trust to contact the Corporate Governance Team.	Not yet achieved.

Objective	Methods	Outcomes
Increase the Membership of Black and Minority Ethnic (BAME) and young people.	Providing Membership forms to local sixth forms, colleges and Universities to distribute at their Open Days.	The Trust Membership form has been provided to the Trust's Widening Participation Officer who regularly takes them to schools and sixth form events as well as attendance at local college open days/careers events.
	Contacting local Universities to attend Fresher's week to promote Membership to young people moving to the local area.	Not yet achieved.
	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.	Not yet achieved.
	A younger Member's programme would be established and incorporate receiving emails regarding jobs and careers six times a year as well as training and education seminars which would be specifically targeted at younger Members including talks about ED, sexual health, maternity and paediatrics.	Not yet achieved.
	The BAME staff forum at the Trust would be contacted to ask if they could engage with contacts in the local Community to promote the benefits of being a Member.	The Trust secretary has approached the Lead Nurse – Integrated Medicine A at the Trust to promote membership at the Ethnic Minority Network going forward.
	The Partner Governor for the Alliance for Cohesion and Racial Equality would be contacted to see if there are any events that Governors could attend.	The Partner Governor for Alliance for Cohesion and Racial Equality stood down as a Governor in August 2023 due to lack of engagement.
	The Partner Governor for the University of Reading would lead on hosting a stand at the University's Fresher's week to promote membership of the Trust and the work of the Council of Governors.	Not yet achieved

Objective	Methods	Outcomes
<b>Membership Events</b>		
Membership events will continue to be held in each of the Trusts constituencies and where possible at spoke site in order to reduce costs.	<p>Membership events for 2020 are set out below.</p> <ul style="list-style-type: none"> <li>• February 2020 – University of Reading</li> <li>• April 2020 – Autism Awareness</li> <li>• June 2020 – British Heart Foundation</li> <li>• July 2020 – AGM</li> <li>• August 2020 – Advances in Elderly Care</li> <li>• September 2020 – Trust Open Day</li> <li>• October 2020 - Breast Cancer Awareness</li> <li>• July 2022 - Virtual Outpatients Appointments</li> <li>• October 2022 – AGM</li> <li>• November 2023 – Pain Management</li> </ul>	<p>Achieved Remaining events paused due to Covid.in 2020/2021</p> <p>Achieved</p> <p>Achieved Achieved</p>
	There is an increased attendance by staff and public Members at events which are held in Trust spoke sites. Figures of attendance would be reported to the Membership Committee to monitor.	Membership events for 2020 were not held due to Covid restrictions.
	Membership events in November and February are held in the day time in 2018/19 and attendance figures, being compared with that of the previous year, have increased.	
To encourage partnership working for Governors and Members to attend events run by the Trust,	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.	On-going.
	A toolkit would be developed that Governors could take with them when attending groups they are involved with in the local Community. This toolkit	Achieved. Generic presentation is available and the membership leaflet has been updated.

Objective	Methods	Outcomes
Communities, local Partnership working and the Royal Berks Charity.	would include a generic presentation, a leaflet about the benefits of being a Member and Membership application forms.	
	The Royal Berks Charity holds a number of events which Governors could attend to promote the work of the Council of Governors and the benefits of being a Member of the Trust. Events by the Charity can be viewed by visiting the Trust Website: <a href="#">Join an event - Royal Berks Charity</a>	The Trust Secretary and Director of Communications have agreed to work closely going forward to ensure both membership events and charity events are co-ordinated and shared across both audiences.
	Berkshire Healthcare Foundation Trust (BHFT) run a number of Membership and recruitment events in the year and the Trust could approach BHFT to ask if they would like to plan a joint event and allow us to attend other external events.	A joint event was scheduled for November 2019, however, BHFT withdrew.
	The Trust runs a number of recruitment days to engage with potential new staff Members. Membership information would be provided to staff who facilitate the recruitment day.	The Corporate Governance Team has made contact with the recruitment team to ensure that membership forms are available at recruitment days.
	The Widening Participation Officer for the Trust is in contact with local schools and colleges and there are a number of events planned which Governors could attend to raise awareness of the role of Governors and Membership.	On-going. However, a number of events planned at schools are below the age of 16.
<b>Communication</b>		
To build and develop good communication and interaction between the Council of	Governors will continue to host events in their constituency and all Governors are encouraged to attend as many Membership events as possible.	On-going.
	The continuation of a 'meet your Governor' session prior to each Membership event. which would allow Governors to interact individually with a number of Members, inform them of developments at the Trust,	On-going.

Objective	Methods	Outcomes
Governors and Trust Members.	the benefits of Membership, the role of the Council of Governors and any vacancies.	
	A greater emphasis will be placed on making Governors more visible to Members of the Trust. A video will be created where Governors would have the opportunity to introduce themselves to Members, talk about their role as a Governor and why they became a Member of the Trust.	In progress. Governor biographies and photographs were being progressed for publishing on the Trust website.
	Thought should also be given as to whether we would want to contact Members to ask if anyone would be interested in a video to talk about what made them become a Member.	Not yet achieved.
	A welcome email will be sent to new Members Joining the Trust confirming their membership, along with an information sheet about the Council of Governors and a list of Governors/Trust Contact emails.	The Corporate Governance Team is reviewing the information sent to new members.
To refresh the Trust Pulse Magazine and ensure appropriate information is shared with Members that is relevant to what	The Trust has a magazine, Pulse, which is circulated to Members three times a year. A new platform for the magazine is currently being sought to refresh and update the look of the magazine.	Achieved. The Pulse magazine content has been refreshed as well as the frequency from quarterly to monthly. and has seen increased viewership and interest from members and staff. The Membership Committee is updated every meeting on the viewership statistics of Pulse.
	The Trust will increase the number of times the magazine is circulated to keep Members up to date on information that is relevant to what is happening at the time. It is also noted that the Pulse magazine	Achieved. Pulse is circulated every month by email to Trust members and published on the Trust website and has been made more user-friendly.

Objective	Methods	Outcomes
is happening in the Trust.	is a comprehensive document which if refreshed would be more email-user friendly.	
	The Trust will look at pre-engagement opportunities to promote being a Member to young people that are not currently eligible to apply to be a Member as they are not 16+. One opportunity the Trust could utilise is promoting a competition for young people to rename the Pulse magazine which could be advertised at a specific year group in a school and also sixth forms and colleges.	Not yet achieved.
	Members will have the opportunity to take part in surveys which are relevant to what is happening in the Trust.	On-going.
	A yearly Members Communication survey will be circulated to make sure the Trust is meeting the needs of the Members and keeping Members informed on information that is important to them.	Not yet achieved.
<b>Staff Engagement</b>		
To provide opportunities for staff to become more actively engaged as Members.	Staff and volunteers will be actively encouraged to take on an active role in involving themselves in Membership activities. They will receive the same communications and opportunities to be involved as public Members. The Voluntary Services Manager will be asked to cascade information to all Volunteers.	All information about Trust membership events is circulated internally.



Objective	Methods	Outcomes
	<p>Information will be circulated to staff and volunteers to keep them informed on Membership events, in addition to receiving:</p> <p>1.)A copy of the Pulse magazine to keep them up to date with what is happening in different parts of the hospital.</p> <p>2.)Membership application forms would be electronically circulated to all new staff Members and volunteers that join the Trust to pass onto friends and family.</p>	<p>Membership events, Pulse magazine and Governor vacancies are routinely cascaded through internal communications.</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 Secretary has agreed to publicise Pulse via the Voluntary Services Manager. It is proposed that current Staff Governors meet up to discuss ways in which to highlight membership to their colleagues.</p>
	<p>The Membership page on the Trust intranet will be kept up to date with relevant information about current Membership events and Staff and volunteer Governor vacancies.</p>	<p>Achieved.</p>
	<p>As noted in objective three; the Trust will hold Membership events at spoke sites to enable staff and volunteers to have the opportunity to attend if they are not based at the Royal Berkshire Hospital site.</p>	<p>The Trust is looking at hosting events in the community to target both staff and our public members.</p>
	<p>The Chief Executive will continue to promote the Annual General Meeting and Members' Open Day at monthly Team Briefs.</p>	<p>On-going. The Chief Executive continues to promote all membership events such as the AGM at monthly all staff briefings.</p>

Objective	Methods	Outcomes
To increase representation of staff as Governors	Email specific work groups that have vacant Governor seats to make them aware of the vacancy.	The Trust currently has 4 of the 5 staff Governors in post. Work is on-going to fill the remaining 1.
	Information about governor vacancies to also be cascaded down from Care Group Directors and managers to show support for their staff member being a Governor.	Information about Governor vacancies is regularly cascaded to relevant areas and care groups.
	A leaflet could be developed by Governors to show how through their representation on the Council of Governors, staff will have a greater voice to develop ways of working that reflect patients' needs and priorities. Staff will be encouraged get involved to make a real impact on local health provision and service design.	'Could you be a Governor' information leaflet has been updated and shared that includes how Governors will have a greater voice to develop ways of working that reflect patients' needs and priorities.



Royal Berkshire  
NHS Foundation Trust

# Membership Engagement Strategy

2024 - 2026

Compassionate Aspirational Resourceful Excellent



# Contents

Introduction

Current Position

Our Membership Objectives

Strategy Action Plan

Measuring success and continuous  
learning



# Introduction

As a Foundation Trust we are accountable to our **local communities**, our **patients** and **staff**, who enable us to listen to what matters most to **people** in our decision-making.

Members are represented by a Council of Governors comprising of elected public and staff Members together with representatives of partner organisations, local authorities and Commissioners in the local community.

A representative and engaged Membership will help our Trust to continue to maximise its potential as a Foundation Trust and is an important objective for the Council of Governors.

This strategy outlines the Trust's vision for Membership over the period 2024 – 2026. It sets out the methods that will be used to identify and build an effective, responsive and representative Membership body that will assist in ensuring our Trust is fit for its future in the changing NHS environment.

# Our Position

As a Trust we currently have **10,837** Members who are able to contribute to how the Trust's services are run everyday.

Our constitution sets out the eligibility for our Membership. Every member is either a member of one of the public constituencies or a member of one of the classes of the staff constituency:

## Public:

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

As well as, Partner Governors from

## Staff:

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



# Our Statistics



Over **7,000**  
Staff Members



Over **3,000**  
Public Members



Serving a community of  
over

**500,000**

# Our Membership Objectives



## DEVELOP A MEMBERSHIP THAT IS REPRESENTATIVE OF OUR DIVERSE COMMUNITIES & YOUNG PEOPLE

As a Foundation Trust we continue to welcome new members for all constituencies and age groups but our main focus for recruitment during the next two years will be increasing the membership that is representative of our diverse communities and ensuring membership is reflective and representative by targeted recruitment drives for the age groups 16-30.



## INCREASE MEMBERSHIP PROMOTION AND ATTENDANCE

We want to encourage engagement and wider participation by welcoming anyone who wishes to attend to events with the focus on ensuring events target all audience types as well as encourage partnership working for events run by the Trust, Communities, local partnerships and the Royal Berks Charity including joint run events; and to encourage interaction at system-wide engagement events.



## TO IMPROVE THE QUALITY OF ENGAGEMENT AND COMMUNICATION WITH MEMBERS

We recognise that we want a more engaged and active membership. Improving the quality of our engagement with our members is therefore a key priority. We want to develop good communication and interaction between the Council of Governors, the Trust and Trust Members as well as develop our Membership magazine content ensuring it is relevant and interactive.



## TO ENCOURAGE ENGAGEMENT AND PROVIDE OPPORTUNITIES FOR STAFF AND VOLUNTEERS

As a Foundation Trust we recognise that an important part of our Membership is our staff and volunteer Members. We would like to continue to actively encourage and provide opportunities for staff and volunteers to become more actively engaged as Members in activities by developing our communication and visibility and in turn increase representation of staff and volunteers as Governors.



# Develop a membership that is representative of our diverse communities and young people

As a Foundation Trust we continue to welcome new members for all constituencies and age groups but our main focus for recruitment during the next two years will be increasing the membership that is representative of our diverse communities and younger people, and in turn enabling wider representation on our Council of Governors.

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

1. **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.
2. **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.
3. **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.
4. **A younger Member's programme** would be established and incorporate
  - Receiving emails regarding jobs and careers six times a year
  - Training and education seminars which would be specifically targeted at younger Members including talks about ED, sexual health, maternity and paediatrics.

# Increase membership promotion and attendance

To encourage engagement and wider participation by welcoming anyone who wishes to attend to events with the focus on ensuring events target all audience types as well as encourage partnership working for events run by the Trust, Communities, local partnerships and the Royal Berks Charity including joint run events; and to encourage interaction at system-wide engagement events.

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

1. **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.
2. **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.
3. **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.

# Improve the quality of engagement and communication with Members

We recognise that we want a more engaged and active membership. Improving the quality of our engagement with our members is therefore a key priority. We want to develop good communication and interaction between the Council of Governors, the Trust and Trust Members as well as develop our Membership magazine content ensuring it is relevant and interactive.

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

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.

# To encourage engagement and provide opportunities for staff and volunteers

As a Foundation Trust we recognise that an important part of our Membership is our staff and volunteer Members. We would like to continue to actively encourage and provide opportunities for staff and volunteers to become more actively engaged as Members in activities by developing our communication and visibility and in turn increase representation of staff and volunteers as Governors.

1. **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.
2. The Trust will look to encourage more staff and volunteers to **talk to other Members about the work they are involved with at the hospital** through informative and engaging presentations at Membership events.
3. **The Trust will hold Membership events at spoke site** to enable staff and volunteers to have the opportunity to attend if they are not based at the Royal Berkshire Hospital Reading site.

Staff are a valuable resource to the NHS, not only does every staff member make a difference to the health of the local population but they also make valuable contributions to steering the organisation's direction by getting involved in services and generating plans for the future.

# Strategy Action Plan

The following action plan sets out how the vision and objectives set out in our Membership Strategy 2024–2026 will be delivered. This will be reported to Council of Governors.

Objective	Aim	Actions to deliver the objective
<b>Objective 1:</b> Develop a membership that is representative of our diverse communities and young people.		
	Monitoring and evaluating	

# Strategy Action Plan

Objective	Aim	Actions to deliver the objective
<b>Objective 2:</b> Increase membership promotion and attendance		
Monitoring and evaluating		

# Strategy Action Plan

Objective	Aim	Actions to deliver the objective
<b>Objective 3:</b> Improve the quality of engagement and communication with Members		
	Monitoring and evaluating	

# Strategy Action Plan

Objective	Aim	Actions to deliver the objective
<b>Objective 4:</b> To encourage engagement and provide opportunities for staff and volunteers		
Monitoring and evaluating		





**“Shape how hospital services are delivered.”**



**Royal Berkshire**  
NHS Foundation Trust



Royal Berkshire  
NHS Foundation Trust

# Membership Engagement Strategy

Corporate Governance

June 2024



<b>Title:</b>	<b>Council of Governors Objectives</b>
<b>Agenda item no:</b>	7
<b>Meeting:</b>	Membership Committee
<b>Date:</b>	21 October 2024
<b>Presented by:</b>	Caroline Lynch, Trust Secretary
<b>Prepared by:</b>	Kerrie Brent, Corporate Governance Officer

<b>Purpose of the Report</b>	To provide a comparison of statutory and non-statutory Council of Governor objectives for review.
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<b>Report History</b>	Membership Committee: 11 April 2024
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<b>What action is required?</b>	The Committee is asked to agree and recommend the Council of Governors Objectives for 2024/25.				
Assurance	Information	Discussion/input	✓	Decision/approval	✓

## 1 Background

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

## 2 Council Objectives 2024/25

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

2.2 At the last meeting, it was agreed that a comparison of statutory and non-statutory Council of Governors objectives would be provided to aid a discussion and to agree whether the recommended objectives for 2024/25 were achievable. The comparison is set out in Appendix 1.

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

## 3 Recommendation

3.1 The Committee is asked to recommend that the Council of Governors approve the refreshed objectives for 2024/25 as set out in Appendix 2.

## **4 Attachments**

4.1 The following is attached to this report:

- (a) Appendix 1 - Comparison of Statutory and Non-Statutory Governor Objectives
- (b) Appendix 2 - 2024/25 Refreshed Council of Governors Objectives

## Appendix 1: Comparison of Statutory and Non-Statutory Governor Objectives

Objective	
Implementation of the governors' training and development plan	Statutory
Appoint Non-Executive Directors as required	Statutory
Review the annual report and accounts	Statutory
Participate in the appraisals of the Chair and Non-Executive Directors	Statutory
Review the Trust's strategy and represent the views of members and public in responding to the Board.	Statutory
Strive to achieve a representative membership and meaningfully engage with all members.	Non-Statutory
Undertake a membership engagement programme comprising: <ul style="list-style-type: none"> <li>• a seminar in each of the five area constituencies</li> <li>• the Annual General Meeting</li> <li>• one attendance each month by a Governor at a community based event</li> <li>• Produce four editions of Pulse within 12 months</li> </ul>	Non-Statutory
Establish methods for meaningful engagement with members	Non-Statutory
Highlight the role of governors to attract new governors.	Non-Statutory

## Appendix 2

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

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

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



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

<b>Title:</b>	Committee Terms of Reference
<b>Agenda item no:</b>	8
<b>Meeting:</b>	Membership Committee
<b>Date:</b>	21 October 2024
<b>Presented by:</b>	Caroline Lynch, Trust Secretary
<b>Prepared by:</b>	Kerrie Brent, Corporate Governance Officer

<b>Purpose of the Report</b>	To provide the Committee with the Terms of Reference as part of annual review cycle and recommended them to the Council of Governors for approval. No changes are proposed.
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<b>Report History</b>	New
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<b>What action is required?</b>	
Assurance	
Information	✓
Discussion/input	✓
Decision/approval	✓

## **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 Members' Open Day
6. To consider any disputes concerning membership of a constituency, right to membership of the Trust and the conduct of individual governors

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

### **Review**

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

Approved by the Committee:

Approved by the Council:

<b>Title:</b>	<b>Governor Task &amp; Finish Group Terms of Reference</b>
<b>Agenda item no:</b>	9
<b>Meeting:</b>	Membership Committee
<b>Date:</b>	21 October 2024
<b>Presented by:</b>	Caroline Lynch, Trust Secretary
<b>Prepared by:</b>	Kerrie Brent, Corporate Governance Officer

<b>Purpose of the Report</b>	The Committee is asked to review the proposed Terms of Reference for the Governor Task & Finish Group and recommended to the Council of Governors for approval.
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<b>Report History</b>	New
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<b>What action is required?</b>	
Assurance	
Information	✓
Discussion/input	✓
Decision/approval	✓

## **Council of Governors Task & Finish Group**

### **Terms of Reference**

#### **Role of the Task & Finish Group**

The Group will consider and make recommendations to the Council of Governors on the merit of and appropriate means of progressing new initiatives, tasks and areas of activity for the Council.

#### **Composition**

The Group will be chaired by any Governor wishing to serve.

The membership will comprise up to six Public Governors, up to two partner Governors, up to two staff Governors

The Trust Secretary must be in attendance at all meetings to advise the Group.

The Group will meet as and when required decided by the Trust Secretary, but no more than once monthly and will convene by video conference call.

#### **Quorum**

The quorum will be three members comprising at least one public governor, one partner governor and one staff governor

#### **Purpose**

The purpose of the Group is to act as a catalyst, forum and 'clearing house' for the consideration of new initiatives, tasks and areas of activity for the Council to include within its' work programme.

These objectives, tasks and areas of activity may be proposed by members of the Group, other Governors or by parties external to the Council.

It is intended that the Group will discuss the proposed initiative, task or area of activity and make recommendations to the Council on the appropriate way forward.

#### **Duties**

The role of the Group is

1. To consider proposals, particularly the pros and cons of any new initiatives, tasks and areas of activity for the Council or any of its supporting sub groups
2. To advise, as appropriate, the Council on the appropriate means by which a new initiative, task or area of activity should be taken forward ensuring that proposals genuinely benefit a wider cause
3. Decisions proposed by the Group should not be discussed outside the Group or shared with external groups until formally communicated to and approved by the Council.

#### **Review**

The Group will review these terms of reference after six months, to consider whether the Group objectives have been achieved.

The Group will be disbanded once new initiatives have been assigned to the appropriate Council sub-Group.

Approved by the Group:  
Approved by the Council:

**Governors Membership Committee Work Plan 2024**

Item	Lead	Freq	Feb-24	Apr-24	Jul-24	Oct-24
Minutes from previous meeting/ Matters Arising Schedule	GS	Every				
Membership Strategy Review	CL	Annually				
Membership Committee Terms of Reference	CL	Annually				
Membership Update	BJ/KB	Every				
Membership Events	BJ/KB	Every				
Preparations for Annual General Meeting	CL	2 x year				
Membership Survey	CL	By Exception				
Training & Development	CL	2 x year				
Council of Governors Objectives Review	CL	Annually				
Council of Governors Composition	CL	3 yearly				
Work Plan	CL	Every				