



Royal Berkshire
NHS Foundation Trust

Membership Committee - 2 July 2026

MEETING
2 July 2026 17:30 BST

PUBLISHED
29 June 2026

Agenda

Location	Date	Time
Seminar Room, Trust Education Centre, Royal Berkshire Hospital	2 Jul 2026	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: 10 February 2026 & Matters Arising Schedule	Richard Havelock	17:40	3
4	Membership Update	Kerrie Brent	17:45	8
5	Preparations for Annual General Meeting (Discussion)	Caroline Lynch	17:55	-
6	Council of Governors Objectives 2026/27	Caroline Lynch	18:05	11
7	Terms of Reference	Caroline Lynch	18:15	19
8	Work Plan	Caroline Lynch		21
9	Reflections of the Meeting:	Sunila Lobo	18:20	-
9.1	How did we feel/think during discussions?			-
9.2	What improvement/s do we need to make to be more effective?			-
10	Date of Next Meeting: Thursday 8 October 2026 at 17.30			-

Membership Committee

Tuesday 10 February 2026

17.30 – 18.10

Room 3, Level 4, Royal Berkshire Hospital/Video Conference Call

Present

Mr. Richard Havelock	(Volunteer Governor) (Chair)
Mr. Darren Browne	(Partner Governor, Autism Berkshire)
Mr. Oke Eleazu	(Chair of the Trust)
Mrs. Jessica Grierson	(Staff Governor, Admin/Management)
Mr. Benedict Krauze	(Public Governor, Wokingham)
Ms. Sarah Lupai	(Staff Governor, Nursing/Midwifery)
Ms. Maria Norville	(Public Governor, Wokingham)
Mr. Tony Page	(Public Governor, Reading) (up to minute 06/26)
Mr. Madan Uprety	(Staff Governor, Health Care Assistant/Ancillary)
Ms. Terri Walsh	(Public Governor, Wokingham)
Mr. Paul Williams	(Public Governor, Reading)
Mr. Andrew Peters	(Public Governor, East Berkshire & Borders)
Ms. Joycee Rebelo	(Public Governor, Reading (from minute 05/26))

In attendance

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

Apologies

Mr. Jonathan Barker	(Public Governor, Reading)
Ms. Alice Gostomski	(Public Governor, West Berkshire & Borders)
Mr. Paul Jenkins	(Partner Governor, University of Reading)
Mr. Joshua Wilson	(Staff Governor, Allied Health Professionals/Scientific)
Mr. Yaman Islim	(Public Governor, East Berkshire & Borders)

There were no declarations of interest or members of the public present.

01/26 Member Issues and Feedback

No issues were raised.

02/26 Minutes for Approval: 2 October 2025 and Matters Arising Schedule

The minutes of the meeting held on 2 October 2025 were approved as a correct record of the meeting.

The Committee noted the matters arising schedule. All items had been completed or included as agenda items.

Minute 20/25: Governor Training and Development: An update on the Trust Digital Strategy would be scheduled following the Board Seminar review held in December 2025.

Action: C Lynch

03/26 Membership Update

The Corporate Governance Manager introduced the report and advised that the current membership stood at 10,839, representing a decrease of 195 members since the last meeting. Whilst the report indicated an increase of 1 public member, the actual number of public members had increased by 6 since the last meeting. However, there had been 5 leavers; all of whom have deceased.

The Corporate Governance Officer advised that the latest Pulse Magazine issued in December 2025 received 41% click open engagements and whilst this was 6% lower than the previous version it aligned with the usual 40-50% open rate. The next edition was scheduled for March 2026 and would feature an article by Maria Norville, Public Governor Wokingham. Governors were asked to note that there had been a slight adjustment to the schedule in line with 2026 reporting.

In response to a query, the Trust Secretary confirmed that staff and volunteers were automatically enrolled as members of the Trust.

04/26 Governor Training and Development

The Trust Secretary introduced the report and highlighted that section 2.2 of the report indicated items agreed by the Membership Committee in October 2025. Governors were asked to provide feedback on the list agreed.

The Committee discussed the usage of the Workvivo platform and noted that engagement had remained low. It was agreed that the initiative would not be taken forward and would be removed from the 2026/27 training schedule.

The Trust Secretary highlighted that following a request in 2025/26 for a Membership Event Webinar on the use of Artificial Intelligence (AI in Stroke Care) this had been delivered in November 2025. The session was promoted to Governors and the wider membership via the membership database and through direct communications. Despite these efforts, engagement was low. 21 individuals had registered for the event. However, only seven attended on the day (six Governors and one public member). Reminder emails had been issued both the day before and the morning of the event to support attendance. However, this did not translate into increased participation. The session was recorded and had since been circulated to all Governors and made available on the Trust website though views were low as at 10 February 2026.

In relation to proposals from the Governor Task and Finish Group agreed at the Council meeting in November, the following updates were provided:

- **Developing Governor Training videos:** The Corporate Governance team as well as the Communications team were currently operating with reduced staffing levels due and are therefore unable to take this forward at present. The Committee would be asked to monitor this and revisit later in the year. In response to a query, it was confirmed that the Communications team would lead on the production of the training videos.
- **Governor Information Point:** The Trust Secretary had liaised with the Voluntary Services Team to confirm availability of the Main Entrance (Level 2). Two pilot dates had been identified: Thursday 26 March 2026 and Tuesday 28 April 2026 from 10.00am to 2.00pm. A minimum of four Governors was suggested to host each session.

- **Piloting a hybrid meeting at the Reading site:** The Trust Secretary confirmed that this meeting was being trialled in a hybrid-format. Going forward in the event of this being adopted meetings would be held in the Trust Education Centre.
- **Protocol for Appointment of Governor Chairs of Committees:** It was highlighted that the protocol had included as an appendix to this report. No comments were raised in relation to the protocol itself. The Committee noted that the process to appoint a chair of the Membership Committee would commence ahead of April 2026.

The Committee received the Governor Welcome and Induction Pack as part of the on-boarding process. Positive feedback was provided on the content.

A Governor queried the length of a Lead Governor tenure and when the next process would commence. The Trust Secretary confirmed that the maximum length a Lead Governor could serve was three years. The current Lead Governor was due to step down in September 2026. The process to appoint a new Lead Governor would commence in June 2026 in line with the protocol. It was agreed that the protocol would be added to the Governor Welcome and Induction Pack for oversight. **Action: C Lynch**

A Governor queried whether further work could be undertaken to support Staff Governors in engaging with staff members. The Trust Secretary confirmed that a session had been held with Staff Governors, including discussion on promoting the roles more widely. Due to capacity challenges, this had not yet been progressed. However, this would be taken forward once the Corporate Governance Officer role had been recruited to. **Action: C Lynch**

The Committee discussed the distinction between statutory and non-statutory duties. It was confirmed that as previously, this would be reviewed as part of the Council of Governors Objectives scheduled for the next meeting.

05/26 Work Plan

The Committee noted the work plan. The Trust Secretary highlighted that the review of the Council of Governors' composition was scheduled for the April 2026 meeting that would consider Census data as well as patient flows from public constituencies.

06/26 Reflections of the Meeting

Richard Havelock led the discussion. The Committee reflected that the hybrid meeting had worked well.

A Governor reflected on recent meetings and expressed concern regarding the way some Governors had interacted with one another and with Trust colleagues. He noted that on occasion discussions had become disrespectful, including raised voices, and that this had made him feel uncomfortable. He asked that Governors should be reminded of the Trust's values and the expectation that all members treat each other, and Trust colleagues, with courtesy and respect at all times.

The Committee discussed the recent event held at Brookside Group Practice led by Dr Amit Sharma Chief Executive of Berkshire West Primary Care Alliance in relation to understanding GP Alliance. It was agreed that a session for all Governors would be useful and would be progressed by the Chair of the Trust and Trust Secretary. **Action: C Lynch**

07/26 Date of the Next Meeting

It was agreed that the next meeting would be held on Wednesday 8 April 2026 at 17.30.

SIGNED:

DATE:

Membership Committee Matters Arising Schedule

Agenda Item 3

Date	Minute Ref	Subject	Matter Arising	Owner	Update
10 February 2026	02/26 (20/25)	Minutes for Approval: 2 October 2025 and Matters Arising Schedule: Governor Training and Development	An update on the Trust Digital Strategy would be scheduled following the Board Seminar review held in December 2025.	C Lynch	Completed. The Chief Operating Officer attended Council of Governors on 27 May 2026.
10 February 2026	04/26	Governor Training and Development	The process to appoint a new Lead Governor would commence in June 2026 in line with the protocol. It was agreed that the protocol would be added to the Governor Welcome and Induction Pack for oversight.	C Lynch	Completed.
10 February 2026	04/26	Governor Training and Development	A Governor queried whether further work could be undertaken to support Staff Governors in engaging with staff members. Due to capacity challenges, this had not yet been progressed. However, this would be taken forward once the Corporate Governance Officer role had been recruited to.	C Lynch	This can only be progressed following the appointment of a Corporate Governance Officer.
10 February 2026	06/26	Reflections of the Meeting	The Committee discussed the recent event held at Brookside Group Practice led by Dr Amit Sharma Chief Executive of Berkshire West Primary Care Alliance in relation to understanding GP Alliance. It was agreed that a session for all Governors would be useful and would be progressed by the Chair of the Trust and Trust Secretary.	C Lynch	Due to ongoing capacity constraints this has not yet been progressed but will be scheduled for 2026.

Title:	Membership Update
Agenda item no:	4
Meeting:	Membership Committee
Date:	2 July 2026
Presented by:	Caroline Lynch, Trust Secretary
Prepared by:	Kerrie Brent, Corporate Governance Manager

Purpose of the Report	This report sets out the changes in membership figures since the last Committee meeting. Total membership now stands at 11,029 a increase of 190 members since the last meeting.
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Report History	N/A
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What action is required?	
Assurance	
Information	To note the report
Discussion/input	
Decision/approval	

1 Membership Figures

- 1.1 Current membership is 11,029 that is an increase of 190 members since the last meeting in February 2026.
- 1.2 The Trust currently has;
- (a) 3,654 public members (decrease of 20 members)
 - (b) 516 volunteer members (increase of 86 members)
 - (c) 6,859 staff members (increase of 124 members)
- 1.3 A breakdown of public membership by constituency is provided below.

Public Constituencies	No of Members
East Berkshire and Borders	827
Reading	1047
South Oxfordshire	176
West Berkshire and Borders	600
Wokingham	892
Out of Trust Area	23
Not Specified	89
Total	3,654

2 Membership Representation

- 2.1 Membership remains under represented until we reach the 30+ age groups.
- 2.2 The 60+ age categories remains the highest represented in the public constituencies and the 30- 39 age category the highest represented in the staff group.
- 2.3 The figures of public members are as at 1 June 2026. However, the number of public members has increased by 8 since this date and the report records 46 new public members and 25 membership leavers since February 2026. Of the leavers, 10 were recorded as a 'member category change' and 9 of whom have deceased. The Corporate Governance Team have contacted Civica to seek clarification regarding the 'member category change' classification, as the reported movements do not currently reconcile with the overall public membership figures.

3 Pulse Magazine

- 3.1 The Pulse magazine article is distributed on a monthly basis to provide updates from the Trust. The magazine is also circulated to staff and volunteers and available for members to view on the Trust website.
- 3.2 Since the meeting in February 2026, the following edition was circulated to public members.

April 2026 – the edition was sent to 2,239 public members with a valid email address. 44% of recipients opened the magazine line. 3% higher than in the previous edition.
- 3.3 The Pulse magazine is distributed on a quarterly basis to provide updates from the Trust.
- 3.4 The magazine is also circulated to staff and volunteers and available for members to view on the Trust website.
- 3.5 A revised schedule has been created for Governor Articles for Pulse Magazine for 2026 in line with the change in distribution inductions.
- 3.6 The next issue will be the summer issue due to be circulated in July/August 2026 and Yaman Islim, Public Governor, East Berkshire & Borders was scheduled to produce a Governor article.
- 3.7 Since the last meeting, no other communications were circulated to public members.

4 Conclusion

- 4.1 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 22 January 2026.

	Public	Staff	Volunteers	TOTAL
TOTAL MEMBERSHIP	3654	6,859	516	7,375
Age	Public	Staff	Volunteers	TOTAL
0-16	4	0	3	3
17-21	55	47	104	151
22+	3350	6,812	409	7,221
Not stated	245	0	0	0
TOTAL	3350	6,859	516	7,375

Age 22+ breakdown	Public	Staff	Volunteers	TOTAL
22-29	84	991	55	1046
30-39	305	2082	38	2120
40-49	444	1677	41	1718
50-59	561	1414	65	1479
60-74	1,010	624	148	772
75+	946	24	62	86
TOTAL	3,654	6,812	409	7,221

Gender	Public	Staff	Volunteers	TOTAL
Unspecified	194	0	0	0
Male	1,557	1,658	155	1,813
Female	1,903	5,201	361	5,562
TOTAL	3,654	6,859	516	7,375

Ethnicity	Public	Staff	Volunteers	TOTAL
White - English, Welsh, Scottish, Northern Irish, British	2,683	2,547	165	2,712
White - Irish	34	100	4	104
White - Gypsy or Irish Traveller	1	0	0	0
White - Other	133	564	15	579
Mixed - White and Black Caribbean	18	33	0	33
Mixed - White and Black African	10	33	0	33
Mixed - White and Asian	19	46	2	48
Mixed - Other Mixed	26	59	1	60
Asian or Asian British - Indian	131	777	51	828
Asian or Asian British - Pakistani	67	153	11	164
Asian or Asian British - Bangladeshi	4	31	3	34
Asian or Asian British - Chinese	21	102	11	113
Asian or Asian British - Other Asian	59	724	28	752
Black or Black British - African	81	591	22	613
Black or Black British - Caribbean	25	100	3	103
Black or Black British - Other Black	4	54	2	56
Other Ethnic Group - Arab	61	0	0	0
Other Ethnic Group - Any Other Ethnic Group	27	288	11	299
Not stated	250	657	187	844
TOTAL	3,654	6,859	516	7,375

Title:	Council of Governor Objectives
Agenda item no:	7
Meeting:	Membership Committee
Date:	2 July 2026
Presented by:	Caroline Lynch, Trust Secretary
Prepared by:	Kerrie Brent, Corporate Governance Manager

Purpose of the Report	To provide an update on the Council of Governors Objectives for 2025/26 and set objectives for 2026/27.
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Report History	N/A
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What action is required?	Note the update on the Council of Governors Objectives for 2025/26 and recommended the objectives for 2026/27 to the Council.					
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 2025/26

- 2.1 There are a number of statutory duties that the Council are required to focus on that include the appointment of Non-Executive Directors, Governor training and development and review of the annual report and accounts.
- 2.2 There is also a recommendation to have a continued focus on membership to enable governors to ‘represent the views of their members’ as well as increase membership in underrepresented demographics and age groups.

3 Recommendation

- 3.1 The Committee is asked to note the progress against the objectives for 2025/26 and discuss those elements that require prioritisation for 2026/27 for recommendation to the Council to approve in September 2026.

4 Attachments

- 4.1 The following is attached to this report:
- (a) Appendix 1 - 2025/26 Council Objectives
 - (b) Appendix 2 - 2026/27 Proposed Council Objectives

Appendix 1 - 2025/26 Objectives

Objective	Methods	Outcomes	Progress
Embed arrangements for Non-Executive and Executive leads of Committees and regular reporting of Non-Executive Directors to assurance committees	Attendance, engagement and responsiveness of Non-Executive and Executive Leads at Governors Assurance Committees	Satisfaction with the process to be reviewed via an appraisals review at the end of the financial year	The Governors Assurance Committee was reformatted to enable greater engagement with Non-Executives. The round table discussions have created an open and transparent platform for holding the NEDs to account for the performance of the Board. Executive leads including the Chief Executive, Chief Operating Officer and Chief Strategy Officer have attended Governor meetings throughout the year.
Implementation of the governors' training and development plan	Membership Committee to review progress against delivery of the training and development programme for 2025/26.	Feedback forms to be provided following training and development programmes and regular updates provided to the Membership Committee	The Membership Committee have progressed against the delivery of a training and development programme through a number of targeted training sessions and development tours through 2025/26. The Membership Committee receives updates to the Committee twice a year.
Statutory (ensuring good governance)			
Appoint Non-Executive Directors as required	Appointment to be made by the Council of Governors on the advice of the Nominations & Remuneration Committee.	Non-Executive Appointment(s) to be made.	The Council have reviewed the NED job description, protocol for appointing NEDs and approved the engagement of a recruitment agency for the two NED appointment

Objective	Methods	Outcomes	Progress
			<p>process in 2025/26. Governors were invited to attend focus group sessions as part of the recruitment process on 9 April 2026 and 19 March 2026. Governors were also on the interview panel. Further to this, Governors are due to engage in a further NED appointment process for the appointment of a further NED in July 2026.</p> <p>Two Non-Executive Directors were appointed by the Council of Governors during 2025/26.</p>
Review the annual report and accounts	To receive at the Annual General meeting and the Council of Governors meeting.	Opportunity to scrutinise in detail at the Council of Governors	The Council of Governors received the 2024/25 annual report during the AGM in September 2025. In addition, the Governors are to receive the annual report at the Council of Governors meeting scheduled in November 2026 for the financial year 2025/26.
Participate in the appraisals of the Chair and Non-Executive Directors	The Chair's appraisal will be undertaken by the Senior Independent Director (SID) with input from the Lead Governor. The Chair will undertake the appraisals of non-executive directors, taking into account governor feedback, collated by the Trust Secretary.	Constructive appraisal held with inputs from governors and feedback provided on the process.	The Chair's appraisal was conducted in June 2026 by the Deputy Chair (due to the SID being absent for a period of time). Feedback from Governors was collated and provided to the Deputy Chair.

Objective	Methods	Outcomes	Progress
Strategic (influencing the plans)			
Monitor the Trust's progress on achieving strategic objectives and the implementation of the Committee Plan.	Council to review progress during the year.	satisfaction with the achievements and process to be reviewed via an evaluation review at the end of the financial year	A meeting took place in February 2025 to engage Governors on the updated Operational Plan and Winter Plan 2025.
Review the Trust's strategy and represent the views of members and public in responding to the Board.	Review progress of the Trust's strategy at key milestones.	Satisfaction on the Board's process to the actions raised with the process to be reviewed via an evaluation review at the end of the financial year	These were three separate engagement sessions held to engage Governors on the refresh of the Trust Strategy.
Membership (developing and involving)			
Strive to achieve a representative membership and meaningfully engage with all members.	Continue to develop links with the University of Reading and Activate Learning to promote Trust membership to a younger age group.	Improvement in the representativeness of membership.	<p>We have linked with the Widening Participation Officer who often visits local and surrounding schools and colleges and takes membership recruitment material to promote membership.</p> <p>In addition. Governors held a membership stand on two occasions at the Royal Berkshire Hospital.</p>
Undertake a membership engagement programme comprising: <ul style="list-style-type: none"> • a seminar in each of the five area constituencies • the Annual General Meeting 	Corporate Governance team to deliver, with Governor support and overview by Membership Committee.	Progress against the Membership Strategy submitted to the Membership Committee on a quarterly basis.	Due to capacity issues in the Corporate Governance team during 2025/26 as well as the Trust financial constraints, physical constituent events were not scheduled. A number of virtual

Objective	Methods	Outcomes	Progress
<ul style="list-style-type: none"> • one attendance each month by a Governor at a community based event • Produce four editions of Pulse within 12 months 	<p>Governors to actively participate in hosting membership events. Trust premises e.g. Bracknell Healthspace and West Berkshire Community Hospital will be used to host future events. 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>events led by consistent Governors were held including Virtual Hospital Services, Artificial Intelligence in Acute Stroke Care</p> <p>Annual General Meeting was held on 17 September 2025.</p> <p>Three editions of Pulse magazine were distributed in 2025/26 following decision made by the Membership Committee to reduce the frequency to quarterly.</p> <p>Due to constraints in the Communications team an increase in social media has not be progressed. However a ‘Meet Your Governor’ session was held at the Annual General Meeting in September 2025.</p>
<p>Establish methods for meaningful engagement with members</p>	<p>Focus groups ahead of membership events</p> <p>Conduct an online survey to gain members’ views on what hospital related information that they would like to know more about.</p> <p>Make more use of social media to interact with members.</p>	<p>Results to be presented to membership committee and considered as part of on-going development of membership strategy.</p>	<p>Due to capacity issues this has not been progressed</p>

Appendix 2 – Proposed 2026/27 Objectives

Objective	Methods	Outcomes	
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 2025/26.	Feedback forms to be provided following training and development programmes and regular updates provided to the Membership Committee	
Statutory (ensuring good governance)			
Appoint Non-Executive Directors as required	Appointment to be made by the Council of Governors on the advice of the Nominations & Remuneration Committee.	Non-Executive Appointment(s) to be made.	
Review the annual report and accounts	To receive at the Annual General meeting and the Council of Governors meeting.	Opportunity to scrutinise 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 governor feedback, collated by the Trust Secretary.	Constructive appraisal held with inputs from governors and feedback provided on the process.	

Objective	Methods	Outcomes	
Strategic (influencing the plans)			
Monitor the Trust's progress on achieving strategic objectives and the implementation of the Committee Plan.	Council to review progress during the year.	satisfaction with the achievements and process to be reviewed via an evaluation review at the end of the financial year	
Review the Trust's strategy and represent the views of members and public in responding to the Board.	Review progress of the Trust's strategy at key milestones.	Satisfaction on the Board's process to the actions raised with the process to be reviewed via an evaluation review at the end of the financial year	
Membership (developing and involving)			
Strive to achieve a representative membership and meaningfully engage with all members.	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"> • a seminar in each of the five area constituencies • the Annual General Meeting • one attendance each month by a Governor at a community based event • Produce four editions of Pulse within 12 months 	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 Berkshire Community Hospital will be used to host future events.	Progress against the Membership Strategy submitted to the Membership Committee on a quarterly basis.	

Objective	Methods	Outcomes	
	<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>	

Membership Committee

Terms of Reference

Role of the Committee

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

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

Composition

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

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

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

Quorum

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

Duties

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

1. To develop a policy, implement agreed proposals and keep under review the Trust approach to engaging with the membership community
2. To recommend appropriate relationships and methods of communicating between Governors and the membership
3. To develop, implement and review, annually, a membership strategy for the Trust and to prepare an annual report for the Council and the Annual General Meeting with regard to the steps taken to secure representative membership, the progress of the membership strategy and any changes to the membership strategy
4. To keep under review the membership of the Trust to ensure that the actual membership is representative of those eligible to be members of each constituency
5. To oversee preparations for the Annual General Meeting
6. To consider any disputes concerning membership of a constituency, right to membership of the Trust and the conduct of individual governors
7. To seek the views of members and the public on material issues being discussed by the Trust and to conduct arrangements for collecting and reviewing views of members and the public on key issues and their experience of the Trust in general

8. To recommend objectives to the Council of Governors which are achievable and within the resources available
9. To keep under review the implementation of the objectives
10. To oversee the annual evaluation of the Council and its performance and to recommend any subsequent action
11. To recommend a governor training and annual development programme
12. To make recommendations to the Council on how it interacts with members and the public on Trust strategy and feedback their views to the Council.

Review

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

Approved by the Committee:

Approved by the Council:

Governors Membership Committee Work Plan 2025

Item	Lead	Freq	Feb-26	Apr-26	Jul-26	Oct-26
Minutes from previous meeting/ Matters Arising Schedule	RH	Every				
Membership Strategy Review	CL	Annually				
Membership Committee Terms of Reference	CL	Annually				
Membership Update	NB	Every				
Membership Events	KB	Every				
Preparations for Annual General Meeting	CL	2 x year				
Membership Survey	CL	By Exception				
Training & Development	CL	2 x year				
Council of Governors Objectives Review	CL	Annually				
Council of Governors Composition	CL	3 x Year				
Work Plan	CL	Every				