

## Agenda

### Membership Committee

Thursday 13 February 2020

17.30 – 18.30

Seminar Room, Trust Education Centre, Royal Berkshire Hospital

Item	Lead	Time
1. Apologies for Absence	J Bagshaw	-
2. Election of the Chair of the Committee	C Lynch	-
3. Minutes for Approval: 11 September 2019 and Matters Arising Schedule	J Bagshaw	17.30
4. Membership Update	K Timmermans	17.35
5. Membership Strategy Update	K Timmermans	17.40
6. Governor Training & Development	C Lynch	18.00
7. Round Table Discussion: Membership Engagement*	J Bagshaw	18.15
8. Date of Next Meeting: Thursday 7 April 2020, 17.30		-

\*Verbal

\*\*Presentation

## Membership Committee

Wednesday 11 September 2019

17.30 – 18.30

Lecture Theatre 1, Trust Education Centre, Royal Berkshire Hospital

### Present

Mr. John Bagshaw	(Public Governor, West Berkshire and Borders) (Chair)
Ms. Natalie Allen	(Staff Governor, Admin/Management)
Ms. Fiona Anderson	(Public Governor, Wokingham)
Mr. Peter Dooley	(Partner Governor, Berkshire Carers Service)
Ms. Sayani Drury	(Public Governor, Wokingham)
Mr. Tony Lloyd	(Public Governor, Wokingham)
Ms. Lynda Taylor	(Public Governor, East Berkshire and Borders)

### In attendance

Mrs. Caroline Lynch	(Trust Secretary)
Mr. Keegan Timmermans	(Corporate Governance Officer)
Mrs. Hannah Travers	(Deputy Trust Secretary) (from minute 19/19)

### Apologies

Ms. Wendy Bower	(Partner Governor, Berkshire West CCG)
Mr. Kevin Boyle	(Public Governor, Reading)
Mr. Andrew Dugdale	(Public Governor, Reading)
Prof. Michael Garman	(Public Governor, Reading)
Mr. William Murdoch	(Public Governor, South Oxfordshire)

### 18/19 Minutes: 3 July 2019 and Matters Arising Schedule

The minutes of the meeting held on 3 July 2019 were approved as a correct record and signed by the Chair.

The updated membership leaflet was reviewed by the Committee and approved. The Chair recommended that membership leaflets should be made available in hard copy at the next Governors Assurance Committee and that electronic copies should also be circulated to the Council of Governors'. **Action: K Timmermans**

The Committee noted that no feedback had been received from Governors' regarding the draft letter to Constituents. It was agreed that the letter would be finalised and circulated to Governors. In addition, the Corporate Governance Team would liaise with Wokingham Governors' to draft a letter specifically to the Wokingham constituency. **Action: Corporate Governance Team**

The Trust Secretary advised that publishing dates for Pulse Magazine were set and it was proposed that a Governor article would be included in each edition. It was agreed that Ms. Natalie Allen (Staff Governor, Admin/Management) would feature in the next edition of Pulse.

**19/19 Membership Update**

The Corporate Governance Officer introduced the report and highlighted there had been a decrease in the number of staff members. Overall, public membership figures stood at 3378.

The recent edition of the Pulse e-magazine had been circulated to 2,628 members. 801 emails had been opened by members and 341 members had accessed further information on specific articles. The most viewed articles of the recent edition included "Dominic Hardy, new COO", "Spencer speeds up our Emergency Department" service and "Know your numbers! 9-15 September 2019."

The Corporate Governance Officer provided an overview of the Annual General Meeting (AGM) held on 16 July 2019 and highlighted that the video of the AGM was available on YouTube and would also be made available on the Trust's social networking platforms.

**Action: K Timmermans**

The Trust Secretary circulated a copy of the current Governor photoboard format and highlighted that there were six Governors yet to have their photo taken. The Committee recommended that any Governors who did not yet have their photo taken would be listed on the side of the photoboard and that Governors should be separated by Constituency. The Trust Secretary agreed to re-circulate the draft photoboard to Governors following the agreed changes. The photoboard would then be published in all Trust sites.

**Action: C Lynch**

The Corporate Governance Officer advised that a venue had been provisionally booked at the University of Reading for the proposed joint event with Berkshire Healthcare NHS Foundation Trust. The date for this event was 1 November 2019. The Trust Secretary highlighted that the format for this event had yet to be decided but advised that discussions were on-going to finalise the format of the event. An update would be circulated to Governors.

**Action: C Lynch**

A Governor highlighted that hosting membership events at the Townlands site may prove difficult due to parking and was also limited due to the room size at the venue. It was recommended that alternative venues be considered for the event scheduled in late November in the Southern Oxfordshire constituency.

An update would be provided at the next meeting.

**Action: K Timmermans**

**20/19 Membership Strategy Update**

The Corporate Governance Officer introduced the report and highlighted the Council's progress against objectives set out in the Membership Strategy. The Committee recommended a review of the outcomes and requested that the updated objectives be circulated to the Committee for information. In addition, it was agreed that the objectives would be updated as and when an outcome was achieved and that the update would be regularly circulated to Governors to monitor progress.

**Action: K Timmermans**

**21/19 Open Day 2019 Update**

The Trust Secretary provided an overview of the annual Open Day that took place on 7 September 2019. The Committee noted the success of the event and general positive feedback received from members. The Trust Secretary highlighted that the event was successfully recorded and that a promotional video would be made available on the Trust's social media platforms. The Committee noted that feedback from the day included issues with the sound in the Lecture Theatre. It was agreed that the Trust Secretary would discuss this further with Trust Education Centre staff.

**Action: C Lynch**

**22/19 Membership Terms of Reference Review**

The Trust Secretary introduced the proposed changes to the Membership Committee's terms of reference that had been updated to include the appropriate roles and duties from the disbanded Strategy Committee.

The Membership Committee recommended that the duty "to recommend objectives to the Council of Governors which are achievable and within resources available" should be amended to state: "to recommend objectives and priorities to the Council of Governors which are achievable and within resources available." **Action: K Timmermans**

A Governor recommended that the Governor training and development programme should include training on how to appropriately hold the Non-executive Directors' to account as well as effective questioning. The Trust Secretary highlighted that discussions were on-going to ascertain costs for Governwell to deliver a training session on effective questioning and an update would be provided at the next meeting. **Action: C Lynch**

The Committee approved the recommended changes to the Committee's terms of Reference. It was agreed that these would be submitted to the Council for approval. **Action: J Bagshaw**

**23/19 Round Table Discussion: Membership Engagement**

It was agreed that this item would be deferred to the next meeting. **Action: C Lynch**

**24/19 Date of the Next Meeting**

January 2019 TBC

**SIGNED:**

**DATE:**

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

Minute Ref	Subject	Matter Arising	Owner	Update
18/19	Minutes: 3 July 2019 and Matters Arising Schedule	<p>The Chair recommended that membership leaflets should be made available in hard copy at the next Governors Assurance Committee and that electronic copies should also be circulated to the Council of Governors’.</p> <p>It was agreed that the letter would be finalised and circulated to Governors. In addition, the Corporate Governance Team would liaise with Wokingham Governors’ to draft a letter specifically to the Wokingham constituency.</p>	K Timmermans  CG Team	<p>Completed.</p> <p>The Corporate Governance team will inform all members of the outcome of election results. In the event that a newly elected Governor wishes to send a note to their constituents we recommend this is done in conjunction with fellow governors from the same constituency.</p>
19/19	Membership Update	<p>The Corporate Governance Officer provided an overview of the Annual General Meeting (AGM) held on 16 July 2019 and highlighted that the video of the AGM was available on YouTube and would also be made available on the Trust’s social networking platforms.</p> <p>The Trust Secretary agreed to re-circulate the draft photoboard to Governors following the agreed changes. The photoboard would then be published in all Trust sites.</p> <p>The Corporate Governance Officer advised that a venue had been provisionally booked at the University of Reading for the proposed joint event with Berkshire Healthcare NHS Foundation Trust. The date for this event was 1 November 2019. The Trust Secretary highlighted that the format for this event had yet to be decided but advised that discussions were on-going to finalise the format of the event. An update would be circulated to Governors.</p> <p>It was recommended that alternative venues be considered for the event scheduled in late November in the Southern Oxfordshire constituency. An update would be provided at the next meeting.</p>	K Timmermans  C Lynch  C Lynch  K Timmermans	<p>Completed.</p> <p>Completed.</p> <p>Unfortunately BHFT were unable to support the event in November 2019.</p> <p>Alternative venues are being considered as part of the revised membership plan in 2020.</p>

20/19	Membership Strategy Update	In addition, it was agreed that the objectives would be updated as and when an outcome was achieved and that the update would be regularly circulated to Governors to monitor progress.	K Timmermans	Item included on the agenda.
21/19	Open Day 2019 Update	The Committee noted that feedback from the day included issues with the sound in the Lecture Theatre. It was agreed that the Trust Secretary would discuss this further with Trust Education Centre staff.	C Lynch	Issues have been highlighted to the TEC staff. However, learning is to ensure that presenters speak directly into the microphone.
22/19	Membership Terms of Reference Review	<p>The Membership Committee recommended that the duty “to recommend objectives to the Council of Governors which are achievable and within resources available” should be amended to state: “to recommend objectives and priorities to the Council of Governors which are achievable and within resources available.”</p> <p>The Trust Secretary highlighted that discussions were on-going to ascertain costs for Governwell to deliver a training session on effective questioning and an update would be provided at the next meeting.</p> <p>The Committee approved the recommended changes to the Committee’s terms of Reference. It was agreed that these would be submitted to the Council for approval.</p>	<p>K Timmermans</p> <p>C Lynch</p> <p>J Bagshaw</p>	<p>Completed.</p> <p>Completed. Training delivered on 8 January 2020.</p> <p>Completed. Approved by the Council of Governors on 27 November 2019.</p>
23/19	Round Table Discussion: Membership Engagement	It was agreed that this item would be deferred to the next meeting.	C Lynch	Item included on the agenda.

## Royal Berkshire NHS Foundation Trust

### Council Membership Committee

**Title:** Membership Information Update

**Date:** 13 February 2020

**Presented By:** Keegan Timmermans, Corporate Governance Officer

**Author:** Kerrie Brent, Personal Assistant

**Purpose:** This report sets out the changes in membership figures since the last Committee meeting.

This report provides an update on the membership events for 2020.

**Key Points:**

- Total membership now stands at 9,118 which is an increase of 5 members since the last meeting.

**Decision required:** To note current membership figures and progress on the membership events for 2020.

## 1 Membership Figures

1.1 Current membership is 9,188 which is an increase of 75 members compared with the figures from September 2019.

1.2 The Trust currently has;

- 3,383 public members (increase of 5).
- 286 volunteer members (increase of 47).
- 5,519 staff members (increase of 23).
- Since the last meeting, 5 new public members have joined the Trust. These members are broken down by age and ethnicity below:

Age	No of Members
16-21	1
22-29	0
30-39	0
40-49	0
50-59	1
60-74	2
75+	1
Not Stated	0

<b>Ethnicity</b>	<b>No of Members</b>
White - English, Welsh, Scottish, Northern Irish, British	3
White – Irish	0
White - Gypsy or Irish Traveller	0
White – Other	0
Mixed - White and Black Caribbean	0
Mixed - White and Black African	0
Mixed - White and Asian	0
Mixed - Other Mixed	0
Asian or Asian British - Indian	1
Asian or Asian British - Pakistani	0
Asian or Asian British - Bangladeshi	0
Asian or Asian British - Chinese	0
Asian or Asian British - Other Asian	0
Black or Black British - African	3
Black or Black British - Caribbean	0
Black or Black British - Other Black	0
Other Ethnic Group - Arab	0
Other Ethnic Group - Any Other Ethnic Group	0
Not stated	1

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	853
Reading	946
South Oxfordshire	189
West Berkshire and Borders	550
Wokingham	845
Total	3383

## **2 Membership representation**

2.1 Membership remains under represented until we reach the 30+ age groups. The 60-74 age category remains the highest represented. However, going forward a continued focus will be placed on making membership as representative as possible.

## **3 Pulse Magazine**

3.1 The fifth edition of the electronic Pulse Magazine was circulated to members via ClickEmail on 12 December 2019. The magazine was circulated to 2691 members with valid email addresses.

3.2 Of those sent, 2588 emails were successfully delivered and 955 (36.9%) emails were opened by members. 240 members have clicked on specific articles to access further information.

3.3 The three most viewed articles were:

- The physician associate will see you now
- Lead Governor update, Tony Lloyd
- Congratulations David Metcalfe

#### **4 Membership Visibility**

The Governor photoboard is situated in the main reception at the Royal Berkshire Hospital and is available across all Trust sites.

The Trust Secretary and Director of Communications & Engagement are looking to improve the information boards situated in the main reception at the Royal Berkshire Hospital as part of the Membership Strategy to improve social advertising.

The revised membership forms are now available in the main reception at the Royal Berkshire Hospital.

#### **5 Members Open Day**

The Trust's annual Members Open Day was held on Tuesday 16 July 2019 in the Trust Education Centre, Royal Berkshire Hospital. Approximately 120 members of the public and staff attended the event.

Overall, positive feedback was received for the event. However, it was recognised that there were sound issues in the Lecture Theatre. The Trust Secretary would discuss this further with the Trust Education Centre staff.

The promotional video of the Open Day was successfully uploaded on the Trust's social media platforms. To date there has been 267 views of the video on Youtube.

#### **6 Membership Events 2020**

6.1 Proposed membership events for 2020 are set out below. These events have been scheduled to ensure that local Governors are able to host the event held in their constituency.

- **7 February 2020 – Science and Health Careers Fair**

The University of Reading is hosting a career fair that will be attended by the Corporate Governance team, Research and Development and Physicians' Associates. This event will help to strengthen links between the Trust and University whilst promoting careers within the NHS as well as Trust membership.

- **April 2020 – Autism Awareness**

The Autism Awareness event is to be scheduled in collaboration with Autism Berkshire and held in Wokingham.

- **June 2020 – Heart Health/CPR Training**

The Heart Health/CPR Training event is to be scheduled in collaboration with the British Heart Foundation and the Cardiology department and held in Bracknell Healthspace. This event will focus on advances in Cardiac Care at the RBFT as well as CPR training delivered by the British Heart Foundation.

- **14 July 2020 – Annual General Meeting**

The Trust's Annual General Meeting (AGM) is scheduled for Tuesday 14 July 2020 in the Trust Education Centre, Royal Berkshire Hospital. It is proposed that the next membership Committee meeting will focus largely on planning for both the AGM and Members' Open Day.

6.2 The remaining events for 2020 are included in Appendix 1.

## **7 Conclusion and Next Steps**

7.1 The Committee is asked to note the membership update and agree the proposed events for 2020.

## **8 Attachments**

8.1 The following are attached to this report:

Appendix 1 – Draft Membership Calendar 2020

Appendix 2 – Membership figures & analysis for the July Committee



Royal Berkshire NHS Foundation Trust  
Membership Events 2020

Date	Event	Details
Friday 7 <sup>th</sup> February 2020	'Science and Health Careers Fair' (University of Reading)	<b>Time:</b> 12.00 – 14.00 <b>Location:</b> 3sixty Students Union Building University of Reading
April 2020	'Autism Awareness' (Autism Berkshire)	<b>Time:</b> TBC <b>Location:</b> Wokingham Town Hall
June 2020	'Heart Health/CPR Training' (British Heart Foundation)	<b>Time:</b> TBC <b>Location:</b> Bracknell Healthspace
Tuesday 14 <sup>th</sup> July 2020	'Annual General Meeting'	<b>Time:</b> 17.30 – 19.30 <b>Location:</b> Lecture Theatre 2 Trust Education Centre Royal Berkshire NHS Foundation Trust
August 2020	'Advances in Elderly Care' (Alzheimer's Society)	<b>Time:</b> TBC <b>Location:</b> Townlands Memorial Hospital



Royal Berkshire NHS Foundation Trust  
Membership Events 2020

September 2020	<i>'Trust Open Day'</i>	Time: TBC Location: Trust Education Centre Royal Berkshire NHS Foundation Trust
October 2020	<i>'Breast Cancer Awareness'</i> (Breast Cancer UK)	Time: TBC Location: West Berkshire Community Hospital

Membership Figures & Analysis as at 28 January 2020

	Members	Staff	Volunteers	TOTAL
<b>TOTAL MEMBERSHIP</b>	<b>3,383</b>	<b>5,519</b>	<b>286</b>	<b>9,188</b>

Age	Members	Staff	Volunteers	TOTAL
0-16	1	0	1	2
17-21	12	98	42	152
22+	3,161	5,421	243	8,825
Not stated	209	0	0	209
<b>TOTAL</b>	<b>3,383</b>	<b>5,519</b>	<b>286</b>	<b>9,188</b>

Age 22+ breakdown	Members	Staff	Volunteers	TOTAL
22-29	105	1073	28	1206
30-39	351	1460	15	1826
40-49	461	1282	22	1765
50-59	608	1146	25	1779
60-74	1,024	456	110	1,590
75+	615	4	43	662
<b>TOTAL</b>	<b>3,164</b>	<b>5,421</b>	<b>243</b>	<b>8,828</b>

Gender	Members	Staff	Volunteers	TOTAL
Unspecified	53	0	0	53
Male	1,576	1,222	111	2,909
Female	1,754	4,297	175	6,226
<b>TOTAL</b>	<b>3,383</b>	<b>5,519</b>	<b>286</b>	<b>9,188</b>

Ethnicity	Members	Staff	Volunteers	TOTAL
White - English, Welsh, Scottish, Northern Irish, British	2,689	2,511	114	5,314
White - Irish	35	133	1	169
White - Gypsy or Irish Traveller	0	0	0	0
White - Other	107	580	10	697
Mixed - White and Black Caribbean	17	26	1	44
Mixed - White and Black African	10	11	1	22
Mixed - White and Asian	19	26	0	45
Mixed - Other Mixed	22	34	1	57
Asian or Asian British - Indian	108	414	8	530
Asian or Asian British - Pakistani	62	78	6	146
Asian or Asian British - Bangladeshi	3	15	0	18
Asian or Asian British - Chinese	16	42	4	62
Asian or Asian British - Other Asian	46	369	4	419
Black or Black British - African	63	278	1	342
Black or Black British - Caribbean	21	92	2	115
Black or Black British - Other Black	4	14	2	20
Other Ethnic Group - Arab	0	0	0	0
Other Ethnic Group - Any Other Ethnic Group	22	134	3	159
Not stated	139	760	126	1,025
<b>TOTAL</b>	<b>3,383</b>	<b>5,517</b>	<b>284</b>	<b>9,184</b>

Royal Berkshire NHS Foundation Trust

Council Strategy Committee

**Title:** Council Objectives Methods and Outcomes 2018/19

**Date:** 13 February 2020

**Lead:** Keegan Timmermans, Corporate Governance Officer

**Purpose:** To provide an update on the Council's progress against objectives set out in the Membership Strategy.

**Key Points:**

- Objectives for 2018/21 are set out in Appendix 1

**Decision required:** The Committee is asked to note the progress against each objective.

**FOI Status:** This report will be made available on request

## 1 Background

1.1 The Trust Membership strategy was approved by the Council of Governors in January 2018 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

2.2 The following is attached to this report:

(a) Appendix 1 – Membership Strategy Objectives 2018/21

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. Work is on-going with the Communications team to arrange social media training with Governors'.
	Membership forms to be available in all appropriate areas of the Trust.	The Trust Membership form is currently being updated and will be made available across the site once approved.
	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
<p>Increase the Membership of Black and Minority Ethnic (BAME) and young people.</p>	<p>Providing Membership forms to local sixth forms, colleges and Universities to distribute at their Open Days.</p>	<p>The Trust Membership form is currently being updated and will be circulated once approved.</p>
	<p>Contacting local Universities to attend Fresher's week to promote Membership to young people moving to the local area.</p>	<p>The Trust attended an event on 7/02/2020 at the University of Reading.</p>
	<p>Pre-engagement opportunities will be available to young people that are not yet currently eligible to be a Member. A local competition would be advertised to year 10/11 students in local secondary schools, sixth forms and colleges to rename the Pulse magazine.</p>	<p>Not yet achieved.</p>
	<p>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.</p>	<p>Not yet achieved.</p>
	<p>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.</p>	<p>The Trust secretary has approached the Employee Engagement and Organisational development manager at the Trust to promote membership at the BAME forum going forward.</p>
	<p>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.</p>	<p>New Partner Governor recently appointed. The trust secretary has had an initial conversation with him regarding increasing our BAME membership.</p>
	<p>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.</p>	<p>Not yet achieved.</p>

Objective	Methods	Outcomes
<b>Membership Events</b>		
<p>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>	<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> </ul> <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.</p> <p>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.</p>	<p>Achieved Provisionally booked Provisionally booked Provisionally booked On-going On-going On-going</p> <p>Membership events for 2020 are scheduled across the Trust's constituencies. Detailed updates will be provided at each Membership Committee as part of the Membership Update report.</p> <p>On-going.</p>
<p>To encourage partnership working for Governors and Members to attend events run by the Trust, Communities, local Partnership working and the Royal Berks Charity.</p>	<p>Governors will continue to be encouraged to reach out to local external groups which they may be involved in in order to interact with the public and potential Members and promote the role of the Council of Governors.</p> <p>A toolkit would be developed that Governors could take with them when attending groups they are involved with in the local Community. This toolkit would include a generic presentation, a leaflet about the benefits of being a Member and Membership application forms. (Appendix 4 – Generic Presentation and Member Leaflet).</p> <p>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:</p>	<p>On-going.</p> <p>Achieved. Generic presentation is available and the membership leaflet has been updated.</p> <p>The Trust Secretary and Director of Communications have agreed to work closely going forward to ensure both</p>

Objective	Methods	Outcomes
	<a href="http://www.royalberkshire.nhs.uk/get-involved/events.htm">http://www.royalberkshire.nhs.uk/get-involved/events.htm</a>	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.	This post is currently vacant. The Corporate Governance Team has arranged a meeting with the Employee Engagement and Organisational development manager in order to attend events such as Reading Pride and recruitment days to promote membership.
<b>Communication</b>		
To build and develop good communication and interaction between the Council of Governors and Trust Members.	Governors will continue to host events in their constituency and all Governors are encouraged to attend as many Membership events as possible.	Membership events are scheduled throughout the year across the constituencies in order to reach all of our communities.
	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, the benefits of Membership, the role of the Council of Governors and any vacancies.	Each membership event has a meet your Governor session scheduled.
	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	The Governor photoboard has been made available across all Trust sites.

Objective	Methods	Outcomes
	introduce themselves to Members, talk about their role as a Governor and why they became a Member of the Trust.	
	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 is happening in the Trust.	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 new Pulse magazine was circulated in September 2018 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 is a comprehensive document which if refreshed would be more email-user friendly.	Achieved. Pulse is circulated every two months by email to Trust members.
	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.	The Trust strategy survey was circulated to members on 13 January

Objective	Methods	Outcomes
	<p data-bbox="506 331 1536 424">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.</p>	<p data-bbox="1563 252 1973 312">following a pilot with the Council of Governors.</p> <p data-bbox="1563 331 1767 360">Not yet achieved.</p>
<b>Staff Engagement</b>		
<p data-bbox="203 531 416 727">To provide opportunities for staff to become more actively engaged as Members.</p>	<p data-bbox="506 531 1525 647">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.</p> <p data-bbox="506 699 1424 759">Information will be circulated to staff and volunteers to keep them informed on Membership events, in addition to receiving:</p> <p data-bbox="506 794 1480 911">1.)A copy of the Pulse magazine to keep them up to date with what is happening in different parts of the hospital. 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 data-bbox="506 962 1525 1054">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 data-bbox="506 1169 1447 1254">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 data-bbox="506 1305 1491 1366">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</p>	<p data-bbox="1563 531 1984 647">All information about Trust membership events is circulated internally and cascaded through the CEO team.</p> <p data-bbox="1563 699 2007 815">Membership events, Pulse magazine and Governor vacancies are routinely cascaded through internal communications.</p> <p data-bbox="1563 962 2018 1142">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 data-bbox="1563 1169 1962 1222">This will be actioned once the new website is procured.</p> <p data-bbox="1563 1305 2007 1366">The Trust continues to host membership events at other sites and</p>

Objective	Methods	Outcomes
	the Royal Berkshire Hospital site.	is looking at hosting events in the community to target both staff and our members.
	The Chief Executive will continue to promote the Annual General Meeting and Members' Open Day at monthly Team Briefs.	On-going. The Chief Executive continues to promote all membership events such as the AGM at monthly Team Briefs.
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 3 of the 5 staff Governors in post. Work is on-going to fill the remaining 2.
	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.	Not yet achieved.

## Royal Berkshire NHS Foundation Trust

### Council Strategy Committee

**Title:** Governor Training & Development

**Date:** 13 February 2020

**Lead:** Caroline Lynch, Trust Secretary

**Author:** Keegan Timmermans, Corporate Governance Officer

**Purpose:** To provide an update on the Governor Training & Development programme for 2019-2021.

**Key Points:**

- The Governor Training & Development modules are defined in page of the report 3.

**Decision required:** The Committee is asked to note the programme.

**FOI Status:** This report will be made available on request

## 1 Introduction

- 1.1 The democratic nature of the Foundation Trust model places an onus on trusts to effectively develop and equip Governors with the skills necessary to carry out their role. This has been recognised in legislation.
- 1.2 The development of an effective Council needs to be based on a number of key principles:
- The design and delivery of comprehensive induction programmes for new governors that are reinforced by ongoing training.
  - The induction and ongoing training should aim to promote a clear understanding of the distinct roles that the Council of Governors and the Board of Directors play in the governance of the Foundation Trust.
  - The induction and training and development programmes should draw on the experience and expertise of longer-standing governors, non-executive directors and the Executive team.
  - The training and development will consist of significant in-house delivery, to ensure that it is grounded in the experience and issues of the Trust and is cost-effective.

## **2 Components of the Training and Development Programme 2019 - 2021**

### **2.1 The proposed programme for the year combines the following elements**

- An induction programme that is mandatory for all newly elected and appointed governors. This has been scheduled to take place following the main election round (July) and ad hoc induction sessions will take place as needed. Existing governors are encouraged to attend these sessions.
- A programme of training sessions on aspects of the NHS, and skills that Governors will require. This will consist of one key module and three associated modules each year.
- Background briefing papers published nationally or within the Trust.

## **3 Governor Induction Programme**

3.1 The Trust has provided an induction programme for newly elected and appointed Governors since 2006. This is provided in-house, with presentations by existing Governors and the Corporate Governance Team.

3.2 The induction covers:

- The nature of Foundation Trusts
- The structure of the NHS and role of NHS Improvement (NHSI)
- NHS Commissioning landscape
- The Chief Executive provides the CEO induction as per the Trust's mandatory staff induction
- An overview of the Trust and the Board of Directors
- The role of Governors
- A clear distinction between the role of a Governor and Non-Executive Director
- Governors' statutory duty in respect of representing the views of members and the public
- Opportunity for any further questions
- Tour of the Royal Berkshire Hospital Trust site

3.3 Aspects of the Governwell session held in January 2020 have been incorporated into the governor induction programme in order to clearly define the role of governors and Non-Executive Directors.

3.4 On appointment, the Trust Secretary provides governors with an induction pack which includes:

- Monitor guidance on the statutory duties of governors
- NHS Jargon 'buster'
- Care Quality Commission (CQC) guide for Council of Governors
- Information for prospective governors document (which includes detailed information of the Council Committee structure)
- Executive and Care Group structure
- Council Code of Conduct

- Key Trust contacts
- Other Trust forms including; declaration of interests, parking permit, ID and contact forms
- Governor Question Log
- Trust Strategy

The induction pack will be continually reviewed by the Trust Secretary to include any new guidance and information which will assist governors in gaining an understanding of their role. Induction sessions are also updated following any feedback received from new governors.

#### 4 Training Sessions on Core Skills and Topics

4.1 An in-house training and development programme for 2019 -2021 has been refreshed and will include:

Year 1	Year 2	Year 3
Quality and Quality Governance in the Trust (Core)	Structure of the NHS & Commissioning landscape (Core)	NHS Finance (Core)
What Matters	Member & Public Engagement (Governwell)	Accountability (Governwell)
Effective Questioning (Governwell)	Social Media for Governors	Counterfraud
Patient Experience & Patient Leaders	GDPR	Freedom to Speak Up

4.2 Each session will have their own set of objectives on which governors can base the effectiveness of that session. Such objectives may include that by the end of each session governors will have an understanding of:

- what is working well
- what is working not so well in the Trust
- any challenges and opportunities.

4.3 These topics had been selected to support governors in their understanding of these topics and are based on some of the Governwell training sessions and support the themes covered by Council Committees. The Committee may have views on other topics which should form part of the training and development programme. However, a maximum of four seminars will be held a year and seminars must be useful for all governors.

4.4 A bespoke Governwell training session took place in January 2020. Topics for the session included effective questioning and the role of Governors.

4.5 The Annual Governor Focus Conference is held in May each year by NHS Providers and the Trust receives one guaranteed place as well as one reserve. However, over the last few years two places had been made available for governors to attend the conference.

## **5 Background Briefings**

- 5.1 Governors will continue to receive weekly NHS Provider briefings sent by the Trust Secretary. This includes “This Week, Next Week” and a quarterly “Governor focus” newsletter.
- 5.2 A copy of the Chief Executives’ weekly blog will be circulated to all governors.
- 5.3 Chairman’s monthly update to Governors.

## **6 Council Committees and Membership Engagement Events**

- 6.1 All governors are invited to attend all governor Committees. The Council Committee structure mirrors that of the Board. Attendance at these Committees will aid governors in their understanding of the current focus of and issues for the Trust. The Assurance Committee also enable governors to obtain assurance from non-executive directors on the performance of the Board. The Trusts’ external auditors, Deloitte, are also invited to attend the Governor Assurance Committee in January and July each year.
- 6.2 All governors are invited to attend Part I of the Board and two governors may attend Part II of Board each month. Non-Executive Directors, in addition to the Chief Executive and Director of Finance attend the Council of Governors meeting and joint Board/Council sessions are held twice a year. Attendance at all these meetings provide further opportunity for governors to communicate with Non-Executive Directors and expand their knowledge base.
- 6.3 Governors are encouraged to attend Trust membership events which are held throughout the year and provide governors with an opportunity to engage with their members and fulfil their statutory duty of representing the views of members and the wider public.
- 6.4 Governors can also meet with the Trust Secretary on an individual basis if they have any queries regarding the role of the governor.

## **7 Conclusion**

- 7.1 This report sets out the various components of the proposed governor training and development programme for 2019/21. The programme combines the provision of in-house events, access to national programmes and written briefing and support material.
- 7.2 The provision of most of the programme in-house will enable costs to be kept to a manageable level.