

Public & Staff Membership Development Strategy 2018/19

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Introduction

This membership development strategy 2018-19 has been written in collaboration with the Membership and Outreach Working Group (a sub group of the Council of Governors). This strategy covers both public and staff engagement and it sets out a series of objectives for the Trust to continue to maintain, grow and engage with its membership, including the actions that it will take to meet these objectives. It also describes how the Trust will evaluate the delivery of the strategy.

The Council of Governors forms an integral part of the governance structure that exists in all NHS Foundation Trusts. It is the Council of Governors' responsibility to represent the interests of the members and the interests of the public, particularly in relation to the strategic direction of the Trust. Governors do not undertake the operational management of the Trust, but provide challenge to the Board of Directors and hold the Non-Executive Directors both individually and collectively to account for the performance of the Board of Directors.

The aim of this document is to further develop the Public & Staff Membership Development Strategy 2018/19 through the Membership & Outreach Working Group in order to ensure that Governors are at the heart of member engagement and own membership engagement plans for their constituencies.

The statutory duties of NHS Foundation Trust Governors are set out in the National Health Service Act 2006 and the Health and Social Care Act 2012, the Governors duties can be found at appendix 1.

Background

The Membership and Outreach working group, comprising of a number of Governors, the Commercial Director, Membership & Governance Manager, Head of Communications and Marketing and Board of Director Secretary, was established to;

- Consider how communication with members could be improved and to advise, explore and develop methods of communication and engagement with the members and the local community including hard to reach and underrepresented groups.
- Develop the benefits of membership and communicate this to the wider community in order to encourage more people to sign up and engage with the Trust.
- Increase and monitor the membership profile with respect to age, gender, ethnicity and area of residence in order to ensure a representative membership
- Increase member engagement and develop a set of measures to monitor this.
- Develop the role of the member and encourage involvement.

A workshop was held during the working group on 20th February 2014, the aims of the workshop were to identify:

- Why we should engage with more people (our aims)?
- Who do we want to recruit and engage with?
- What is it we want to talk to them about?
- How do we best do this?

The group agreed that not all members would want to be actively involved and that the Trust would need to keep all members up-to-date with what was happening at the hospital and show how being involved could make a difference. This information would be shared with members through the Trust's quarterly magazine, Insight. The working group also agreed that representing the interests of members and stakeholders and engaging with members was a key responsibility of Governors.

Strategic objectives

This strategy sets out objectives that will be achieved to develop an engaged membership.

The Trust's Membership aim is to ensure that the public is at the heart of everything we do by creating a representative membership and engaging them in the development and transformation of their health services.

Primary Objectives:

1. To create an engaged and supportive membership, representative of the public and stakeholders in our area.
2. To inform members of the health landscape and provide them with the information to access services and make the best health choices.
3. To enable members to influence the services the Trust offers them and hold the Board to account for the delivery of those services.
4. To develop the infrastructure and processes to enable efficient and effective dialogue between the Trust Board and its members.

Delivering the Strategy

The Membership & Outreach Working Group with the Commercial Director will have responsibility for ensuring the objectives and actions of this strategy are carried out. The Membership & Governance Manager will lead implementation and will ensure that specific Governor led projects, which focus on issues of recruitment or membership engagement, are incorporated in the action plan. During 2018-19, the working group will discuss the objectives and develop the actions required to achieve the objective over the next year.

Public & Staff Membership Development Strategy Objectives and Action Plan 2018-19

Objective 1 -	To create an engaged and supportive membership, representative of the public and stakeholders in our area
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The Trust will continue to steadily recruit and increase a representative membership and increase and measure member engagement.

Key targets include:

1. To meet the annual recruitment targets as set by the Chairman and Council of Governors each year.
2. To maintain an accurate membership database which meets regulatory requirements and can be used to aid membership developments.
3. To ensure membership is representative of the local communities the Trust serves.
4. To ensure the membership form and benefits of membership are classified further in order to make the process for becoming a member simple, accessible and appropriately attractive.

Actions to achieve this include:

- On a quarterly basis, monitor under-representation through the Membership & Outreach Working Group and develop strategies to address this.
- Internal recruitment drives at the hospital – recruitment of Members in the Atrium, or Outpatient areas.
- Targeted recruitment drives in the community.
- Develop membership recruitment material, including fliers for events.
- Review recruitment material regularly to ensure it remains relevant, up-to-date and suitable for the audience.
- Provide documentation and membership forms for the Trust’s Staff Induction to inform Staff about Membership and to encourage those not opted in to become Public Members.
- Continue to encourage Governors to help recruit members during campaigns.
- Advertise membership in the local community e.g. through advertising in Parish newsletters, attending community events etc.

- Visit community groups to attract new members (this is also an opportunity for engagement).
- Aim to increase the number of members within underrepresented groups.
- Encourage younger Members to become Members and be engaged via attendance at fresher's fairs, careers fairs and through the Trust's annual sixth former conference.

Action Plan

Action	Owner	Date to be achieved	Update	Completed?
M&OWG to receive quarterly updates regarding the membership demographic at each meeting.	Membership & Governance Manager	On-going	Report to M&OWG received each quarter.	On-going
Membership presence in Atrium	Membership & Governance Administrator / Apprentice	Ongoing	2 members recruited since 12 th February 2018	
Staff induction - completed forms to be sent to Membership Team to sign up staff not on permanent contracts	Membership & Governance Apprentice	On-going	41 members recruited since 12 th February 2018	
Membership forms included in thank you letter responses	Membership & Governance Administrator	On-going	0 members recruited since 12 th February 2018	
Non-members attending Caring for you events invited to become members	Membership & Governance Administrator	On-going	4 members recruited since 12 th February 2018	
Friends of the RUH distributing membership forms to RUH volunteers	Membership & Governance Manager	On-going	0 members recruited since 12 th February 2018	
Forever friends distributing Membership information in their thank-you letters (1 paragraph – no membership form)	Membership & Governance Manager	On-going	1 member recruited since 12 th February 2018	

Action	Owner	Date to be achieved	Update	Completed?
Staff leavers invited to become public members	Membership & Governance Manager	On-going	0 members recruited since 12 th February 2018	
Ethnic Minority Groups	Membership & Governance Administrator / Apprentice	On-going	0 members recruited since 12 th February 2018	
Governor recruitment	Public Governors	On-going	1 member recruited since 12 th February 2018	
Insight Magazine	Membership & Governance Manager	On-going	2 members recruited since 12 th February 2018	
RUH website	Membership & Governance Manager	On-going	4 members recruited since 12 th February 2018	
Spring Conference	Membership & Governance Manager / Apprentice	20 th March 2018	17 members recruited	Complete
Redesign membership form	Membership & Governance Manager	May 2018	To be drafted following comments from Governors	
Membership video to be developed in collaboration with students from Wiltshire College. Video will be played on RUH TV screens.	Membership & Governance Manager / Head of Marketing & Communications	August 2018	Project on hold as no response from Wiltshire College. Looking at alternative options.	
Membership Team to attend student nurse induction	Membership & Governance Administrator	TBC		
Recruitment via annual 6 th Formers Conference	Membership & Governance Team	27 th June 2018		

Action	Owner	Date to be achieved	Update	Completed?
Governors to attend Movie by Moonlight	Membership & Governance Manager	August 2018		
Membership stand at City of Bath College Fresher's Fair (Bath Campus)	Membership & Governance Manager	September 2018		
Membership stand at Wiltshire College Fresher's Fair (Trowbridge)	Membership & Governance Manager	September 2018		

Membership Cost vs. recruitment

Recruitment	When event takes place	Cost	Total no of people asked	No of Members joined	Get involved / Work with the Trust	% of Members joined	Cost per Member
External company to recruit members on behalf of the Trust - approx. £7.60 per member							
Caring for You Events	Bi-monthly	N/A	Approx. 7 per event	Approx. 5 per event	Approx. 3 per event	71%	N/A
Constituency Meetings	2 per constituency per year	N/A	Approx. 9 per event	Approx. 7 per event	varies	77%	N/A
Student Nurse Induction	Twice yearly	N/A	Approx. 60 per year	Approx. 55 per year	50%	92%	N/A
Sixth Former's Conference	June	£10	Approx. 100 per year	Approx. 60	50	60%	£0.60
Wiltshire College Fresher's Fair (Trowbridge)	September	£0	Approx. 140	Approx. 90	-	64%	N/A
City of Bath Fresher's Fair (Bath)	September	£90	Approx. 170	Approx. 140	-	82%	£0.91

Objective 2 -	To inform members and the public of the health landscape and provide them with the information to access services and make the best health choices.
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The Trust aims to inform and sign-post the membership, patients and visitors to the right information sources to enable them to understand how the Trust runs and the services we provide, thus ensuring that the right health choices are made.

Key objectives include:

1. To ensure the Trust’s website contains up to date relevant information for patients.
2. To ensure patients are well informed about the choices they have.
3. To ensure communications inform members about the Trust and services provided as well as options available to them.

Proposed actions to achieve this could include:

- Promote the information available on the Trust’s internet site.
- Utilise the Insight magazine in order to inform the community about how the RUH runs, services provided etc.
- Caring for You events
- Governor Constituency meetings
- Annual report to Council of Governors meeting
- Annual report and review to Annual Members meeting
- Annual General Meeting / Annual Members’ Meeting (AGM / AMM)
- Governor contact with Local Area Boards

Action Plan

Action	Owner	Date to be achieved	Update	Completed?
North Wiltshire Constituency Meeting – Corsham	Membership & Governance Manager	10 th April 2018	12 members attended	Complete
NES Constituency Meeting – Midsomer Norton	Membership & Governance Manager	15 th May 2018		
CFY – 21 st Century Lifestyle	Membership & Governance Manager	24 th May 2018		
South Wilshire Constituency - Warminster	Membership & Governance Manager	11 th June 2018		
CFY – All About Skin	Membership & Governance Manager	17 th July 2018		
NES Constituency Meeting – Keynsham	Membership & Governance Manager	6 th September 2018		
South Wilshire Constituency - Melksham	Membership & Governance Manager	10 th September 2018		
CFY – Men’s Health	Membership & Governance Manager	19 th September 2018		
All working groups to compile an annual report for CoG sign-off.	Chair of Meeting, Lead Governor and Membership & Governance Manager	September 2018		
Annual report and review to Annual Members meeting	Membership & Governance Manager	September 2018		
AGM / Annual Members Meeting	Membership & Governance Manager	26 th September 2018		

Action	Owner	Date to be achieved	Update	Completed?
North Wilshire Constituency - Chippenham	Membership & Governance Manager	10 th October 2018		
CFY – Women’s Health	Membership & Governance Manager	13 th November 2018		
CFY – Cancer & Survivorship	Membership & Governance Manager	23 rd January 2019		
CFY – The Value of Therapies	Membership & Governance Manager	13 th March 2019		
Annual Members Meeting Survey	Membership & Governance Manager	TBC		
To ensure that the membership web pages are updated regularly	Membership & Governance Administrator	On-going	Caring for You and Constituency Meeting schedules added to the web pages in April 2018	
Quarterly Insight magazine to be sent to members	Membership & Governance Manager	Quarterly (March, June, September, December)	June edition is being sent first week of June	

Objective 3 -	To enable members to influence the services the Trust offers them and hold the Board of Directors to account for the delivery of those services.
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The Trust aims to ensure that the membership has an opportunity to get involved and influence the services the Trust offers them.

Key objectives include:

1. To ensure the views of the members are sought and understood.
2. To identify opportunities for members and Governors to get involved in the Trust and development of services.
3. To encourage members to stand for election to the Council of Governors in the future.
4. To ensure the views of the members are taken into account by the Board of Directors in developing future services.

Current actions to achieve this include:

- Non-Executive Directors attend the Governors working groups when required. NEDs are also available via email after the meeting for assurance questions.
- Increase opportunities for members to engage in the work of the Trust e.g. as patient representatives at meetings.
- Continue to encourage members to stand for election in future years to ensure a contested election for each constituency.
- Surveys sent to members to seek views.
- Staff Governors attend team meetings to seek views of staff.
- Constituency meetings to be held in all constituencies at least once per year. These are an essential mechanism to enable Governors to hear Members' feedback directly.
- Joint Trust Board and Governor Away Days to strengthen relationships.
- Member's feedback taken to Council of Governor meetings for review and passing onto working groups for more detailed working.
- Governors Board Monitoring Group established to ensure Governors attend Board of Director meetings.

Proposed actions to achieve this could include:

- Invite members to take part in focus groups to use them as a source of feedback to develop services provided.
- Work with the local health community to encourage stronger engagement. Influencing stakeholders and local community.
- Process to ensure consideration of themes as part of the annual planning cycle.

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Action Plan

Action	Owner	Date to be Achieved	Update	Completed?
Governor Working groups to develop assurance questions for NEDs as part of every meeting	Working Groups	On-going	This forms a standing item as part of the agenda.	On-going
Staff Governors to attend weekly engagement sessions outside the Lansdown Restaurant	Staff Governors	On-going	Shaun Lomax & Kate Fryer have participated in a session on 2 nd May 2018	
Governor constituency meetings to be held throughout the year.	Governors	On-going	Meetings organised across constituencies for 2017	
Email to be sent to members asking for feedback on the Quality Accounts priorities	Membership & Governance Manager / Deputy DoN&M	January 2018	Email sent 13 th February 2018	Complete
Governors to attend Governor away day	Governors	February 2018	Away day took place on 28 th February 2018	Complete
Members to be invited to the Trust's AGM	Membership & Governance Manager	August 2018		

Objective 4 -	To develop the infrastructure and processes to enable efficient and effective dialogue between the Board of Directors and its members
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The Trust aims to maintain a two-way dialogue with its membership, thus ensuring that the member's views are heard in order to help influence developments of services within the Trust.

Key objectives include:

1. To promote the work of the Trust and its Governors.
2. To identify and develop opportunities for two-way communication between members and Governors.
3. To ensure communications not only inform members about the Trust, but also encourage engagement.

Current actions to achieve this include:

- Promote the work of the Trust and its Governors in the quarterly magazine, Insight, on the Trust's website, through press releases and parish newsletters.
- Identify and develop opportunities for Governors to meet with members at Trust events and/or specific Governor Constituency meetings.
- Provide all new members with a Welcome letter or email outlining the benefits of membership, Caring for You events, and the Governors.
- Membership surveys sent to seek feedback and opinions including specific Governor Surveys sent on request.
- Governors invited to assist Membership Team at events and with face to face recruitment.
- Staff Governor Posters developed and distributed across the site.
- Staff Governors attending staff team briefing to promote the role of a Governor and the FT application.
- Staff engagement which includes the Lansdown engagement sessions, team meetings and in the week updates.
- Caring for You events – Governors can attend to talk to members.

- Website includes governor profiles for both Staff and Public Governors and also details how to contact the Governors.

The Trust will ensure that membership material is available in other languages and formats as required through the Trust's membership engagement work.

Proposed future actions:

- Develop opportunities for members to give their views on a range of topics.
- Tracking feedback against key member themes.
- Develop process for ensuring member views receive feedback.
- "You said we did" correspondence to be added to Trust website.

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Action Plan

Action	Owner	Date to be Achieved	Update	Completed?
New Staff Governor posters to be displayed in Staff Areas around the hospital.	Membership & Governance Administrator / Apprentice	June 2018	Posters printed ready to be displayed	In progress
New Membership banners to be printed and displayed in the all Outpatient areas.	Membership & Governance Team	June 2018	Boards printed and awaiting Estates to display them	In progress
Governors to attend AGM to meet with members and take part in discussion groups.	Governors	26 September 2018	Meeting confirmed for 26 th September 2018	
Welcome letters to be sent to new members	Membership & Governance Manager	On-going	All Members are sent welcome email or letter.	On-going
FT webpages to be kept up-to-date	Membership & Gov. Administrator	On-going	Information updated, to be discussed with Web Team.	On-going
Staff Governors to feedback staff views to Council of Governors	Membership & Governance Manager and Staff Governors	On-going	Updated via the Staff Governor update report quarterly.	On-going
Staff Governors to attend staff departmental meetings to promote the role of a Governor and answer questions	Staff Governors	On-going	Staff Governors to attend meetings once arranged by M&O Administrator.	In progress
Staff Governors encouraged to write content for intheweek newsletter	Staff Governors	On-going	Email to Staff Governors informing of this process sent on 9 th May 2018	On-going

Action	Owner	Date to be Achieved	Update	Completed?
Staff Governors to participate in engagement sessions outside the Lansdown restaurant to talk to staff	Staff Governors	On-going	Rota devised for Staff Governors. Pop up banner to be finalised.	In progress
Governors to attend Caring for You events to talk to members	Governors	On-going	NH, AB, MM, AM and JC are the only Governors to attend regularly to talk to the Members.	On-going
Governors to include articles in Insight magazine	Public Governors	On-going	Helen Rogers, Public Governor and Mike Coupe, Staff Governor have taken part in interviews about their roles as Governors that will be included in the Insight magazine.	

Evaluating the strategy

It is important that the Membership Development Strategy evolves over time to continue to reflect the community. The strategy needs to be owned by the Governors, who will develop the strategy and play a key part in monitoring its effectiveness.

This strategy has been developed with the Membership & Outreach Working Group. It will be continually monitored on a quarterly basis in order to ensure that it remains current and meaningful and that the action plan is on target. The strategy will be updated as required to reflect changes to RUH services and within the local health community.

Progress reports will be submitted to the quarterly Council of Governor meetings via the Membership & Outreach Working Group update report.

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Appendix 1 - The Council of Governors Statutory Duties

The statutory duties of NHS Foundation Trust governors are set out in the National Health Service Act 2006 and the Health and Social Care Act 2012. The duties are as follows:

From the National Health Service Act 2006:

- Appoint and, if appropriate, remove the Chair;
- Appoint and, if appropriate, remove the other Non-Executive Directors;
- Decide the remuneration and allowances, and the other terms and conditions of office, of the Chair and the other Non-Executive Directors;
- Approve the appointment of the Chief Executive;
- Appoint and, if appropriate, remove the NHS Foundation Trust's external auditor; and
- Receive the NHS Foundation Trust's annual accounts, any report of the auditor on them and the annual report.

In addition, in preparing the NHS Foundation Trust's forward plan, the Board of Directors must have regard to the views of the Council of Governors.

From the Health and Social Care Act 2012:

- Hold the Non-Executive Directors individually and collectively to account for the performance of the Board of Directors
- Represent the interests of the members of the trust as a whole and of the public.
- 'Significant transactions' must be approved by the governors. Approval means that more than half of the governors voting agree with the transaction. The trust may choose to include a description of 'significant transactions' in the trust's constitution.
- The council of governors must approve an application by the trust to enter into a merger, acquisition, separation or dissolution. In this case, approval means more than half of all governors agree with the application.
- Governors must decide whether the trust's private patient work would significantly interfere with the trust's principal purpose i.e. the provision of goods and services for the health service in England or the performance of its other functions.
- The council of governors must approve any proposed increases in private patient income of 5% or more in any financial year. Approval means more than half of the governors voting agree with the increase.
- Amendments to the trust's constitution must be approved by the council of governors. Approval means more than half of the governors voting agree with the amendments.

*Excerpt taken from Monitor's website: <http://www.monitor.gov.uk/regulating-health-care-providers-commissioners/information-nhs-foundation-trusts/information-governo-0>

Appendix 2 - Membership Office annual plan

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