

Council of Governors: Summary Sheet

5th May 2016
Item No 7

Title of Paper: Membership Strategy Refresh

Presented By: Jill Dentith, Interim Board Secretary

Action Required:

For Information	<input type="checkbox"/>	For Ratification	<input type="checkbox"/>	For a decision	<input type="checkbox"/>
For Feedback	<input type="checkbox"/>	Vote required	<input type="checkbox"/>	For Receipt	<input checked="" type="checkbox"/>

To which duty does this refer:

Holding non-executive directors individually and collectively to account for the performance of the Board	
Appointment, removal and deciding the terms of office of the Chair and non-executive directors	
Determining the remuneration of the Chair and non-executive directors	
Appointing or removing the trust’s auditor	
Approving or not the appointment of the trust’s chief executive	
Receiving the annual report and accounts and auditor’s report	
Representing the interests of members and the public	x
Approving or not increases to non-NHS income of more than 5% of total income	
Approving or not acquisitions, mergers, separations and dissolutions	
Jointly approving changes to the trust’s constitution with the Board	
Expressing a view on the Trust’s forward plans	
Consideration on the use of income from the provision of goods and services from sources other than the NHS in England	
Monitoring the activities of the Trust to ensure that they are being conducted in a manner consistent with its terms of authorisation and the constitution.	
Monitoring the Trust’s performance against its targets and strategic aims	

How does this item support the functioning of the Council of Governors?

Governors have an integral role to place in the engagement of members and the public. This strategy details the steps the Trust will take to engage and recruit members.

Author of Report:	Sam Stoddart
Designation of Author:	Deputy Board Secretary
Date:	25 th April 2016

SUMMARY REPORT

Report to: Council of Governors
Date: 5th May 2016
Subject: Membership Strategy
From: Jill Dentith, Interim Board Secretary

1. Purpose

<i>For Approval</i>	<i>For a collective decision</i>	<i>To report progress</i>	<i>To seek input from</i>	<i>For information</i>	<i>Other (please state below)</i>
x					
The Council is asked to receive and endorse the refreshed strategy following approval by the Board of Directors at its April meeting.					

2. Summary

At its December 2015 meeting, the Board requested that the membership strategy was refreshed to reflect the Trust's strategic aims for its membership. Over a three month period the strategy has been refreshed and input has been sought from:

- Head of SUEMU
- Communications Manager
- Non-Executive Director
- Membership & Governor Officer
- Interim Board Secretary
- EDG
- Chair
- Lead Governor

3. Next Steps

Membership engagement and recruitment will be aligned to the refreshed strategy.

4. Required Actions

Council is asked to endorse the membership strategy.

5. Monitoring Arrangements

The membership strategy will be overseen by the Deputy Board Secretary, with ultimate responsibility lying with the Board Secretary. Governors will contribute to monitoring of the strategy as well as participating in the actions.

6. Contact Details

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Membership Strategy

2016



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1 PURPOSE OF THIS STRATEGY

As a successful Foundation Trust, it is our aim to promote engagement with the whole of our membership in line with our Trust values of respect, compassion, partnership, accountability, fairness and ambition and to ensure that our membership is reflective of the wider local communities. The purpose of this strategy is to identify the steps we will take to achieving this.

As well as defining the membership, this strategy will outline how Sheffield Health & Social Care Trust plans to:

- benefit from its membership
- communicate with and engage its membership
- make sure that the membership is reflective of Sheffield’s diversity
- provide opportunities for members to become involved with the Trust in ways that suit their needs and wishes

It is the responsibility of the Trust to set the membership strategy in discussion with the Council of Governors, but it is the responsibility of the Council of Governors to support its implementation and review the strategy on an annual basis.

Sections 2 to 4 of this document provide an overview, section 5 describes where we want to be, section 6 describes how we are going to get there and section 7 describes how we will monitor our progress.

The Trust also has statutory responsibilities in relation to membership. These are detailed in Appendix 1.

2 INTRODUCTION

Sheffield Health & Social Care NHS Foundation Trust (the ‘Trust’) became a Foundation Trust in July 2008. As a Foundation Trust we are a membership-based organisation with our members coming from the local area, our wider geographic patch and our staff. We are accountable to our local communities through our members and governors, commissioners (through our contracts), Parliament, the Care Quality Commission and Monitor.

Foundation Trusts give greater ownership to service users and carers, local people, communities and key stakeholders through the democratic process of elected governors.

This Trust has a Council of Governors made up of 33 elected governors from the public (including the rest of England), service user, carer, young service user/carer and staff membership categories and 11 appointed governors from those organisations with whom the Trust works closely. This is significantly larger than many other Trusts. A survey undertaken by NHS Providers in March 2015 (see table 1 below) showed that the average council size based on the data from 49 FTs was 30.

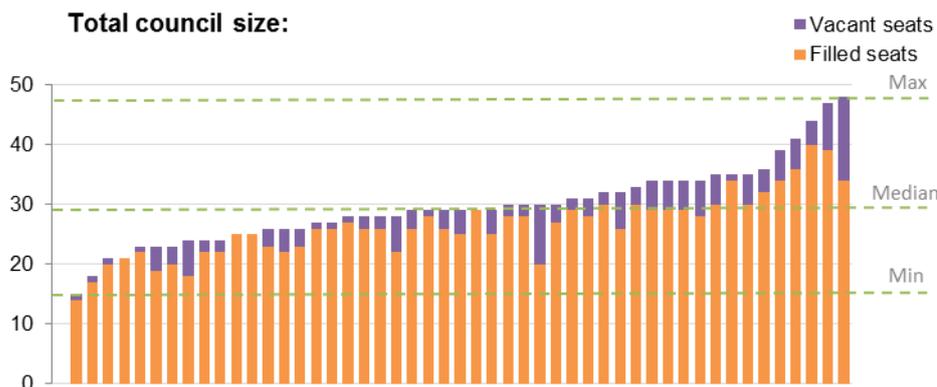


Table 1

The Trust's membership stands at 15,751 as of April 2016 of which 3,120 are staff and 12,631 are public, service user and carer members. The average public membership according to the NHS Providers survey is 9,237 (see table 2 below). SHSC's membership is 36% higher than the average.

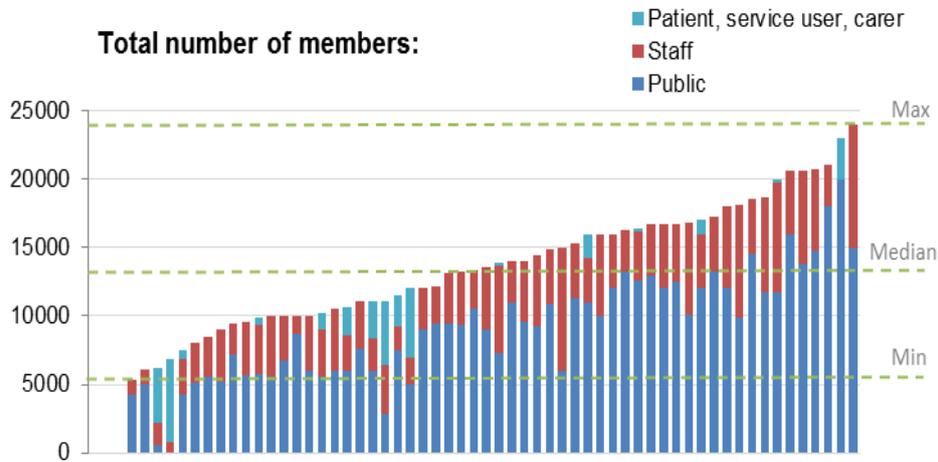


Table 2

Members are able to choose and determine for themselves how actively they wish to become involved, depending on their individual needs, interests and existing commitments. Through working in partnership with the Service User Engagement Group (SUSEG), members' involvement interests can be matched up with new and existing pieces of work in the Trust. It is from our membership that the majority of governors are elected and it is the role of the Council of Governors to hold the Trust to account for its performance and to make sure that it always acts in the best interests of the people it serves. Governors are accountable to the members who elect them and must represent their interests and those of the wider public.

3 DEFINING OUR MEMBERSHIP COMMUNITIES

There are three main (elected) membership constituencies, each divided into classes.

Constituency	Class
Public	Sheffield South East Sheffield South West Sheffield North East Sheffield North West Rest of England
Service User	Service Users Carers Young Service Users/Carers
Staff	Nursing Psychology (including IAPT counsellors) Medical & Clinical Social Work Allied Health Professionals Support Work Clinical Support Staff Central Support Staff

In addition there are 11 appointed governors representing stakeholder organisations.

Local Authority Councillors (x 3)
Third Sector (x 4)
Universities (x 2)
Clinical Commissioning Group (CCG) (x 1)
Staff side (unions) (x 1)

4 BENEFITS OF MEMBERSHIP

Membership makes us more accountable to the people we serve, and provides opportunities to raise awareness of the services which we provide and to challenge the stigmas and issues that can be associated with them. It also provides improved arrangements for working in partnership with our local communities, and better opportunities for the Trust to benefit from the contributions people wish to make.

However, it is important to understand why people chose to become members. It may be because of a range of personal reasons that reflect the principles of social ownership, belonging and an altruistic approach to community participation. Some other reasons may be because:

- they have a desire to improve the services we provide;
- they wish to volunteer and see membership as a conduit for this;
- they have been asked to join, and were provided with the opportunity to do so;
- it provides opportunities to be better informed about issues of interest;
- they support the organisation and the NHS;
- they use the services provided by the organisation;
- they are looking for ways to make a contribution to the public sector, or their local community;
- they want to become actively involved in how services are developed.

You say – we do

Through understanding the reasons for membership, we can adopt more effective recruitment strategies, which reflect the diverse needs of the different elements of our community. By developing our strategies, we can provide broader and different opportunities for more service users and carers, along with the public, to make their views and opinions heard. We will also use our membership to increase the opportunities for service users to be involved in their local communities, and reduce some of the barriers that prevent this from happening.

An active and engaged membership will also strengthen the functioning of the Council of Governors by ensuring our service priorities are focussed on local needs.

There are many benefits to having a large and diverse membership. They can be categorised as benefits to the people we support and serve, benefits to the organisation and benefits to the community.

4.1 Benefit to the people we support and serve

People who need our services often experience a degree of isolation or exclusion from their local community, their social networks or from day-to-day society in general. Uninformed views and attitudes, fear and stigmatisation are often daily experiences for those who use our services. Social exclusion presents barriers for our service users leading full, active lives and being included as part of their community. This can have a severe impact on their well-being and recovery.

However, membership allows people to:

What	How
Feedback views and experiences	By contacting governors By contacting the Chief Executive and Chair directly Through website contact form By completing friends and family test By completing trust surveys By writing to the magazine By attending topic specific workshops
Increase knowledge about the broad range of services provided by the Trust and how to access them	Through articles in the magazine Through information on the website Through Facebook and Twitter Through the Directory of Services
Learn about conditions and how to manage them from a person perspective and through the stories of others	Through articles in the magazine Through attending membership events
Learn about positive ways to manage conditions through prevention and health education	Through articles in the magazine Through attending membership events
Contribute to and influence the Trust's annual plans and making sure members' priorities are understood and heard	Through the annual members' survey of the Trust's objectives
Contribute their views and opinions about specific issues that have been identified for development	By participating in consultations and attending consultation events
Make sure there is a representative group of governors who act in the best interests of members	By participating in the democratic election process by voting By standing as a governor
Contribute to the changes to the Trust's constitution	By attending and voting at an Annual Members' Meeting where relevant constitutional changes are proposed
Become more aware of volunteering opportunities within the Trust	Through the magazine Through information sent to new members

More information on how members can engage with the Trust is found in section 6.

4.2 Benefit to the organisation

For every benefit to our service users, carers and the public, there is also a benefit to the organisation. However, the importance of membership is far reaching because it:

- provides the opportunity to include and involve large numbers of local people in the ongoing development of our services
- allows the Trust to be informed and aware of the views of the local general public in respect of issues around mental health, drug misuse, learning disability, long term neurological conditions and other specialist services and thereby be able to incorporate them within our ongoing service plans
- allows the Trust to promote the need, role and function of our services, increasing its standing within the local community
- allows the Trust to explore different approaches to health promotion campaigns, supporting discrimination or anti-stigma campaigns in respect of the needs of our service users
- affords the Trust the opportunity to work with members to increase opportunities for employment and other meaningful activity

- enables the Trust to work with key local organisations including HealthWatch, the Local Authority, Leisure and Education to increase opportunities.

4.3 Benefit to the community

On the broadest level, being a membership organisation means that we have a mechanism for reaching out to the Sheffield and wider community as a whole, but more importantly, that community has a clear and simple mechanism for interacting with its NHS. Benefits include:

- providing a way for local interested people to demonstrate and show their support for our organisation
- being informed and aware of broader views about the provision of general health and social care services available in Sheffield
- exploring opportunities to benefit from local interest and support for public services, in respect of volunteers, fund raising
- receiving information on how health funding benefits the local population
- receiving clear information about our services which will challenge perceptions and help to tackle stigma.

5 ENGAGING OUR MEMBERSHIP

There are many reasons why people would choose to become a member of our Foundation Trust and we recognise that different people will want to be involved in different ways, from being able to express their support by being a member to being actively involved in influencing our ongoing plans. In response to this, we will provide and continue to develop a range of methods and opportunities for involvement that are well communicated and flexible.

Our plans respond to the diverse reasons and interests that will lead people to become members through:

- recognising the basis for peoples interest in becoming a member
- providing a clear view about the roles and contributions people can have as a member
- ensure we involve people in ways that suit them, about issues they are interested in
- promoting the achievements and benefits we have made through membership involvement

We are committed to involving our local communities, service users, their carers and staff in the planning and delivery of our service by ensuring they are included in the decision making from the start. We will do this through the methods of engagement described below in this section.

The Trust also wants to engage with a wider cross section of service users and carers not only from within the Trust and the membership, but from the wider community. To help achieve this we will engage with our partners in the third sector, draw on existing links and networks and develop new links where none currently exist.

Effective engagement of local people, service users, carers and staff is an essential part of our purpose of providing high quality services and improving the health and wellbeing of local communities and the Trust employs a variety of methods to engage with its membership, and to engage new members, including:

- Publicising the opportunities and benefits of membership
- Seeking members' views on important topics
- Utilising social networks including Facebook and Twitter
- Promoting the achievements made through being a membership-based organisation
- Recruiting members from across the whole community

- Targeting hard-to-reach groups
- Developing and supporting effective channels of communication and engagement between governors and members
- Ensuring membership is a worthwhile experience for individuals through engaging them in ways that they have said will suit them.

We will do this through:

5.1 **Involve Magazine**

The membership magazine is the primary focus of communication with members. It is a magazine led by the organisation but supported and shaped by governors for members. Its purpose is to provide information about the Trust's services with a view to challenging stigma and discrimination, to promote the numerous services available to people so that they can be better informed should they need the Trust's help, and to convey to members the work that the governors are doing on their behalf. It is also an important vehicle for ascertaining the views of members on important issues such as forward planning for example. The magazine is circulated widely, not only to members, but also to all service areas in the Trust, GP practices and voluntary organisations, therefore ensuring that the benefit of the magazine is wider than just membership.

However, with the growing use of email and social media, we will endeavour to increase electronic communication with members and reduce reliance on more traditional methods, although there will always be a place for this to reflect the diversity of our members.

5.2 **Trust's Website and Social Media**

The external website (as opposed to the internal website available only to staff) is a vehicle for communication with members and the public. As such it provides information about the Trust, governors, Council of Governor meetings and papers, membership events and membership. We will work in partnership with the Communications Manager to ensure that key messages regarding elections, member surveys etc. are given prominence on the website. We will also work to improve our social media profile using a range of outlets for key messages. This will include Facebook, Twitter and other social media platforms, whilst working within the Trust's information governance and IT regulations.

5.3 **Governor Elections**

The governor election process, which takes place every second and third year, is an important part of the democratic process for members. It is their opportunity to engage with the Trust and appoint the people who they feel will be able to best serve their interests. We will ensure that information is readily available on our website but we will also engage with key groups to make sure that elections are known about and to encourage people to stand. This will include election workshops for prospective governors arranged at a number of venues and times to ensure a broad range of individuals can attend and learn more about what it means to be a member and a governor.

5.4 **Membership Events**

The Trust is committed to holding at least three membership events each year about specific topics, which members have identified as important to them. The membership event is also an important mechanism for governors, enabling them to meet their members and listen to their views. We will work in partnership with our colleagues at Sheffield Teaching Hospitals to deliver these events. Since authorisation, many events have taken place and they continue to be very well attended. We will ensure this success continues by taking feedback from attendees and building this into future events to enhance what works well, but also to learn from things which can be done better.

5.5 Annual Members' Meeting

The Annual Members' meeting is an opportunity for the Trust and the governors to feed back to members about the Trust's performance over the year, the activities undertaken by governors on behalf of members and to promote the Trust's services and provide useful information about them to members and to the public. We will continue to provide a focus to each event which is aimed at drawing in more members.

5.6 Public Events

Throughout each year, the Trust participates in a number of public events such as the Wellbeing Festival, World Mental Health Week and other community events. Not only are these events used to recruit new members, they also provide an opportunity for governors and the Trust to talk to members and potential members and to hear about their issues and priorities for health. They provide an important public face for the organisation.

Governors use the information they gather from these events to inform their discussion at Council meetings, and the Trust is able to use this information to triangulate data relating to service user experience and quality.

5.7 Service User and Carer Events

The Foundation Trust office will work collaboratively with Patient and Public Involvement and the Service User Engagement and Monitoring Unit (SUEMU) to promote service user and carer events that take place with members who have expressed an interest in getting involved.

5.8 Informal Interaction

Governors regularly meet informally with members through the networks of which they are already part. They also attend various groups throughout the year and this interaction again supports their role in representing their members. We will also use opportunities where members of the public, service users and carers contact us, for example through complaints, email enquiries etc., to promote membership opportunities where this is appropriate. In addition to communicating with their constituency governor, members can contact the Lead Governor who can act as a link to the Board in representing members' issues and questions.

5.9 Engaging Staff

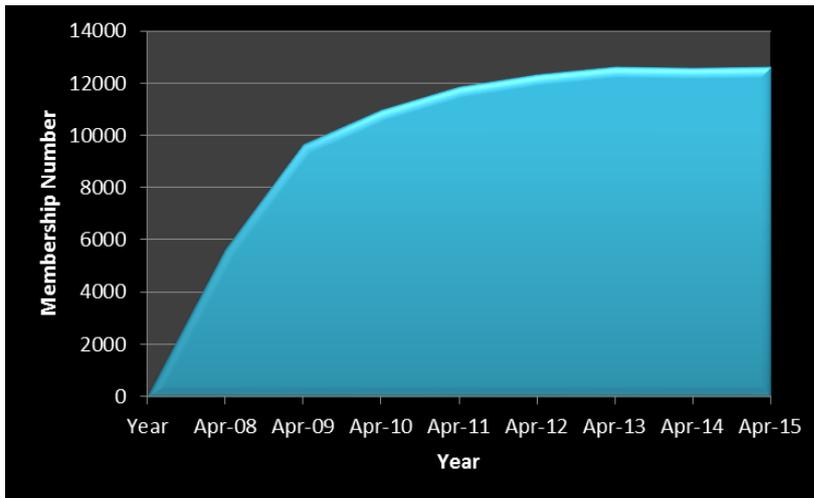
The majority of the Trust's staff are members and there are eight staff governor seats. The Trust, through its membership and staff governors, has a vehicle for ensuring that the views of the workforce are reflected in the strategic direction and governance of the organisation. We will therefore aim to ensure that our staff are engaged with the development of the Trust and its services by:

- Having a culture of open and transparent communication with the workforce;
- Working with and utilising staff governors;
- Working in partnership with the Widening Participation champion
- Developing our excellent record of partnership working with trade unions.

5.10 The National Strategic Framework for Widening Participation

The NHS Five Year Forward View includes a commitment to making NHS workforces more representative of the local communities they serve. As part of this the Trust has made a commitment to the National Strategic Framework for Widening Participation. As such, we will work with the Trust's Widening Participation Champion and Health Ambassadors to reach out to potential future employees from the areas of deficit within the Trust, namely young people, people with a learning disability or autism and some staff groups.

6 MEMBERSHIP RECRUITMENT



Since becoming a Foundation Trust, membership has grown steadily and now stands at over 12,500 (excluding staff members) as shown in the graph opposite. In fact membership has grown by 124% since authorisation.

Whilst the primary focus in the early years of becoming a Foundation Trust was to increase membership, the focus has shifted into one of

maintenance and increasing engagement, a policy adopted by most Foundation Trusts and reflected in the reporting requirements of Monitor.

However, maintaining membership does not mean stopping recruitment. During each year the number of membership losses range from between 200 and 500 and sometimes higher. This is primarily due to members moving and not informing us of their new addresses. Therefore, if the Trust is to maintain current membership levels, recruitment must take place throughout the year.

Our main goal is to ensure our membership mirrors our local community in terms of age, gender and ethnicity and socio-economic grouping and this is monitored on a regular basis as well as being reported annually to the regulator and in order to maintain our membership we will employ the following strategies:

6.1 Have a Community Presence

We will identify and then make use of events which are taking place in the community. The Trust always has a strong presence at the annual Wellbeing Festival and World Mental Health week events and will continue to do so. We will keep abreast of community events that not only engage the wider community, but those events which target certain groups which may be classed as hard to reach. The Trust will ensure that it has a presence at these events and plan recruitment activities accordingly.

6.2 Work in Partnership with other Sheffield Foundation Trusts

Since authorisation the Trust has forged a very strong relationship with Sheffield Teaching Hospitals NHS Trust. We take a partnership approach to membership recruitment and engagement which has proven to be cost-effective allows a greater number of members to be recruited at any one event and helps to promote a stronger message about Foundation Trusts. It also helps to promote networking between governors of the two Trusts. This strategy will continue throughout the years to come.

6.3 Membership Events

Although membership events are aimed primarily at existing members, they are publicised throughout the city and so prove an excellent mechanism by which to recruit new members as well as giving something to existing members. We have asked members what interests them and we have responded by holding events about topics which they have said are important.

6.4 Targeting Key Membership Groups

Through regular monitoring of the membership, it is clear when certain groups need to be targeted, be it based on ethnicity, gender, age, or geographical location. This may include targeted membership events or reaching out to particular voluntary sector groups for example as detailed in the three points above. By growing our networks and engaging governors in the process we aim to have a variety of methods by which we can target specific groups.

7 MONITORING

Board are updated monthly on membership numbers, member and governor engagement through the performance dashboard. In addition, the Chair updates the board on specific governor activities at each board.

The Board Secretary has responsibility for engaging governors in delivering the membership strategy and will work with the lead governor to identify appropriate mechanisms for this.

This strategy will be reviewed at least every two years.

April 2016
V10



APPENDIX 1 - STATUTORY REQUIREMENTS

As a Foundation Trust not only do we wish to engage with our Council of Governors and our members and develop a dynamic and productive relationship, but we also have a duty to consult and involve the Council of Governors (including service users, staff, members of the public and partner organisations) in the strategic planning of the organisation.

In addition, the Foundation Trust Code of Governance states (paragraph E.1.6) that “The Board of Directors should monitor how representative the NHS Foundation Trust's membership is and the level and effectiveness of member engagement and report on this in the annual report. This information should be used to review the trust's membership strategy, taking into account any emerging best practice from the sector.”

The Code also states (paragraph E.1.d) that “the Board of Directors should keep in touch with the opinion of members, patients and the local community in whatever ways are most practical and efficient,” and (paragraph E.1.4) “the board of directors should ensure that the NHS Foundation Trust provides effective mechanisms for communication between governors and members from its constituencies.”

The membership strategy details how we will meet our statutory responsibilities.