

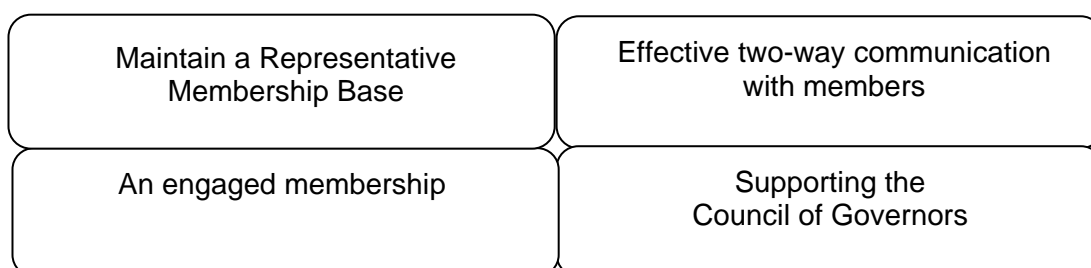
# Membership Development Strategy

## 2017 – 2020

### 1. Purpose

Nottinghamshire Healthcare is a membership organisation, accountable to the local and wider community. This strategy builds on membership and involvement successes to date and outlines the Trusts vision for its membership for 2017-2020, with four main objectives. It lists the methods used to achieve these objectives which, in turn, will mean a more representative and engaged membership, which is key to a successful Foundation Trust.

#### Our Membership Objectives



### 2. Background

Nottinghamshire Healthcare provides integrated healthcare services for people with mental health needs, drug or alcohol dependency, intellectual disability and community physical healthcare. Our nearly 9000 dedicated staff provide these services in a variety of settings, ranging from the community through to acute wards, as well as secure settings and prisons. The Trust also manages two medium secure mental health units, Arnold Lodge in Leicestershire and Wathwood Hospital in South Yorkshire, and the high secure Rampton Hospital near Retford.

Nottinghamshire Healthcare recognises the importance and value of communicating with and involving our membership and the wider the public. We aim to enable our membership to play an active role in the organisation so that it provides services that make a positive difference to health and well-being of the communities we serve.

The Trust was authorised as a Foundation Trust in March 2014 and a Council of Governors was formed (of elected public and staff Governors together with representatives from partner organisations). The Council of Governors forms an important and valued element of the Trust's governance and accountability arrangements.

The Trust has a current membership of in excess of 18000, comprising 9500 public, service user and carer members and almost 9000 staff members. It is from this membership that the public and staff Governors are elected to the Council of Governors. There are 37 places on the Council of Governors.

## 2.1 Trust Vision and Values

Involvement is one of the key values of the Trust and features in the Trust's POSITIVE set of values which can be [found here](#). Our commitment to working collaboratively with patients, carers, staff volunteers and partners is reflected in our Involvement Experience and Volunteering Strategy with which the Membership Development Strategy is closely linked.

The Membership Development Strategy also aligns to the Trusts's overarching strategy, the [Trust's Five Year Strategic Plan](#). This states that "Involvement is at the heart of how we will approach our service transformation. Additionally, we will continue to work collaboratively with other health and social care organisations, primary care and the voluntary sector to meet the needs of our service users."

## 2.2 National Drivers

The external drivers which have influenced this strategy are:

The Health and Social Care Act 2012. One of the five main themes set out in the Act is 'increasing democratic accountability and public voice'. The Health and Social Care Act significantly increases the duties and responsibilities of Governors. This impacts on our future Council of Governors and our public membership.

The NHS Five Year Forward View which places a strong emphasis on both empowering patients and engaging communities.

## 3. Our Membership

**Trust Membership is divided into two categories:**

- Public, service user and carer membership (made up of four constituencies)
- Staff membership (made up of five staff groups)

### **Defining the membership community**

Any member of the public aged 12 or over, including service users and carers living in England or Wales, is eligible to be a public member of the Trust.

Members of staff are automatically opted in to Trust membership in the staff constituency, but they can choose to opt-out at any time via the Trust Connect intranet site.

An individual may only be a member of one constituency (i.e. public or staff).

Membership is free of charge and members can cancel their membership at any time by notifying the Membership Office.

### **The Public (including service users and carers) Constituency**

The public constituency is divided into four areas based on boundaries that mirror the catchment areas for the services we provide. We have created two sub-divisions aligned with the County and City Local Authority boundaries for Nottinghamshire, plus two further sub-divisions aligned to the catchment areas for our Medium and High Secure Services and prisons.

The public constituencies are:

- Nottingham City
- Nottinghamshire County
- South Yorkshire and the rest of East Midlands
- The rest of England and Wales

The public constituency has 21 elected seats on the Council of Governors.

### **The Staff Constituency**

the staff membership constituency is divided according to professional groups as outlined below:

- Medical
- Nursing
- Allied Healthcare Professionals
- Clinical Support Staff
- Non-clinical Support Staff

Members of staff must be employed under a permanent contract or a fixed term contract of at least 12 months to be eligible for Trust membership. All eligible staff are assumed members unless they choose to opt –out by contacting the membership office. Staff members have access to the same communications as public members.

There are 8 elected seats on the Council of Governors from the staff constituency.

### **Partner Organisations**

The Council of Governors also has a number of public organisations who select people to represent them. Currently these organisations are:

- Carers' Federation Limited
- Nottingham City Council
- Nottinghamshire County Council
- Nottingham Trent University
- Chamber of Commerce
- Police and Crime

### **Representativeness**

We monitor our membership growth and turnover on a monthly basis. The make up of the public constituency is monitored in terms of gender, age, ethnicity and socio-economic class to ensure that it is representative of the population it is drawn from. Our application form collects monitoring information related to geography, gender, age, ethnicity, sexual orientation and religion. Socio-economic group information is collected by postcode analysis, and is undertaken by our database supplier Membership Engagement Services. Any under represented groups will be identified and subsequently recruitment activity will then be targeted to these segments of the local population.

## 4. Aims and Objectives

This strategy has four main objectives:

- **To maintain a representative membership** base with a focus on retention and greater engagement of a representative membership rather than growth.
- **To ensure effective two-way communication with members**
- **To have an engaged membership** by enabling members to play an active role in the Trust.
- **To provide support to the Council of Governors** to ensure enhanced and effective governance of the Trust.

### I. Maintain a Representative Membership

#### Aim

Whilst we have recruited a large number of members over the years, the Trust seeks to now create a more active and engaged membership which is representative of our population and the services we provide.

It is our aim to have, and maintain, a public membership that is greater than the number of staff members employed by the Trust. We aim to have a membership base of people who have a genuine interest in the services we provide, and to further enhance membership engagement and work with members in a more meaningful way. We want our membership to be informed, engaged and for our members and Governors to feel part of our organisation.

Whilst we have no active membership recruitment targets, we aim to promote membership within the Trust and with the organisations we work closely with.

#### Methods

Our membership plan is focussed on maintaining the public membership so that it is greater than the staff membership, but also that it is diverse and representative of the communities we serve. We will, where necessary, use the following methods to recruit members to maintain membership numbers and/or to ensure the membership is representative.

The most effective method of recruitment of members is face to face, although members can also join the Trust via the online membership form or by contacting the Membership Office. We aim to:

- Recruit people who use our services and their carers/friends/families.
- Recruit members via members of staff, Governors and Trust volunteers.

#### Outcomes:

We hope to achieve the following outcomes:

- A Trust membership that continues to have a greater number of public members than staff members.
- A representative membership that reflects the communities of the people who use our services with respect to gender, age, ethnicity and disability.
- Monitor and regularly review the membership and confirm appropriate cross-sectional community representation.

## **II. Effective two-way communication with members**

### **Aim**

Our aim is to ensure that we have an informed membership, both public and staff, receiving regular communication and information about the Trust's plans and services, including opportunities to be actively involved should they wish to be.

Having an active membership is crucial to the success of the Trust and it is good, regular two way communication with the members that enables them to contribute effectively in the Trust. We also aim to increase our use of digital media and improved intranet and website as a resource for members.

### **Methods**

Our membership communication methods are outlined below:

- Regular Involvement and Council of Governors updates in the Trust's Positive magazine (the magazine is e-mailed to members monthly and uploaded to the Trust website and intranet).
- Paper copies of Positive magazine sent to members without email where they have requested it (on a quarterly basis).
- Monthly e-bulletin sent to members with updates and opportunities for involvement as well as relevant information from other agencies.
- Online – membership section and Council of Governors section of the Trust website updated regularly.
- Internal communication methods for staff members.
- Increased use of digital media sites (Twitter, Facebook and involvement blogs).
- Email communication with members, including involvement opportunities as they arise by constituency/service.
- Communication via the Governors, including governor email address for members to contact Governors.
- Invitations to our Annual General Meeting (AGM) and Annual Members' Meeting (AMM).
- Relevant information/event invitations to members where specific service interests have been indicated.
- Council of Governors elections (including encouraging members to stand for election and to vote in the elections).
- Use of local media and radio stations where appropriate.

## Outcomes

We aim to achieve the following outcomes:

- A monthly e-bulletin sent to all online members with information about the Trust, its services and plans. This is also featured on Connect (the Trust's intranet).
- A membership and Council of Governor section on the Trust website that is updated regularly and bulletins posted online.
- Positive magazine posted to members quarterly where requested.
- Opportunities to be involved in the Trust, including the AGM and AMM, to be publicised and sent to members as and when they arise.
- Regular updates via social media.
- An annual survey of members' views.

## III. An Engaged Membership

Engaging members is at the heart of how the Trust operates. We have a vibrant, integrated and creative approach to involvement that is embedded in the organisation and includes two pioneering Involvement Centres.

The Trust is a democratic organisation with members who actively participate in its governance arrangements and the development and improvement of services. Members, both public and staff, have a real and significant role to play within the Trust, at all levels.

### Aim

The Trust will progressively build on its current approach to ensure that both public and staff membership are engaged in ways that enable them to contribute effectively in the organisation in line with the vision and values of the Trust and the [Trust's People and Culture Strategy](#).

### Methods

We will engage members by:

- Involving members in influencing the services and future plans of the Trust.
- Consulting with members about service changes.
- Encouraging members to take part in Council of Governors elections.
- Involving Governors in site visits across the Trust.
- Engaging with members and Governors at our Annual General Meeting and Annual Members Meeting.
- Encouraging members to take up opportunities to get involved in opportunities to shape the wider health and social care services and system via our health and social care partners.
- Engaging with members via our work on service user and carer experience and via work with teams around capturing feedback.

- Offering a wide range of volunteering opportunities via the Involvement Centres and our Volunteering and Befriending Services.
- Linking in with and influencing the commissioner led consultation and engagement process.

The membership form collects information from members about their service interest, constituency and intended level of involvement so that information and opportunities can be tailored and advertised appropriately to members.

### **Outcomes**

We are aiming for the following outcomes:

- Members involved in service change processes
- Members involved in our AGM and AMM and other Trust opportunities
- Members involved in projects and activities in the Trust to improve patient and carer experience and Trust services through our Involvement Centres and Volunteering Service
- Members involved in electing Governors to the Council of Governors

## **IV. Supporting the Council of Governors**

### **Aim**

The Council of Governors provide an important and valuable link between the Trust and the local community, to gather views from local people and to provide feedback on what is happening within the Trust, including its future plans and service developments. The role of the Governor, and that of the Council of Governors, is to gain assurance from the Non-Executive Directors, on behalf of the membership and the public, with regard to the organisations performance, with particular focus on service quality.

### **Methods:**

We will support the Council of Governors in the following ways:

- We will provide a comprehensive induction programme for all new Governors as well as an ongoing programme of training and development tailored to individual Governor needs, including one to one support sessions where requested. New Governors will be invited to attend the Trust Induction for new staff (Governor attendance is optional). Governors will also be invited to external training and development events where appropriate. We are committed to developing our Council of Governors and want to ensure that our Governors are equipped and supported to carry out their role effectively.
- The Governor Support Office will provide administrative support to the Council of Governors meetings, as well as the monthly development meetings, and will act as a central point of contact and resource centre for all Governors.
- We will support our Governors to engage with their constituencies and the organisation and will provide opportunities for them to do so.

- We will undertake the Governor elections, in conjunction with an external election provider. We will actively encourage our members to stand for election. We will provide support via the Membership Office to members thinking of standing for future election to the Council of Governors.

### **Outcomes**

We are aiming for the following outcomes:

- Governors to attend an induction programme delivered by the Governor Office.
- A programme of training and development, organised by the Governor Office.
- Members to stand for election and vote in the Trust Governor elections.
- Governors providing accountability to the Trust membership and the wider public.

## **5. Implementing and Monitoring the Strategy**

We will monitor and evaluate the strategy in the following ways:

- Monitoring email opens and clicked links and social media analytics
- Monitoring the number of members who put themselves forward in elections and voter turnout in elections.
- Monitoring the number of members who attend the Annual Members' Meeting and other events.
- Annual Governor and member survey and regular surveys for the patient voice report.
- Database reports – reviewing the composition of the membership.

The Membership Office, the Trust Involvement Team, The Governor Support Office and the Council of Governors will undertake a key role in leading and managing the implementation of this strategy and its future development by monitoring achievement against the outcomes in the strategy.

The strategy will feed into the Trust's planning process and will be reviewed at the following:

- Meeting with Governors (bi-annually)
- Council of Governors (annually at the April meeting)
- Trust Board (annually)
- Annual Members' Meeting (annually)
- Patient Experience and Service Improvement sub-committee of the Trust Board (annually).