

Membership Development Strategy

2014 - 2017

1. Introduction

Nottinghamshire Healthcare provides integrated healthcare services, including mental health, learning disability and community health services. Over 8,800 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 units, Arnold Lodge in Leicestershire and Wathwood Hospital in South Yorkshire, and the high secure Rampton Hospital near Retford.

We are committed to being recognised as the leading national integrated healthcare provider – personally valued, nationally important and locally relevant.

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 assessed for autonomy in November 2010. Achieving this new status brought greater power and influence as well as accountability to the public, and increased public involvement via the Members' Council. In January 2014 the Members' Council was formally stood down, paving the way to the introduction of the Council of Governors. As part of the Trust's journey towards NHS Foundation Trust status, we were legally required to establish a Council of Governors, established for the purpose of fulfilling the role and responsibilities of a Council of Governors as set out in the Health & Social Care Act 2012.

The Council of Governors forms an important and valued element of the Trust's governance and accountability arrangements, particularly once full NHS Foundation Trust status is attained. The Council will initially function in "shadow" form, the full role and responsibilities (as set out in the Health & Social Care Act 2012) only being fulfilled once the Trust achieves full NHS Foundation Trust status.

The Trust has a current membership of in excess of over 18000, comprising over 9100 public, service user and carer members and over 8800 staff members. It is from this membership that Governors are elected to the Council of Governors.

The strategic aims and objectives, as set out within section 3 of this strategy, will be equally applicable under the Trust's current status as an NHS Trust or as an NHS Foundation Trust.

1.1 Purpose

The Trust is committed to working in partnership; to delivering meaningful involvement that improves services and good governance that ensures accountable, effective and efficient decision making. Involvement and good governance are both at the heart of this strategy.

The purpose of this strategy is to set out the aims and actions which the Trust will take to build an engaged, diverse and representative membership. It outlines how we will progressively build that membership, and how we will ensure we effectively communicate and engage with members so that they can play an active role in the organisation. It will also set out how we will support the Council of Governors and the Governors so that they can fulfil their role in the governance of the Trust. In addition, it outlines how we will measure the success of the actions we will take in this strategy.

This strategy sits alongside the Trust's Involvement Strategy. It will help build on our nationally recognised, unique and innovative involvement approach so that our membership will be able to fully contribute to the development and governance of the Trust and the services it provides. It will particularly develop the membership and engagement with the new services provided by the Trust and recognise the need to respond to any potential future service changes.

Members and Governors are an essential part of the Trust. We want them to increasingly work in partnership with us to continue to change services, change culture and change lives and help to ensure that the Trust develops and delivers services that meet the needs of our communities, with patient experience at their core.

2. Values

Our membership strategy reflects our value-based and inclusive approach. Nottinghamshire Healthcare's core values are:

People: are central to every thing we do: we work with people, for people, in partnership.

Openness: we listen to what people tell us, whether we like what we hear or not, and act on that information.

Safe, sound, supportive and sensitive practices show how we respect and value our staff, service users and other stakeholders.

Integrity: we behave honestly in a way that demonstrates our values, we celebrate the good things we do, and learn from our setbacks.

Trust: we are trustworthy, we do what we say, and we say what we can't do.

Innovation: we try new things to be the best in our field.

Value: we value and respect the diversity of our staff, service users and other stakeholders.

Excellence is our standard, and we enjoy achieving it together.

These values reflect our vision to be an outward facing, locally owned organisation, of which our members are an essential part; the people we provide services for, their carers, our staff and the people we work in partnership with.

3. Aims

The Membership Strategy is closely linked to the Trust's Involvement Strategy. The three main aims of this strategy are as follows:

- To build a progressive, representative and active membership.
- To ensure the membership has effective engagement and communication with the Trust so we have an informed and active membership.
- To provide support to the Council of Governors to ensure enhanced and effective governance of the Trust.

4. Drivers

There are a number of drivers that shape the Membership Development Strategy. We aim to be responsive to external drivers i.e. national, regional and local, and internal drivers i.e. service users, carers, members, partner organisations we work with and the Trust vision, strategy and priorities as outlined in its Integrated Business Plan.

Internal Drivers

- The culture for involving the public, including our members which the Trust has established and embedded in the organisation.
- The effective work of our Council of Governors and the role of Governors.
- The Trust's Integrated Business Plan which sets out the Trust's future service plans
- NHS Foundation Trust status will ensure we have an engaged and active membership and are locally accountable for the services we provide.
- New services that the Trust delivers, including Primary Care provider services through Health Partnerships and integrated Offender Health services.

External Drivers

- 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 new Health and Social Care Act significantly increases the duties and responsibilities of Governors. This will impact on our future Council of Governors on attaining NHS Foundation Trust status and, therefore, our public membership.
- There is increasing public awareness of the services provided by the NHS and a desire to get involved, something which the Trust actively encourages.
- The role of Governors in providing accountability to the Trust membership and the wider public.

5. Membership Demographics

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)

Eligibility

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. Staff membership is linked to Payroll and staff who leave the Trust are invited to continue to be a member, but in the public rather than staff constituency.

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.

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.

The public constituencies are:

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

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.

Partner Organisations

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

- Amaani Tallawah
- Carers' Federation Limited
- Framework Housing Association
- Nottingham City Council
- Nottinghamshire County Council
- The University of Nottingham
- Chamber of Commerce
- Commissioning
- 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 Applied Information Department. Any under represented groups will be identified and recruitment activity targeted at these segments of the local population.

The representativeness of our public membership is analysed by geography, in proportion with the numbers of patients served within each geographical location.

The table below shows the membership targets for each constituency taking into account the number of patients and population figures:

Constituency	Number of Patients	% Total Patients	Population	% Total Constituencies Population	Suggested Membership Target %	Current Actual % of Membership
Nottingham City	29,658	11.61%	306,697	1%	27%	24.3%
Nottinghamshire County	204,710	80.12%	779,890	1%	67%	49.8%
South Yorkshire and the Rest of East Midlands	19,328	7.56%	4,495,549	8%	5%	17.8%
Rest of England and Wales	1,820	0.71%	49,658,339	90%	1%	6.9%
Email only	n/a	n/a	n/a	n/a		1.2%
Total	255,516	100%	55,240,475	100%	100%	100%

Based on patients seen in 2013/14 and mid-year 2010 population estimates

6. Objectives

The key objectives of this strategy are outlined below:

I. Membership Recruitment

Aim

The Trust seeks to recruit an active and engaged membership which is representative of our population and the services we provide.

We aim to grow our membership to reflect new services and will recruit to ensure it is representative of our diverse communities. Our target is to have a public membership that is greater than the number of staff members employed by the Trust. We aim to increase our public membership year on year by a growth of five percent.

We want our membership to be informed, engaged and for our members to feel part of our organisation.

Methods

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.

Our membership recruitment plan is focussed on increasing the public membership, by the following methods:

- Recruitment within the Health Partnerships Division (and any potential new services acquired by the Trust).
- Recruitment of people who use our services and their carers/friends/families.
- Recruitment via the Community of Interest groups and Trust engagement events.
- Recruitment via members of staff, Governors and Trust volunteers.

Upon leaving employment with the Trust, ex-members of staff are invited to become members of the Trust in the public constituency.

Outcomes:

We hope to achieve the following outcomes:

- A 5% yearly growth in public membership. This equates to 460 members over the next year.
- A representative membership that reflects the communities of the people who use our services with respect to gender, age, ethnicity and disability.

II. Membership Communication

Aims

Our membership communication aims are to

- Ensure that our membership receives regular communication and information about the Trust's plans and services
- Ensure that our membership receives information about opportunities to play an active role in the organisation

Maintaining 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.

Methods

Our membership communication methods are outlined below:

- Regular Involvement and Council of Governors updates in the Trust's Positive magazine (the magazine will be e-mailed to members monthly).
- E-bulletin to be sent monthly from July 2014 to members with updates and opportunities for involvement. An expanded version will be sent twice yearly to members who only have a postal address.
- Online - Council of Governors section of the Trust website and social networking sites

- Email communication with members, including involvement opportunities.
- 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 vote in the elections)

Outcomes

We aim to achieve the following outcomes:

- A monthly e-bulletin sent to all members with information about the Trust, its services and plans
- A membership section on the Trust website that is updated regularly
- Opportunities to be involved in the Trust, including the AGM and AMM, to be publicised and sent to members as and when they arise

III. Membership Engagement

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 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 all parts of our membership are engaged in ways that enable them to play a role in the organisation.

Methods

We will engage members by:

- Involving members in shaping the services and future plans of the Trust
- Taking part in Council of Governors elections
- Holding constituency meetings with Governors
- Engaging with the wider community through our Partners
- Engaging with members through our Communities of Interest groups
- 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

- Involving members through the Nottingham Recovery College
- 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 our business planning processes
- Members involved in our AGM and AMM
- Over 200 members involved in the Trust through our Involvement Centres
- Over 50 members involved in our Communities of Interest

Appendix i – Membership Recruitment and Engagement Plan

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 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 this way:

- 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. Governors will 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 Membership Office will provide administrative support to the Council of Governors meetings and its sub-groups, 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 the induction programme
- A programme of training and development including one to one support sessions

7. Evaluating Success

The Council of Governors will be responsible for monitoring and evaluating the Membership Strategy. The Council will continually review Trust activity in line with the Strategy to ensure it remains meaningful, accessible and relevant to our diverse membership community.

The Council of Governors will evaluate the strategy annually to ensure it meets its aims, reporting to the Board of Directors and at the Trust Annual General Meeting and Annual Members' Meeting.

The Council of Governors may wish to evaluate progress on implementing this strategy and associated action plans across all Trust Divisions by:

1. Confirming appropriate cross-sectional community representation.
2. Reviewing the composition of the membership (and focusing recruitment on areas where there is under representation).
3. Seeking feedback directly from members and Governors (and specifically whether members feel they have a real say in the way the organisation is run).
4. Seeking feedback on the effectiveness of communications and involvement opportunities with the Trust.
5. Monitoring the number of members who put themselves forward in elections and monitoring voter turnout in elections.
6. Monitoring the number of members actively involved in Trust activities e.g. recruitment and selection, special interest/focus groups, Communities of Interest, community events, contributing to newsletter articles and feedback about service development.
7. Monitoring the number of members who attend the Annual Members' Meeting and other events.
8. Monitoring attendance at the Council of Governors meetings.
9. Monitoring achievement against the outcomes in the strategy

8. Implementation

The Membership Office, the Trust Involvement Team and the Governors will undertake a key role in leading and managing the implementation of this strategy and its future development. The strategy will feed into the Trust's planning process.

The strategy will be reviewed at the following:

- Trust Board (annually)
- Annual Members' Meeting (annually)

July 2014

Appendix i. Membership Recruitment and Engagement 12 month Action Plan

OUTCOME	ACTION	LEAD	TIMESCALE	TARGET Per Year	COST (to membership budget)
Recruitment	Recruitment via members of staff, Governor Members and volunteers	Membership Office	July 2014 – June 2015	50	Resourcing, print costs and promotional materials £2500
Recruitment	Ex-staff members joining	Trust wide	July 2014 – June 2015	150	
Recruitment	Recruitment of people who use our services and their carers, families and friends via Health Partnerships	Health Partnerships	July 2014 – June 2015	200	
Recruitment	Recruitment via community and Trust Events	Membership Office	July 2014 – June 2015	100	
Communication	New Members' Welcome pack	Membership Office	End of each month	N/A	£3000
Communication	Positive and e-bulletin mailouts	Membership Office	Monthly via e-mail. By post six-monthly or more frequently on request	N/A	£11500
Communication	Governor Member Bulletin	Membership Office	Monthly/when information available	N/A	Nil
Communication	Website	Membership Office/Comms	Monthly	N/A	Nil
Communication	Facebook, Twitter	Communications	Ongoing	N/A	Nil
Engagement	Service User/Carer Feedback	Involvement (Trust wide)	Ongoing. Listening and responding to views and experiences	N/A	Nil
Engagement	Business Planning Consultation	Involvement	July 2014 – March 2015	N/A	£2000

Engagement	AGM/AMM	Involvement/Comms	25 July 2014	N/A	£2000
Engagement	Communities of Interest Groups	Involvement	Ongoing	N/A	Nil
Engagement	Forums, meetings, events across the Trust	Trust wide	Ongoing	N/A	Nil
Engagement	Via the Involvement Centres, including: Patient Feedback Challenge Story Shop Reader Panels ELC Interviews PLACE Audits	Involvement	Ongoing	N/A	Nil
Engagement	Involving Children and Young People (CYP) and their families in developing the CYP development strategy	Involvement	Ongoing	N/A	Nil
Training/Development	Governor Induction and Training Sessions	Governor Consultant	Ongoing	N/A	Nil
Training/Development	Via the Involvement Centres, including: Staff Induction, Speaking at events and conferences	Involvement Centres	Ongoing	N/A	Nil
Training/Development	Via the Recovery Education Centre, for example helping to deliver training courses	Recovery College	Ongoing	N/A	Nil
			TOTALS	500	£33,000

Notes:

- The costings in this action plan are based on current membership numbers.
- The target recruitment numbers are based on the aim of increasing the public membership by an average of 5 percent year on year (this equates to 467 members for the current year).

This action plan will be reviewed and updated every 12 months.