Membership Development Strategy
2017 - 2021

1. Introduction

Nottinghamshire Healthcare provides integrated healthcare services for people with mental health needs, drug or alcohol dependency, intellectual disability and community physical healthcare. Our 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.

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 authorised as a Foundation Trust in March 2014. Achieving this new status brought greater power and influence as well as accountability to the public, and increased public involvement via the Council of Governors. A Council of Governors is a legal requirement of Foundation Trusts, 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.

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

2. Values

Our membership strategy reflects our value-based and inclusive approach. Nottinghamshire Healthcare’s core values are:
People: are central to everything we do
Openness: we listen to and act on what people tell us; we are open to challenge; we value honesty and transparency.
Safety: we put safety first in everything we do.
Involvement: we work collaboratively with all our stakeholders, including patients, carers, staff, volunteers and partners.
Trust: we are trustworthy and act with integrity.
Innovation: we use research, technology, and global best practice to improve outcomes and lead the way in our field.
Value: we value care, compassion, respect, dignity and diversity.
Excellence is our standard.

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, families and friends, our staff and the people we work in partnership with.

3. Aims

The Membership Strategy is closely linked to the Trust’s Involvement, Experience and Volunteering Strategy. The three main aims of the Membership 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
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 Council of Governors 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 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 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:

- 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 recruitment activity targeted at these segments of the local population.

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.

It is our aim to have a public membership that is greater than the number of staff members employed by the Trust. We aim to maintain a membership base of people who have a genuine interest in the services we provide. Whilst we have no active
membership recruitment targets, we aim to promote membership within the Trust and with the organisations we work closely with.

We want our membership to be informed, engaged and for our members and Governors 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 of people who use our services and their carers/friends/families.
- Recruitment via members of staff, Governors and Trust volunteers.

**Outcomes:**
We hope to achieve the following outcomes:

- A natural growth in public membership to maintain 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.

**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 is e-mailed to members monthly).
- 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 and social media sites (twitter, facebook and blogs).
- Email communication with members, including involvement opportunities as they arise by constituency/service.
- Paper copies of Positive magazine sent to members without email where they have requested it.
- 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 members with information about the Trust, its services and plans.
- A membership section on the Trust website that is updated regularly and bulletins posted online.
- 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.

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 influencing the services and future plans of the Trust
- Consulting with members in service changes
- Taking part in Council of Governors elections
Involving Governors in site visits

Engaging with members and Governors at our Annual General Meeting and Annual Members Meeting.

Engaging with the wider community through our 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.

Involving members though 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
- Members involved in the Trust through our Involvement Centres

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 organisation's 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 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.

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 bi-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, 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.


9. Monitoring achievement against the outcomes in the strategy.

8. Implementation

The Membership Office, the Trust Involvement Team, The Governor Support Office 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:

- Meeting with Governors (bi-annually)
- Trust Board (annually)
- Annual Members’ Meeting (annually)

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Head of Involvement
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