

## Council of Governors: Summary Sheet

**Title of Paper:** Trust Membership Engagement Strategy

**Presented By:** Margaret Saunders, Director of Corporate Governance (Board Secretary)

<b>Action Required:</b>	<b>For Information</b>	<input type="checkbox"/>	<b>For Ratification</b>	<input type="checkbox"/>	<b>For a decision</b>	<input type="checkbox"/>
	<b>For Feedback</b>	<input type="checkbox"/>	<b>Vote required</b>	<input type="checkbox"/>	<b>For Receipt</b>	<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 significant transactions including acquisitions, mergers, separations and dissolutions	
Jointly approving changes to the Trust's constitution with the Board	
Expressing a view on the Trust's operational (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 are accountable to their members and are required to contribute to the implementation of the Trust's membership engagement strategy

**Author of Report:** Sam Stoddart

**Designation:** Deputy Board Secretary

**Date:** February 2019



# MEMBERSHIP ENGAGEMENT STRATEGY 2019

This sets out the Trust's strategy for engaging with and maintaining its membership as well as identifying how governors will be supported to engage with their constituents

## Contents

---

1	Introduction	2
2	Statutory Requirements	2
3	Purpose of this Strategy	2
4	Defining our membership Communities	3
5	Benefits of Membership	4
	5.1 Benefit to the people we support and serve	4
	5.2 Benefit to the organisation	5
	5.3 Benefit to the community	6
6	Engaging our membership	6
	6.1 Involve Magazine	7
	6.2 Trust's Website and Social Media	7
	6.3 Governor Elections	7
	6.4 Membership Events	8
	6.5 Annual Members' Meeting	8
	6.6 Public Events	8
	6.7 User and Carer Events	8
	6.8 Informal Interaction	8
	6.9 Engaging Staff	8
7	Membership Recruitment	9
	7.1 Recruitment strategies	9
	(a) Having a Community Presence	9
	(b) Working in Partnership with other Sheffield Foundation Trusts	9
	(c) Membership Events	9
	(d) Targeting Key Membership Groups	10
8	The Role of Governors	10
9	Monitoring	10

## 1 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 both the local and wider population as well as our staff. We are accountable to our local communities through our members and governors, commissioners (through our contracts), Parliament, the Care Quality Commission and NHS Improvement.

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.

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. 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.

## 2 STATUTORY REQUIREMENTS

As a foundation trust we have a duty to consult and involve the Council of Governors (including patients, 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."

## 3 PURPOSE OF THIS STRATEGY

As a successful Foundation Trust, it is our aim to promote engagement with the whole of our membership 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 engagement strategy in discussion with the Council of Governors, but it is the responsibility of the Council of Governors, to implement and review this strategy from time to time.

In addition, the purpose of this strategy is aligned with the Trust’s [Service User Engagement Strategy](#) which sets out how the Trust will achieve its ambition to continuously improve its approach to working with service users and learning from their experience of care.

It also aligns with the Trust’s Communications Strategy which set out how the Trust will meet the communications challenges it faces while also creating more opportunities to use corporate communications in support of its objectives.

#### 4 **DEFINING OUR MEMBERSHIP COMMUNITIES**

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

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

There are 11 appointed governors representing stakeholder organisations.

- Local Authority Councillors
- Third Sector including the Pakistan Muslim Centre, Mencap Sheffield, Sheffield Carer’s Centre and SACMHA Social Care
- University of Sheffield and Sheffield Hallam University
- NHS Sheffield Clinical Commissioning Group (NHSSCCG)
- Staffside (unions)

## 5 **BENEFITS OF MEMBERSHIP**

Membership makes us more accountable to the people we serve, and provides opportunities to raise awareness of the services we provide and 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 provided by the Trust;
- they wish to volunteer and see membership as a conduit for this;
- they have been asked, and were provided with the opportunity to do so;
- it provides a sense of belonging;
- it provides opportunities to be better informed about issues of interest;
- they support the Trust and the wider NHS;
- they use the services provided by the Trust;
- 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 sections of our community. By developing our strategies we can provide boarder 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 wide 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.

### **5.1 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 to leading a full and active life as part of their community and 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 Care Opinion By completing trust surveys 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 Involve magazine Through information on the website Through Facebook and Twitter Through the Directory of Services on the Trust's website
Learn about conditions and how to manage them from a person perspective and through the stories of others	Through articles in Involve magazine Through attending membership events
Learn about positive ways to manage conditions through prevention and health education	Through articles in Involve 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 members' survey of the Trust's objectives or other ways in which the Trust seeks opinion
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 Involve magazine Through information on the Trust's website

## 5.2 Benefit to the organisation

For every benefit to our users and 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, primary care, 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, tackling discrimination 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.

### 5.3 Benefit to the community

On the broadest level, being a membership organisation means that we have a mechanism for reaching out to Sheffield and its wider community, 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 etc
- 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.

## 6 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 services. The Trust also wants to engage with a wider cross section of its service users and carers because it wants to listen to their views to better understand the ways and reasons that service users want to make themselves heard, and providing them with the opportunity to do so. 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 individuals in ways that they have said will suit them

We will achieve these goals through the following mechanisms.

### **6.1 Involve Magazine**

Involve is a magazine led by the organisation. 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. The magazine is produced twice a year to coincide with governor elections and to promote the Annual Members Meeting.

However, with the growing use of email and social media, the Trust is increasing its electronic communication with members in order to reduce reliance on more traditional methods, although there will always be a place for this to reflect the diversity of our members.

### **6.2 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 Department to ensure that key messages regarding elections, member surveys etc are given prominence on the website as well as communicated through social media outlets. The Trust has increased its social media presence and regular messages regarding events, membership and Council of Governor meetings are posted.

### **6.3 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.

#### **6.4 Membership Events**

The Trust is committed to providing a membership event 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.

#### **6.5 Annual Members' Meeting**

The Annual Members' meeting is an opportunity for the Board of Directors and the Council of 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.

#### **6.6 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 when available. 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 a 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 patient experience and quality.

#### **6.7 User and Carer Events**

The Foundation Trust office will work collaboratively with Engagement colleagues to promote user and carer events that take place in the Trust with members who have expressed an interest in getting involved.

#### **6.8 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.

#### **6.9 Engaging Staff**

The majority of the Trust's staff are members with eight seats for staff on the Council of Governors. 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;
- Developing our excellent record of partnership working with trade unions.

## **7 MEMBERSHIP RECRUITMENT**

Since becoming a Foundation Trust, membership has grown steadily. Whilst the primary focus in the early years of our foundation status was to increase membership, the focus has shifted into one of maintenance and increasing engagement.

However, maintaining membership does not mean no longer recruiting new members. 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 providing information about 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.

In order to maintain our membership we will utilise the raft of networks of which we are currently a part as well as reaching out to organisations and groups in the third sector. We will also work in partnership with appointed governors who represent some of the harder to reach communities.

It is equally important that a representative membership is also reflected within our Council of Governors and having a representative membership will help us to achieve this.

### **7.1 Recruitment strategies**

We need to be able to maintain our membership and there are a number of ways in which we intend to do this.

#### **(a) Having a Community Presence**

Identifying and then making use of events which are taking place in the community is essential. The Trust always has a strong presence at the annual Wellbeing Festival and World Mental Health week. In line with the resources available to it, the Trust 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.

#### **(b) Working in Partnership with other Sheffield Foundation Trusts**

Since authorisation the Trust has forged a very strong relationship with Sheffield Teaching Hospitals NHS Foundation Trust (STH). 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 the governors network in the city. The Trust will continue to work closely with STH.

#### **(c) 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 our existing members. We have asked our members what interests them and we have

responded by holding events about topics which they have said are important.

**(d) 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. 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.

**8 THE ROLE OF GOVERNORS**

The role of the governor is twofold in relation to the membership.

- (a) Firstly, governors are accountable to their constituents who vote for them in the case of elected governors or nominate them in the case of appointed governors. It is therefore important that the Trust provides opportunities for governors to communicate and engage with members. It does this through *Involve* magazine, through community events such as the Wellbeing Festival where governors are encouraged to attend and both speak to the public and recruit new members, and through Trust led membership events such as health talks, where again governors are encouraged to attend and participate in the organisation of these events.
- (b) Secondly, governors contribute to this strategy and hold the Board to account for its effective implementation.

**9 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 Deputy Board Secretary will have 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 three years.