Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

**COUNCIL OF GOVERNORS**
**13th September 2011**

| | |
|---|---|
| **TITLE** | **Membership Report and activities** |
| **EXECUTIVE SUMMARY** | The Membership and Community Engagement Group have met twice since the last formal Council meeting. Key issues discussed have included:<br><br>▪ Refreshing the Membership Strategy and action plan<br>▪ The need to refresh and update recruitment literature including the joining form<br>▪ How to increase membership feedback, and membership engagement.<br><br>A Membership Report is attached summarising the position on membership and some of the activities undertaken recently to raise the profile of the Governors.<br><br>The minutes from the Membership and Community Engagement Group held on 24th May and 19th July 2011 are attached for information. A verbal update will be given following the meeting held on 6th September 2011 |
| **The Council is asked to:** | ▪ Note the progress on the Membership Strategy and the activities undertaken.<br><br>▪ Note the minutes of the Membership and Community Engagement Group |
| **Submitted by:** | Andrew Ryland, Chair of Membership and Community Engagement Group, and Jane Gear, Head of Corporate Affairs |
| **Date:** | 18th August 2011 |
| **Decision:** | For Discussion |

# MEMBERSHIP AND GOVERNOR ACTIVITY REPORT – SEPTEMBER 2011

## 1. INTRODUCTION

The purpose of the paper is to provide a progress report to the Council of Governors on the Ashford and St. Peter's Hospitals NHS Foundation Trust's membership.

## 2. BACKGROUND

The membership was established in May 2009 as part of the application to become a Foundation Trust, to ensure that the local population has a say in its local health service and to increase the organisation's accountability to the people it provides its services to.

Member details are held on a database that is cleansed on a regular basis to ensure the data is live and up to date. Regular cleansing ensures that members are removed e.g. gone away (moved house, etc), opted out or deceased.

## 3. ANALYSIS OF PUBLIC MEMBERSHIP

### 3.1 Constituency Breakdown Analysis

**Figure 1:** Constituency Representation

| | PUBLIC | ELIGIBLE POPULATION | % REPRESENTATION |
|---|---|---|---|
| **Elmbridge** | 364 | 68817 | 0.53 |
| **Guildford** | 91 | 5656 | 1.61 |
| **Hounslow** | 762 | 103910 | 0.73 |
| **Richmond Upon Thames** | 141 | 15455 | 0.91 |
| **Runnymede** | 614 | 65926 | 0.88 |
| **Spelthorne** | 1437 | 75290 | 1.89 |
| **Surrey Heath** | 274 | 13051 | 2.08 |
| **Windsor and Maidenhead** | 235 | 7743 | 3.02 |
| **Woking** | 2062 | 73501 | 2.79 |

It can be seen that work needs to be done to increase the numbers in constituencies with a lower proportionality of representation, especially around the Hounslow and Elmbridge areas.

The Membership Team are working with the Membership and Community Engagement Group of the Council to look for ways in which we can improve the numbers of members in the lower represented areas and to start building a recruitment campaign.

**A detailed membership report has been made available to Governors for each constituency; this will be repeated quarterly.**

### 3.2 Constituency Breakdown analysis.

**Figure 2:** Public Constituency Breakdown

| | NUMBER OF PUBLIC MEMBERS as at 1/08/11 | NUMBER OF PUBLIC MEMBERS AS AT 1/8/10 | INCREASE / DECREASE |
|---|---|---|---|
| **Elmbridge** | 364 | 356 | +12 |
| **Guildford** | 91 | 89 | +2 |
| **Hounslow** | 762 | 757 | +5 |
| **Richmond Upon Thames** | 141 | 146 | -5 |
| **Runnymede** | 614 | 554 | +60 |
| **Spelthorne** | 1437 | 1253 | +184 |
| **Surrey Heath** | 274 | 226 | +48 |
| **Windsor and Maidenhead** | 235 | 237 | -2 |
| **Woking** | 2062 | 2058 | +4 |
| **Membership Total** | **5980** | **5704** | |

It can be seen that the majority of joiners are from Spelthorne and Runnymede

### 3.3 Membership Churn

**Figure 3:** Added and removed members since August 2010

| | Added | Deleted |
|---|---|---|
| **Nov 2010** | 19 | 0 |
| **Dec 2010** | 12 | 1 |
| **Jan 2011** | 6 | 2 |
| **Feb 2011** | 9 | 6 |
| **March 2011** | 8 | 8 |
| **April 2011** | 7 | 3 |
| **May 2011** | 8 | 3 |
| **June 2011** | 12 | 6 |
| **July 2011** | 24 | 12 |

Figure 3 highlights the members that have been added and removed from the system since the beginning of August 2010. This shows us that there is a rolling, continuous system of adding and deleting members.

Removals from the database tend to be linked to mail drops e.g. Members Matters, when the data is cleansed prior to a large send out. There was also a thorough cleansing of the data prior to the elections.

## 4 MEMBERSHIP ACTIVITIES SINCE THE LAST COUNCIL OF GOVERNORS MEETING.

### 4.1 Membership Communication

The Membership Manager and Head of Communications, through the Membership and Community Engagement Group, have started creating a suite of new membership material. The key messages included in the literature have been

around what benefits there are to being a member, and how individuals can make a difference by being a member.

The new literature designed includes:-

- New membership forms
- Membership information for events
- Membership article for Governors to circulate to contacts they may have in community and social groups

When new members join, Capita send out the welcome letter, but batches these to the end of the month. Following feedback from Governors the Membership Office have now implemented a system where by when a new member joins they immediately receive a letter from the Membership Office to thank them, and to tell them that the membership pack will be sent from Capita.

The September Edition of Members Matters has been published. This has included information on the AGM and the next Members Health Event. It has also invited comments to be sent to Governors on possible priorities for the planning round 2012/13

## 4.2 Membership Events

The next members' Health Event will be on Trauma and Orthopaedics and will be led by Orthopaedic Surgeon/Divisional Director, Mr David Elliot.

The event will take place on Thursday 15th September 2011 from 2.30pm-4.30pm in the Abraham Cowley Hall, St Peter's Hospital Site.

This will provide an opportunity for members and Governors to engage with each other, with an opportunity for questions at the end of the presentation. All Governors are welcome to attend.

Members have also all been invited to the Trust Annual General Meeting / Annual Members Meeting. Again Governors are encouraged to attend as a means of raising their profile. A stand on Governors and Membership will be set up at the event.

## 4.3 Membership Recruitment

Work has been carried out on recruitment throughout the summer months.

**New Haw Event**
The Membership Manager and, Judi Linney (Runnymede Governor) attended the Mid-Summer fete in New Haw on the 18th June. It was a well attended event, and, despite the weather on the day, a total of 22 members were recruited.

**Outpatient Stalls**
The Membership Office, alongside some of the Governors, has hosted stalls in the Outpatient Departments at both Ashford and St. Peter's Hospital. The two days were a chance for both recruiting new members and the opportunity for Governors to interact with existing members. Both days were a success with a total number of 74 members recruited. The following Governors kindly gave time to attend:-

Keith Goodger, Godfrey Freemantle, Keith Bradley, Judi Linney, Andrew Ryland, Diana Manthrorpe, Michéle Low, Steve McCarthy and Maurice Cohen.

**Spelthorne Breathe Easy Group (SBEG)**
The Membership Manager attended the Spelthorne Breathe Easy Group on Wednesday 3rd August 2011. This is the local forum for members of the British Lung Foundation. The Membership Manager gave a brief presentation on Foundation Trust Membership. 8 members were signed up from this event and the Chairman has given the Membership Manager the contact for the Woking branch of the Forum, which will be followed up.

**Work Experience**
The Membership Manager also attended a work experience session run here at St. Peter's Hospital for school children aged 14-16 interested in finding out more about a career in the health service. The youngsters were invited to hear presentations about the hospital from a variety of different presenters, including the Membership Manager. Three members were signed up from the event, although sadly two were out of the catchment area, as this is a national programme. However it has provided a positive link between the Membership Office and the Work Experience Facilitator who will be working together closely over the next year as different cohorts come through the system.

## 5 GOVERNOR ACTIVITY

**(excludes Committees/groups related to Statutory functions)**

**Wednesday 30th June 2011** – Epsom Strategy Meeting, all Governors were invited to a seminar on the potential transaction.

**Wednesday 19thh July and 6th September**- Membership and Community Engagement Group.

**Friday 22nd July** – FTGA Development Day. 3 Governors and the Chairman attended to meet with other Governors and discuss the impact the healthcare reforms will have for Governors.

**Thursday 4th August** – Governor Coffee Morning. The main themes for the meeting were the new car parking arrangements, the Epsom transaction, and changes to catering services.

**Friday 5th August 2011 –** Patient information Meeting. Meeting arranged at the request of a Governor to explore issues around the quality of information provided for patients and key informatics links into the hospital and also to GPs.

**Car Parking Group- Ongoing**. Keith Goodger has been the Public Governor and Dr Tanya Bernard the Staff Governor sitting on this group overseeing consultation and proposed changes.

The **Patient Experience Group** has been established and met for the first time on the 9th August 2011

**Membership and Community Engagement Group**
**24h May 2011 (Approved)**

**Pathology Seminar Room, St Peter's Hospital**
**3.00pm – 5.00 pm**

| | | |
|---|---|---|
| **PRESENT:** | | |
| | Mr Andrew Ryland | Public Governor - Runnymede |
| | Mrs Samantha Lamb | Staff Governor – Admin/Managerial/Ancillary |
| | Mr Steve McCarthy | Public Governor - Elmbridge |
| | Mrs Diana Manthorpe | Staff Governor – Volunteer |
| | Mr Keith Goodger | Public Governor – Richmond Upon Thames |
| | Cllr Michael Smith | Appointed Governor – Woking |
| **APOLOGIES:** | Mr Simon Bhadye | Public Governor – Spelthorne |
| | Mr Paul Wills | Staff Governor - Healthcare |
| | Ms Jane Gear | Board Secretary / Head of Corporate Affairs |
| **IN ATTENDANCE:** | | |
| | Mr James Harley | Membership Manager |

| **Minute** | | **Action** |
|---|---|---|
| **MEG-8/11** | **Welcome and Introduction** | |
| | Andrew Ryland welcomed all members to the meeting and thanked them for their attendance. | |
| **MEG-9/11** | **Minutes from the Previous Meeting** | |
| | The minutes from the meeting held on the 15th March 2011 were agreed as a true and accurate record. | |
| **MEG-10/11** | **Membership Strategy** | |
| | **Quantity Targets** | |
| | The Membership Manager informed the meeting that he would email all members of the group the current membership strategy that had been submitted as part of the Foundation Trust application. It was anticipated that the strategy would be brought back to the July 19th Meeting for the group to start looking at refreshing. | **JH** |
| | It was further added that the Membership Office was currently in discussion regarding the membership information included with new outpatient letters. This system had been used in the past but had recently run out of forms. It was AGREED to ensure that this tool didn't lose momentum. | **JH** |

| **Minute** | | **Action** |
|---|---|---|
| | The meeting concentrated on identifying priority constituencies to focus the membership recruitment on. It was agreed that the focus of recruitment activity should look at Runymede, Elmbridge, Hounslow and Richmond this year. It was felt that these areas, particularly Elmbridge was marginally under represented and the group discussed ways that this could be improved.<br><br>Discussion followed on all different types of events that could be used for membership recruitment including summer fares, community groups etc.<br><br>The group considered the need to be looking at community events in particular summer fares, but it was felt that these should not be the only focus of recruitment. The Membership Manager informed the meeting of the planned community events that were coming up, and it was felt that these would be useful, but planning many more would not be essential. It was felt that targeting the right audience through the right channels would be as successful as doing all day events. The committee wanted to take a focussed approach at getting this right.<br><br>The following actions were agreed:-<br><br>• Mail shot through Borough Associations of Voluntary Services of which Andrew Ryland had been in conversation with Solette Sheppardson, the Chief Officer at Runnymede Association of Voluntary Service.<br>• The membership Manager to start collating a database of community groups that would be contacted regarding membership e.g. Rotary Clubs, senior citizen groups, faith community groups, youth clubs, social clubs, etc. | **JH/AR**<br><br>**JH** |
| **MEG-11/11** | **Developing a Forward Plan on**<br><br>**(i) Improving Community Engagement**<br><br>The group discussed the following thoughts around membership engagement and questions that might arise from potential members:-<br><br>• What benefits arise from membership?<br>• What responsibilities? What will be asked of me?<br>• What opportunities? What difference can I make?<br><br>The group agreed that these questions needed to be incorporated into the design of further membership literature. It was suggested that as part of membership recruitment it would be useful to have these points written down with clear benefits so that governors or staff could be clear with the message that they were giving to potential members. It was further suggested that this could be shared with Governors. | **JH** |

| Minute | | Action |
|---|---|---|
| | Further discussion ensued about membership recruitment and the need to be clear in giving the message to members of the public that Ashford and St Peter's Hospital's is 'your hospital'. It was felt that this would be an excellent message to be giving out about community engagement and members being clear that they could become involved with their own hospital.<br><br>The Committee considered the idea of members being included as additional people in the EQUIP events to give a members opinion of services and how they could be improved or redesigned. The Membership Manager agreed to speak to Chris Matthews, Head of Service improvement and update members at the next meeting.<br><br>It was agreed that the Membership Manager would meet with the Head of Communications to start the process for the design of new materials incorporating the messages that had been discussed. | **JH/GR** |
| | **(ii) Member Communication with Governors**<br><br>It was agreed that a lot of this discussion on this item had been included within the previous item on the agenda.<br><br>The Membership Manager informed the Committee that following the Council of Governors meeting held on the 18h May 2011 he was amending the online communication form to include staff members.<br><br>It was further agreed that the Committee would consider the design of a leaflet that could be held by the governors detailing what members are and what benefits to membership could bring those people. | **JH** |
| **MEG-12/11** | **Any other Business**<br><br>There was no other business. | |
| **MEG13/11** | **Date and Time of Next Meeting**<br>The next meeting would be held on the 19th July 2011, 3.00pm-5.00pm | |

Action Summary Points**Summary Action Points**

| Meeting Date | Minute Ref | Topic | Action | Lead | Due Date | Comment as at 24th May 2011 | Status |
|---|---|---|---|---|---|---|---|
| 15/03/2011 | MEG-3/11 | Membership Reporting | To provide detailed quarterly reports for each constituency including diversity | JH | 18th May 2011 | | |
| 15/03/2011 | MEG-3/11 | Membership Reporting | To consider an annual report by constituency | JH | December 2011 | | |
| 15/03/2011 | MEG-4/11 | Staff Governor Communications with Members | Advertise members events on the E-Bulletin | JH | June 2011 | | |
| 15/03/2011 | MEG-4/11 | Staff Governor Communications with Members | To set up Staff governor coffee meetings | Staff Governors | On-going | | |
| 15/03/2011 | MEG-4/11 | Public Governor Communication with Members | Consider raising profile of Governors at member's health events | All | June 2011 | | |
| 15/03/2011 | MEG-4/11 | Public Governor Communication with Members | Consider developing a Governors bulletin, to be available as part of community engagement activities | JH | 24th May 2011 | | |
| 15/03/2011 | MEG-4/11 | Public Governor Communication with Members | A standardised article be written that Governors can share with any community magazines or groups that they come into contact with. | JH | 24th May 2011 | | |
| 15/03/2011 | MEG-4/11 | Public Governor Communication with Members | Annual Report on work of the Council to raise its profile. | JH | December 2011 | | |

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|---|---|---|---|---|---|---|---|
| 15/03/2011 | MEG-4/11 | Member Communication with Governors | Feedback form on the webpage for members to communicate with Governors. | JH/IT | 24th May 2011 | | |
| 15/03/2011 | MEG-4/11 | Member Communication with Governors | Clear signage on ASPH home page to the online joining form. | JH/IT | 24th May 2011 | | |
| 15/03/2011 | MEG-4/11 | Member Communication with Governors | Profile of Governor Role on the Internet. | JH | 24th May 2011 | | |
| 15/03/2011 | MEG-4/11 | Membership Recruitment | Calendar of Membership Events | JH | 24th May 2011 | | |
| 15/03/2011 | MEG-4/11 | Membership Recruitment | Governors to report back to Membership Office of any Community Groups that may wish to host a talk on membership | All | On-going | | |
| 15/03/2011 | MEG-4/11 | Membership Recruitment | Update / refresh of current membership form. | JH/GR | September 2011 | | |
| 19/05/2011 | MEG 10/11 | Quantity Targets | | | | | |
| 19/05/2011 | MEG10/11 | Quantity Targets | | | | | |
| 19/05/2011 | MEG 10/11 | Quantity Targets | | | | | |
| 19/05/2011 | MEG11/11` | Developing a Forward Pla | | | | | |
| 19/05/2011 | MEG | | | | | | |

**Membership and Community Engagement Group**
**19th July 2011**

**Room one, Post Graduate Education Centre, St. Peter's Hospital**
**3.00pm – 5.00 pm**

| | | |
|---|---|---|
| **PRESENT:** | Mr Andrew Ryland | Public Governor - Runnymede |
| | Mrs Samantha Lamb | Staff Governor – Admin/Managerial/Ancillary |
| | Mr Steve McCarthy | Public Governor - Elmbridge |
| | Mrs Diana Manthorpe | Staff Governor – Volunteer |
| | Mr Keith Goodger | Public Governor – Richmond Upon Thames |
| | Cllr Michael Smith | Appointed Governor – Woking |
| **APOLOGIES:** | Mr Simon Bhadye | Public Governor – Spelthorne |
| | Mr Paul Wills | Staff Governor - Healthcare |
| | Ms Giselle Rothwell | Head of Communications |
| **IN ATTENDANCE:** | Ms Jane Gear | Head of Corporate Affairs |
| | Mr James Harley | Membership Manager |

**MEG-14/11** **Welcome and Introduction**

It was noted that the Membership Manager would be moving onto a new position outside the NHS and the Group wished him well.

It was noted that the Head of Communications as not present. The Group viewed her as an essential member of the Group and it was agreed to ensure she was routinely invited. **JH**

**MEG 15/11** **Minutes from previous meeting (Minute MEG-9/11 refers**)

The minutes from the previous meeting (May) were agreed as a true record subject to an amendment to the date of the previous minutes, which should have read 24th March 2011.

**Matters arising**

**MEG 16/11** **Action log**

The completed and update action log would be circulated. **JH**

**MEG 17/11** **Forward plan- community engagement (minute MEG 11/11 refers)**

EQUIP- it was reported that the Trust was re focussing the EQUIP programme in 2011 and would be focussing on one major area- theatre efficiency. As such it was unlikely to be appropriate for members' involvement, although this would be kept under review.

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**MEG 18/11** **Members benefits (Minute MEG 11/11 refers) –**

Note on benefits of membership to be progressed

**MEG 19/11** **Forward Plan- member communication (Minute MEG 11/11 refers)**

It was agreed to pursue urgently the draft 'advert' for membership which Governors could use in community leaflets for groups they were involved in. **JH**

**MEG 20/11** **Membership Strategy: Ideas for refreshing the Strategy and taking it forward**

The Group had been circulated with a recent Monitor publication 'Current practice in NHS foundation trust member recruitment and engagement' which it was agreed provided an excellent overview and resource.

The Head of Corporate Affairs informed the Group that the Membership Strategy had formed part of the submission to Monitor as part of the Foundation Trust application process. The section from the 'Monitor Guide to Applicants' including the required headings expected in any such Strategy and would be circulated to members. **JG**

After authorisation as a Foundation Trust the Strategy had not been substantially reviewed and now needed to be refreshed to set a clear direction.

The Group made a number of suggestions, including the need to remove sections not attributable to membership, for example the sections on the Governors and the Council. However, it was noted that the Strategy still needed to meet Monitor standards as if the Trust was successful in any future Transaction, the Strategy would need to be submitted to Monitor.

It was noted that the actions included in the Strategy would reflect the areas in which the Group had previously agreed to target. This would include looking at the districts of Elmbridge, Runnymede, Hounslow and Richmond. It was noted that some areas, especially where residents did not automatically consider the Trust as their local hospital, and where the number of Governors was small, would need focussed help regarding recruitment.

The Group considered how membership could be promoted and how engaged members might wish to be. Some members would wish to be highly engaged but the majority would not unless there was a major issue affecting the Trust. A comparison with the school governor model was given.

The Group discussed at length the need for the action plan to underpin the Strategy. It was agreed that the action plan should include clear actions that would help push the Group's work forward.

It was agreed to confirm what the arrangements were for staff and volunteers leaving the Trust to be offered membership.

The recruitment forms would be redrafted for review by the Governors within the next 2 weeks. Although the current forms were available, they were not ideal as they were pre authorisation. **JH**

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JH

The Head of Corporate Affairs agreed to circulate a refreshed draft Strategy and Action plan.

JG

**MEG 21/11 Developing a forward plan on improving community engagement**

Suggestions to include in this section of the action plan were:-

- From last meeting- possibility of mail shot through Borough Associations
- Members events to be held within constituencies
- Complete the data base of community groups
- Trust would assist Governors wishing to do talks /presentations in community groups- through literature etc and speakers.

**MEG 22/11 Governors Communicating with Members**

JG explained that the Hospital was already starting to think about the next cycle of the annual planning process. One of the fundamental duties of the Council is to feed into the annual planning process and ideally Governors needed to feel empowered to contribute on behalf of the membership. It was suggested that an avenue for doing this would be an article to go into the September edition of the Members Matters magazine, which would ask for ideas from the members. JG would circulate the draft she had prepared. **JG**

The Membership Manager explained that he was organising having recruitment stalls in both the Outpatients Departments in both Ashford and St. Peter's Hospitals. While this was primarily a recruitment exercise, it gave an opportunity for Governors to raise their presence. Any Governors participating would be supported by the Membership Manager who would be there for the entire time, although Governors could attend on an hourly rota. The purpose wouldn't be to 'hard sell' membership but to use a softer approach. **JH**

It was also noted by the group that Governor for Runnymede, Judi Linney and James Harley had recently attended a summer fete at New Haw. It had been a very successful day despite the weather, and 25 members had been recruited through either on the day or posted their membership forms afterwards. The Governors were pleased to hear of these activities which they felt should be highlighted

**MEG 23/11 Date and Time of Next Meeting**

The next meeting would take place on the 6th September 2011 3pm-5pm

**MEG24/11 Any other business**

The Membership Manager informed the meeting that the next Members' Health event would take place on the 15th September 2011, 2.30-4.30pm with the venue to be confirmed.

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**Action log to accompany Minutes tabled on 19th July 2011**

| Meeting Date | Minute Ref | Topic | Action | Lead | Due Date | Update at 24/08/11 | |
|---|---|---|---|---|---|---|---|
| 15/03/2011 | MEG-3/11 | Membership Reporting | To consider an annual report by constituency | JH | December 2011 | **Not due** | **ND** |
| 15/03/2011 | MEG-4/11 | Staff Governor Communications with Members | Advertise members events on the E-Bulletin | JH | June 2011 | **Orthopaedic event included on e bulletin** | ✔ |
| 15/03/2011 | MEG-4/11 | Staff Governor Communications with Members | To set up Staff governor coffee meetings | Staff Governors | On-going | **Staff Governors have decided not to pursue this** | ✔ |
| 15/03/2011 | MEG-4/11 | Public Governor Communication with Members | Consider raising profile of Governors at member's health events | All | June 2011 | **On-going** | |
| 15/03/2011 | MEG-4/11 | Public Governor Communication with Members | A standardised article be written that Governors can share with any community magazines or groups that they come into contact with. | JH | 24th May 2011 | **On agenda** | |
| 15/03/2011 | MEG-4/11 | Public Governor Communication with Members | Annual Report on work of the Council to raise its profile. | JH | December 2011 | | **ND** |
| 15/03/2011 | MEG-4/11 | Membership Recruitment | Governors to report back to Membership Office of any Community Groups that may wish to host a talk on membership | All | On-going | | |
| 19/05/2011 | MEG 10/11 | Quantity Targets | Look at mailshot through BAVS | AR/JH | 19th July 2011 | **Dependent on new forms being available** | |
| 19/05/2011 | MEG 10/11 | Quantity Targets | Start collating a database of community groups | JH | 19th July 2011 | **On agenda** | ✔ |
| 19/07/2011 | MEG 19/11 | Forward plan membership | Pursue urgently the draft advert for membership | JH | Sept 2011 | **On agenda** | ✔ |

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|---|---|---|---|---|---|---|---|
| 19/07/2011 | MEG 20/11 | Membership Strategy Ideas for refreshing the strategy and taking it forward | Recruitment forms redrafted and distributed to Governors within two weeks of the meeting. | JH/GR | August 2011 | **On agenda** | ✔ |
| 19/07/2011 | MEG 20/11 | Membership Strategy Ideas for refreshing the strategy and taking it forward | Refreshed version of the membership strategy to be circulated to members of the MEG along with a detailed action plan taking into account all the suggestions made at the meeting. | JG/JH | August 2011 | **On agenda** | ✔ |
| 19/07/2011 | MEG 20/11 | Membership Strategy Ideas for refreshing the strategy and taking it forward | Process established for staff and volunteers who leave to be invited to come back as public members | JH | Sept 2011 | Verbal report to be given to MEG | |
| 19/07/2011 | MEG 22/11 | Governors communicating with members | Article to go into Members Matters asking members for ideas around the annual planning process | JG | August 2011 | Completed | ✔ |

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