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

**COUNCIL OF GOVERNORS**
**7th September 2016**

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| **TITLE** | **Membership Strategy** |
| **EXECUTIVE SUMMARY** | The Membership and Community Engagement Group have spent some time updating the Membership Strategy and present to the Council for noting. |
| **The Council is asked to:** | Note the updated Membership Strategy |
| **Submitted by:** | Andrew Ryland, Chair of the Membership and Community Engagement Group and Public Governor for Runnymede. |
| **Date:** | September 2016 |
| **Decision:** | For Noting |

# Membership Strategy

**2016/17**

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# MEMBERSHIP STRATEGY

## 1 EXECUTIVE SUMMARY

The Trust is committed to being a successful membership organisation and to continue building a positive relationship with its members. To use our membership effectively we are pro-active in seeking the views of our membership as representatives of our local population, our patients and carers, to shape and improve our services. This can be directly or via the Governors. Communications from members can be with the Membership Office or through a Governor.

This Strategy sets out the approach and actions to support the Trust's Membership Objectives and build a successful membership.

## 2 WHAT IS MEMBERSHIP? - INTRODUCTION AND BACKGROUND

All foundation trusts are public benefit corporations and are based on a membership model. We have members drawn from our local populations, as defined in our Constitution. It is from our membership that we create our Council of Governors and appoint the Non-Executive Directors.

The Trust has an active Leagues of Friends and Volunteers service as well as a policy of staff involvement, all aimed to continuously improve the quality of its services.

Through the Foundation Trust structure, we aim to create a cultural environment that is characterised by involvement, responsiveness and openness. As a Foundation Trust we are able to communicate directly with the communities we serve and the staff we employ.

Some of the benefits the Trust sees from having a membership are:

- Better access to the views of those who use the service in the local population. This will help us improve the patient experience and outcome.
- More representative feedback from the local population as a whole.
- Wider engagement with the local community.
- A more engaged workforce with a clear understanding of the strategic direction of the Trust.

### 2.1 Membership Objectives

The aim of the Membership Strategy is to have a membership that is informed about the activities of the Trust and that individual members feel able to become engaged with the organisation and contribute to developing and improving our services. This will be achieved through the Membership Objectives which are to:

- Be clear about the role and responsibilities of becoming a member.
- Achieve a membership base that is representative of the diversity of the local community.

- Provide simple, accessible and well-publicised processes for becoming a member.
- Publish details of opportunities for members to become involved and information about the Trust by attending Council of Governors meetings, Members' Health Events, regular monthly bulletins and publishing a quarterly magazine.
- Encourage an active and involved membership in influencing service development.
- Maintain an accurate membership database that meets regulatory requirements and assists with developing the membership.

## 2.2 Who can be a member?

The members of the Trust are those individuals whose names are entered in the register of members. Every member is either a member of a public constituency or a member of one of the classes of the staff constituency.

Membership is open to anyone who:

- Is 14 years of age or older (16 years or older if a member of staff);
- Is entitled under the constitution to be a member of a public constituency or one of the classes of the staff constituency; and
- Has completed a membership application form (only required if a member of the public).

## 2.3 Membership involvement and benefits

Membership is free.

Many residents will become members primarily as a signal of their support for the hospitals. However, not all members will wish to become actively involved with the Trust although we hope that many will wish to be actively involved and we will encourage this.

All members have the same benefits but it is likely that some will limit this to :

- Receiving information about the Trust and its plans,
- Receiving a copy of the Trust quarterly membership magazine.

More active members may also wish to do some or all of the following:

- Give feedback to the Trust via their Governor or via the Membership and Engagement Manager.
- Actively feed their views to the Governors regarding the Trust's future plans and priorities.
- Come to meetings of the Council of Governors.
- Come to Members' Health Events.
- Come to the Annual Members' Meeting.
- Exercise their vote in elections for the Council of Governors.
- Stand for election as a Governor.
- Use the discount benefits available via the Health Service Discount scheme.
- Become involved in consultations and questionnaires about aspects of the Trust's services or participate in focus groups.

- Apply for appointment as a Non Executive Director or Chairman.

### 2.4 Membership database

In order to run the membership and have accurate information on its makeup, a good data base is essential.

The Trust has contracted with a third party to run the database on its behalf. This will be regularly reviewed.

The Membership application forms have been developed to invite potential members to provide details of residence, age, gender and ethnicity. This data is stored onto the membership database which has the ability to provide analytical data per catchment area and to identify under-represented areas and support analysis of how the Trust is best placed to market our recruitment campaigns.

## 3 DEFINING THE MEMBERSHIP COMMUNITY

The Trust is developing a membership which genuinely reflects our wider local community and which acknowledges the differences in relation to the needs and services of our local communities.

The Trust's Communication and Engagement Strategy provides further details.

### 3.1 Public Constituencies

There are 6 public constituencies (see Appendix 1) based on electoral wards which reflect the area the Trust views as its natural catchment (around 380k population). Inevitably the Trust draws its patient base from a wider area and therefore the constituencies have been extended to include other adjacent wards reflecting the Trust's position on the Surrey/London border.

Membership of the public constituency is open to individuals:

- Who live in the relevant area of the Trust aged 14 or over;
- Who are not members of another public constituency; and
- Who are not eligible to be members of any classes of the staff constituencies.

The rationale for setting a minimum membership age of 14 years is to support the continuing growth and development of the Trust's Children's Services. Although the members below 16 are not eligible to stand for election to the Council of Governors, the Trust feels strongly that the younger age group should be given the opportunity to participate as members and add their views to developing services.

### 3.2 Staff Constituencies

All staff are automatically eligible to become Foundation Trust members and are members of the Trust on appointment, subject to their employment status. There are five classes detailed in Appendix 1.

Details of the technical criteria for staff membership are given in the Constitution.

The rationale for establishing these broad occupational staff groups was so that they would be constant, regardless of any future organisational changes. The Trust also considered the volunteer class equally as important due to the high number of volunteers who support the Trust daily in an unpaid capacity.

Staff membership has been based on opt out. All new eligible members of staff have details included in their contract along with explanations of how they can opt out.

All staff members that leave the Trust will be invited to become public members.

## 4 RESOURCE IMPLICATIONS

The Membership and Engagement Manager works closely with Human Resources and Communications ensuring there are effective communication arrangements between Trust Board, the Council of Governors and the members.

The Membership and Engagement Manager identifies and establishes opportunities to engage members in Trust activities, maintain the membership data base provided by the appointed membership company and helps the Governors implement the Membership Strategy. A reasonable budget has been allocated for staff costs, membership software, publishing and marketing costs.

The Membership and Engagement Manager provides administration and support to the membership development activities including:

- Provides a single point of contact for the Membership and Governors.
- Maintains and analyses the Membership database providing membership reports.
- Develops and coordinate plans for membership recruitment.
- Ensures effective arrangements are in place for the Council of Governors and Trust Board to communicate with members.
- Develops and support a programme of membership activities, with input from the Council of Governors.
- Provides support to Governors attending local community events through marketing materials and/or Trust liaison or speakers.

## 5 BUILDING THE MEMBERSHIP BASE - FUTURE REQUIREMENTS

The membership was established in May 2009 as part of the application to become a Foundation Trust**.**

The Trust encourages and develops a strong sense of community involvement and ownership of Ashford and St Peter's hospitals. It is committed to actively recruiting new membership in all categories. The aim is to have a membership that is informed and engaged in the activities of the Trust.

The typical range of activities associated with our recruitment strategy are as follows:

- On line membership forms.
- Hard copy joining forms available in the Trust and other locations.
- Press releases about the hospitals and the Council.
- Website information.
- Membership recruitment stands.
- Membership forms in packs sent with new outpatient appointments.
- Identifying local key events and other opportunities to take Foundation Trust membership to the public.

### 5.1 Future membership target

The Trust aims to grow its membership by 5% every year and this will be achieved by targeting areas identified as priorities.

The Council of Governors' Membership and Community Engagement Group has agreed the following priorities:

- To increase membership in the marginally underrepresented areas of Elmbridge and Hounslow.
- To increase membership in the 14-16 age group

## 6 COMMUNICATING WITH MEMBERS

The Trust:

- Acknowledges every new application for membership.
- Provides a members' magazine regularly.
- Provides a monthly email bulletin to those members with email with information on the regular activities that members can attend e.g. dates of forthcoming Council of Governor meetings, invitations to attend the Annual Members' Meeting and other member activities including Health Events.
- Has a members' area on the Trust's website.
- Uses Twitter to advertise Health Events.

Governors have an essential role in representing the views of the members, in particular when formulating suggestions and comments on the forward plans of the Trust. It is therefore essential that there are good two-way communication routes between the Governors and the membership.

### 6.1 Governors communicating with Members

Avenues to achieve this include:

- Members' Health events where Governors can be identified to their membership.
- Through articles in the members' magazine.
- Through monthly bulletins.
- Attendance at community events.

### 6.2 Members communicating with Governors

Avenues to achieve this include:

- On-line comment form.
- Attendance at Members' Health events.

- Comments (email, phone or letters) forwarded through Membership and Engagement Manager.
- Members coming to Council meetings and the Annual Members' Meeting.

## 7 PLAYING A KEY COMMUNITY ROLE

The membership strengthens the links with our local community, provides a mechanism for local accountability and increase a sense of ownership and involvement with the Trust.

The aim is to build on the Trust's success to date by increasing the community's level of involvement and participation through the involvement of partner organisations and by encouraging the active participation of members of the public, patients and members of staff in the work of the Trust.

The Trust believes that it has an important role to play in the local community, not only as the first choice provider of acute hospital services to local residents, but also as a large employer and consumer of goods.

## 8 WORKING WITH OTHER MEMBERSHIP ORGANISATIONS

We have relationships with a range of membership based organisations with the local health and associated community. The Governors are members of NHS Providers, which encourages networking with similar organisations as ours, hear about good practice and develop relationships with other Governors.

## 9 EVALUATING SUCCESS

We use the following indicators to evaluate how successful the Membership Strategy has been:

- Year on year growth in the membership numbers.
- Levels of attendance at Members' Health events.
- Governors receiving feedback from members.
- Improvements in the constituencies highlighted to be targeted.

The effectiveness of the Strategy is reviewed annually and is presented to the Council of Governors each year.

## 10 ACTION PLAN

The detailed action plan to achieve active membership and membership engagement with Governors is set by and reviewed at every meeting by the Membership and Community Engagement Group.

**Appendix 1**

**Public Constituencies**

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|---|
| Elmbridge Borough |
| Runnymede and Windsor & Maidenhead boroughs |
| Spelthorne Borough |
| Surrey Heath Borough |
| London Borough of Hounslow and London Borough of Richmond upon Thames |
| Woking and Guildford boroughs |

**Staff Classes**

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|---|
| Medical and Dental |
| Nursing and Midwifery |
| Ancillary, A&C, Managers |
| HCA's, AHPs Healthcare Scientist's |
| Volunteers |

Further details are in the Trust Constitution available on the www.ashfordstpeters.nhs.uk/