

## BOARD MEETING

27 July 2017

Paper Title:	FT Membership Strategy Progress Update
Section:	Public
Lead Director:	Paul Hogg, Trust Secretary
Paper Author:	Stella Jackson, Deputy Trust Secretary
Agenda Item:	9
Presented For:	Information
Paper Category:	Governance & Compliance

### Executive Summary:

The Membership Strategy contains a requirement that the Board and Council of Governors receive a six monthly report on the effectiveness of the Membership Strategy. The Foundation Trust Code of Governance also provides that the Board of Directors should monitor how representative the membership is and the level and effectiveness of member engagement.

This paper provides an update on progress made in delivering the Strategy (which incorporates objectives relating to membership representative and membership engagement).

### Recommendations:

That the Board notes:

- Progress made in delivering the Membership Strategy;
- The Board will receive a six monthly update in January 2018 (via the Chief Executive's report) and the refreshed strategy/annual update will be provided via a separate paper to Board around June/July 2018; and
- The proposal that the 2018-20 Strategy contain fewer and more impactful actions.

## Governance/Audit Trail:

Meetings where this item has previously been discussed (please mark with an X):					
Audit Committee		Quality & Safety Committee		Remuneration Committee	Finance, Business & Investment Committee
Executive Management Team	X	Directors		Chair of Committee Meetings	Mental Health Legislation Committee
Council of Governors					

This report supports the achievement of the following strategic aims of the Trust: (please mark those that apply with an X):	
Consolidation of Market Share : being great in our patch	X
Manage the impacts of the whole system of reduced health and social care funding: working in partnership to develop cost effective out of hospital services and pathways to support the delivery of sustainable services	
Secure Funding for new or expanded services	

This report supports the achievement of the following Regulatory Requirements: (please mark those that apply with an X):	
<b>Safe:</b> People who use our services are protected from abuse and avoidable harm	
<b>Caring:</b> Staff involve people who use our services and treat them with compassion, kindness, dignity and respect	
<b>Responsive:</b> Services are organised to meet the needs of people who use our services	
<b>Effective:</b> Care, treatment and support achieves good outcomes, helps to maintain quality of life people who use our services and is based on the best available evidence.	
<b>Well Led:</b> The leadership, management and governance of the organisation make sure it's providing high-quality care that is based around individual needs, encourages learning and innovation, and promotes an open and fair culture.	X
<b>NHSI Single Oversight Framework</b>	

Equality Impact Assessment :
N/A

Freedom of Information:
<p><b>Publication Under Freedom of Information Act</b></p> <p>This paper has been made available under the Freedom of Information Act.</p>

## FT Membership Strategy Progress Update

### 1. Background and Context

The 2016-2018 Membership Strategy (attached at Annex A) was approved by the Board in March 2016. At the time, the Trust had 9,659 Public members. As at 30 June 2017, there were 9,745 Public members. This is within the 2016-18 membership target of 9,000 – 10,000 Public members.

Both the Membership Strategy and the Foundation Trust Code of Governance provide that the Board should keep under review the membership of the Trust. The FT Code of Governance in particular provides that the Board should review membership representativeness and the level and effectiveness of member engagement.

The Strategy contains three objectives and a number of supporting actions and progress against these has been reviewed and monitored by the Council of Governors Membership Development Working Group at its quarterly meetings.

This paper provides an update on progress made in delivering the Membership Strategy and outlines proposals made by the Membership Development Working Group in relation to the 2018-2020 Strategy.

### 2. Progress Against Objectives

#### **2.1 Objective 1 'to recruit to the Trust those people that have an interest in healthcare, whilst ensuring the membership remains representative of the community'.**

During 2016/17, Governors have supported the Deputy Trust Secretary to recruit new members at a Craven College health event and a Bradford University careers event. A further health event is planned at Bradford College in October 2017. Governors have also promoted membership via the Shipley Youth café, the Black Health Forum, CNet newsletter and the Carers in Action Group. Membership Development Working Group members are now also sharing details about initiatives they are involved in at the start of their meetings.

A revised leaflet has been produced outlining the benefit of membership and promoting the role of Governors. Pages are also dedicated to membership and Governors on the Trust website and social media is being used to promote membership events and activities.

Membership data is monitored by the Membership Development Working Group and a six monthly progress update will continue to be provided to Trust Board and the Council of Governors.

The Strategy provides that a matrix management approach to membership would be developed. This has resulted in service users expressing an interest in taking part in involvement activities and Trust volunteers being invited by the Involvement and Volunteering teams to become members of the Trust and their details are then stored on

the membership database. Consequently, those service users and volunteers are informed about membership events and activities, as well as involvement and volunteering opportunities.

The graphs at Annex B provide details about the representativeness of the membership as at 30 June 2017. These show:

- We have members in all age brackets and efforts to recruit younger members to the Trust have been successful with 2,722 people being in the 14-29 age bracket. Recruitment of members in the 14-16 year bracket will always be a challenge but it is hoped this figure will increase in October 2017 – the month of the next district-wide young people's event;
- We continue to attract a relatively balanced number of female (60%) and male (39%) members;
- Fifty seven percent of our members are from White backgrounds and 40% are from BAME backgrounds, with the majority of BAME members identifying as Asian/Asian British; and
- The three Bradford constituencies (where population levels are the greatest) continue to attract the highest percentage of members.

## **2.2 Objective 2 `to engage those members wanting to get involved in the work of the Trust through engagement activities and events`.**

The Membership magazine was refreshed in order to make it more appealing to a wide-ranging age group and was rebranded `the Care Trust Times`.

Public Governor, Nick Smith, has undertaken Wellness Recovery Action Planning sessions for Barnardo's and has, where appropriate, promoted membership of the Trust to the young members involved. Staff and structural changes at Barnardo's have prevented the engagement of the Trust's younger members in the Barnardo's Young People's Forum.

Governors have attended a number of public-facing meetings and events in order to engage with the membership and public. These include: Board meetings (with limited success due to the low number of members/public attending these) the membership talks on Dementia and Autism (Governors gained an understanding about these conditions and heard about some of the issues faced by the members/public); the Governor Drop-in session at the Annual Members Meeting in 2016 (this proved very popular and Governors spoke to people about the Trust's services); PLACE and 15 Step visits (these provided Governors with an opportunity to influence the Trust's services) and through attendance at the Carer's Hub (with limited success).

Social media has been used to inform the public about opportunities to meet Governors. A press release was also issued to the media (and published) regarding the Annual Members Meeting.

Membership Development Working Group members heard from the Research lead about research opportunities at the Trust and were provided with a promotional leaflet to share with their networks/contacts.

### **2.3 Objective 3 `to obtain views from the Trust's members and the public about the services provided by the Trust'.**

Council of Governor meetings are published on the website. To date, one member of the Trust has attended a number of these meetings.

As detailed above, Governors met with a number of people at the Governor Drop-in session at the Annual Members Meeting where they discussed and received feedback about the work of the Trust. Some Governors visited the Podiatry and Dental clinics and invited patients to complete a short survey about their experience. The results were mainly positive and were shared with the Service Managers.

Some Governors have also provided feedback received by them, outside of Trust meetings and events, at Council of Governor meetings. Where appropriate, the feedback has been shared with Service Managers (for instance in relation to the theme of a small number of complaints emerging from the Keighley area).

Staff Governors invited staff to complete a survey which built on the findings of the 2016 staff survey. The results were shared with Senior Managers who responded, via the Staff Governors, to the key points raised. Staff Governors have also attended a number of Operational Plan briefings and have started to attend Board visits to services in order to capture feedback about the services.

## **3. 2018-2020 Strategy**

At its meeting in June 2017, the Membership Development Working Group highlighted the need for the 2018-20 strategy to focus on fewer, more impactful actions and the Group will start work on proposed content in October 2017. The outcome of discussions at the Governor/Board away-day may also influence the content.

## **4. Legal and Constitutional Implications**

None.

## **5. Resource**

The Membership office currently consists of a full-time Deputy Trust Secretary and some administrative support is provided through the Executive office. Sustaining a meaningful membership base involves a significant commitment of time, resource and engagement. This requires people at all levels of the organisation to be fully committed to developing, maintaining, engaging, involving and valuing our membership.

As the Membership budget is limited, delivery of the Strategy is reliant upon:

- Governors promoting membership at engagement events;
- Engagement leads identifying and communicating possible recruitment and engagement opportunities; and
- Staff promoting the benefits of membership to the people they meet during the course of their work.

## 6. Risk Issues Identified

<b>Risk</b>	<b>Likelihood High/ Medium/ Low</b>	<b>Implication</b>	<b>Mitigation</b>
The membership is not representative	Low	Feedback received from members would not be representative of the community	Membership representative is monitored by the Membership Development Working Group. If appropriate, action is implemented to ensure it remains representative.
Members and the public do not engage in the work of the Trust	Medium	The Trust would not receive feedback about the Trust's services and Governors would not fulfil their statutory duty to represent the views of the membership and the public.	The Board/Council of Governor away day will be considering key areas of engagement and ways in which to improve the effectiveness of this.
The Trust does not obtain views from the members and public about the services provided	Medium	The Trust's services would not meet the needs of the local population	The Board/Council of Governor away day will be considering key areas of engagement and ways in which to improve the effectiveness of this.

## 7. Monitoring and review

The 2016-2018 Strategy continues to be monitored by the Council of Governors Membership Development Working Group. The revised Strategy will require approval of the Council of Governors and Trust Board following the Governor elections in 2018 (this will give new Governors the opportunity to influence the content of/comment on the revised Strategy). The Board will receive a six monthly update in January 2018 (via the Chief Executive's report) and the refreshed strategy/annual update will be provided via a separate paper to Board around June/July 2018.