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| Report to: | Council of Governors | Agenda item: | 12 |
| Date of Meeting: | 12 September 2024 | | |

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| Title of Report: | Membership, Community Engagement and Development Strategy 24/25 |
| Status: | For Approval |
| Board Sponsor: | Roxy Milbourne, Interim Head of Corporate Governance |
| Author: | Lauren McEwan, Corporate Governance Manager |
| Appendices | Appendix 1: Membership, Community Engagement and Development Strategy 2024/25 |

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| 1. Executive Summary of the Report |
| <p>The Membership, Community Engagement and Development Strategy 2024-25 sets out a series of objectives for the Trust to continue to maintain, grow and engage with its membership. The aim of this document is to further develop the strategy through the Membership and Outreach Working Group in order to ensure that Governors are at the heart of member and public engagement and own engagement plans for their constituencies.</p> <p>The Membership and Outreach Working Group reviewed and agreed the Membership, Community Engagement and Development Strategy 2024/25 on 23 August 2024.</p> <p>The strategy is presented to the Council of Governors for approval.</p> |

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| 2. Recommendations (Note, Approve, Discuss) |
| The Council of Governors is asked to approve the Membership, Community Engagement and Development Strategy 2024/25 |

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| 3. Legal / Regulatory Implications |
| NHS Foundation Trusts are required to have a membership base that is representative of the communities they serve. |

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| 4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc.) |
| If the Trust does not maintain a membership base representative of the communities it serves, it could be in breach of its provider licence. |

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| 5. Resources Implications (Financial / staffing) |
| The role of a Governor is voluntary, and this should be considered during the discussion. |

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| 6. Equality and Diversity |
| The Trust is required to maintain an engaged and supportive membership that is representative of the public and stakeholders in the local area and are encouraged to form links with underrepresented groups in the community as part of this. |

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| 7. | References to previous reports |
| Not applicable | |
| 8. | Freedom of Information |
| Public | |
| 9. | Sustainability |
| Digital engagement solutions will be utilised where possible but printed materials may be required to support Governors to engage with their constituencies. Governors may also need to travel for face to face engagement events. | |
| 10. | Digital |
| Digital engagement solutions will be utilised where possible. | |

Public & Staff Membership, Community Engagement and Development Strategy 2024/25

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Introduction

The membership, community engagement and development strategy 2024-25 has been written in collaboration with the Membership and Outreach Working Group (a subgroup of the Council of Governors). The strategy covers both public and staff engagement and it sets out a series of objectives for the Trust to continue to maintain, grow and engage with its membership, including the actions that it will take to meet these objectives. It also describes how the Trust will evaluate the delivery of the strategy.

The Council of Governors forms an integral part of the governance structure that exists in every NHS Foundation Trust. It is the Council of Governors' responsibility to represent the interests of the members and the interests of the public, particularly in relation to the strategic direction of the Trust. Governors do not undertake the operational management of the Trust, but provide challenge to the Board of Directors and hold the Non-Executive Directors both individually and collectively to account for the performance of the Board of Directors.

The aim of this document is to further develop the Public & Staff Membership Development Strategy 2024/25 through the Membership & Outreach Working Group in order to ensure that Governors are at the heart of member and public engagement and own engagement plans for their constituencies.

The statutory duties of NHS Foundation Trust Governors are set out in the National Health Service Act 2006 and the Health and Social Care Act 2012, the Governors duties can be found at appendix 1.

Background

For a number of years, the Council of Governors Membership and Outreach working group undertakes a review of this strategy at each meeting and;

- Consider how communication with members could be improved and advise, explore and develop methods of communication and engagement with the members and the local community including hard to reach and underrepresented groups.
- Help to develop the benefits of membership and consider how to communicate this to the wider community in order to encourage more people to sign up and engage with the Trust.
- Monitor the membership profile with respect to age, gender, ethnicity and area of residence in order to ensure a representative membership.
- Make suggestions on how to increase member engagement and develop a set of measures to monitor this.
- Consider how to develop the role of the member and encourage involvement.

The working group agreed that not all members would want to be actively involved and that the Trust would need to keep all members up to date with what was happening at the hospital and show how being involved could make a difference. The working group also agree that representing the interests of members and stakeholders and engaging with members was a key responsibility of Governors.

Strategic objectives

This strategy sets out objectives that will be achieved to develop engagement with the Trusts Membership.

The Trust's Membership aim is to ensure that the public is at the heart of everything the Trust does by creating a representative membership and engaging them in the development and transformation of their health services.

Primary Objectives:

1. To maintain an engaged and supportive membership, representative of the public and stakeholders in our area.
2. To inform members of the health landscape and provide them with the information to access services and make the best health choices.
3. To enable members to influence the services the Trust offers them and hold the Non-Executive Directors (NEDs) to account for the delivery of those services.
4. To develop the infrastructure and processes to enable efficient and effective dialogue between the Trust and its members.
5. To develop a relationship with non-members and relevant community groups.

Delivering the Strategy

The Membership & Outreach Working Group and the Council of Governors are responsible for ensuring the objectives and actions of this strategy are carried out. The Corporate Governance Manager will help lead the implementation and ensure that specific Governor led projects, which focus on issues of recruitment or membership engagement, are incorporated into the action plan.

During 2024-25, the Membership and Outreach Working Group will discuss the objectives and develop the actions required to achieve the objective over the next year.

Objectives and Action Plans 2024-25

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| Objective 1 - | To maintain an engaged and supportive membership, representative of the public and stakeholders in our area |
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The Trust will continue to steadily recruit and maintain a representative membership and increase and measure member and public engagement.

Key targets include:

1. To maintain an accurate membership database that meets regulatory requirements and can be used to aid membership development.
2. To ensure membership is representative of the communities the Trust serves.
3. To explain the benefits of membership and to make the process of becoming a member as simple as possible.

Actions to achieve this include:

- Develop and regularly review recruitment material regularly to ensure it remains relevant, up-to-date and suitable for the audience.
- Encourage those not opted in to Staff Membership to become Public Members.
- Target underrepresented groups in the community.
- Visit Careers Fairs to encourage a younger membership.
- Monitor membership numbers and engagement on an annual basis.
- Survey the Staff and Public members on an annual basis.
- Hold Constituency meetings.

Action Plan – Objective 1: To maintain an engaged and supportive membership, representative of the public and stakeholders in our area

| Action | Owner | Date to be achieved | Update | Completed? |
|--|---|---------------------|---|------------|
| MOWG to be presented with the membership demographics annually | Corporate Governance Manager | February 2024 | This was presented at Februarys MOWG meeting. This will be represented at the MOWG meeting in February 2025 | Yes |
| Staff induction - Encourage those not opted in to Staff Membership to become Public Members. | Membership & Governance Administrator | | | |
| Develop an annual survey for Public members prior to the AGM | MOWG | TBA | This will be produced prior to the 2025 AGM | |
| Develop a Staff Governor survey annually | MOWG and Staff Governors | TBA | Not undertaken before | |
| Develop a constituency meeting schedule for 2024/25. | Governors and Membership & Governance Administrator | Ongoing | Governors and Membership and Governance Administrator to start to plan meetings. North Wiltshire Constituency meeting was postponed in July 2024 due to the general election. | |
| Increase member recruitment through various channels | Governors | Ongoing | | |

| Action | Owner | Date to be achieved | Update | Completed? |
|---|---|----------------------|---|------------|
| Governors to assist recruiting younger people at RUH Careers Fair | Governors and Membership & Governance Administrator | March & October 2024 | Governors and the Membership and Governance Administrator is attending the RUH careers fair taking place in March & October 2024. | |
| Governors to film videos of themselves to raise the Governor profile and seek feedback. | Governors | To be confirmed | | |

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| Objective 2 - | To inform members and the public of the health landscape and provide them with the information to access services and make the best health choices. |
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The Trust aims to inform and sign-post the membership, patients and visitors to the right information sources to enable them to understand how the Trust runs and the services we provide, thus ensuring that the right health choices are made.

Key objectives include:

1. To ensure the Trust’s website contains up to date relevant information for patients.
2. To ensure patients are well informed about the choices they have.
3. To ensure communications inform members about the Trust and services provided as well as options available to them.

Actions to achieve this include:

- Promote the information available on the Trust’s internet site.
- Reinstate Caring for You events
- Annual report and review to Annual Members Meeting
- Annual General Meeting / Annual Members’ Meeting (AGM / AMM)

Proposed actions to achieve this could include:

- Editorial campaigns in the press and media
- Governors to attend relevant community groups

Action Plan – Objective 2: To inform members and the public of the health landscape and provide them with the information to access services and make the best health choices.

| Action | Owner | Date to be achieved | Update | Completed? |
|---|---------------------------------------|---------------------|---|------------|
| AGM / Annual Members Meeting | Membership & Governance Administrator | September 2024. | Membership and Governance Administrator has started the planning process for the 2024 AGM. | |
| Annual Members Meeting Survey | M&OWG | TBC | This will be circulated once the Annual Members meeting has taken place in September. | |
| Caring for You events (listed in this table once agreed) | Membership & Governance Administrator | TBC | These events will be re-introduced in November this year, more information about them will be released in due course. | |
| To ensure that the membership web pages are updated regularly | Membership & Governance Administrator | On-going | Membership and Governance Administrator undertakes this check on an annual basis. | |
| Governors to attend relevant community groups within their constituency | Governors | On-going | | |
| The Membership Team will share with Governors updates from the Communications Team, to be submitted to local community magazines. | Membership Team & Governors | On-going | | |

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| Objective 3 - | To enable members to influence the services the Trust offers them and hold the NEDs to account for the Performance of the Board of Directors for the delivery of those services. |
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The Trust aims to ensure that the membership has an opportunity to get involved and influence the services the Trust offers them.

Key objectives include:

1. To ensure the views of the members are sought and understood.
2. To identify opportunities for members and Governors to get involved in the Trust and development of services.
3. To encourage members to stand for election to the Council of Governors in the future.
4. To ensure the views of the members are taken into account by the Board of Directors in developing future services.

Current actions to achieve this include:

- Continue to encourage members to stand for election in future years to ensure a contested election for each constituency.
- Surveys sent to members to seek views.
- Constituency meetings to be held in all constituencies at least once per year. These are an essential mechanism to enable Governors to hear Members' feedback directly.
- Joint Trust Board and Governor Away Days to strengthen relationships.
- Member's feedback taken to Council of Governor meetings for review and passing onto working groups for more detailed working.
- Governors encouraged to attend Public Board of Director meetings.

Proposed actions to achieve this could include:

- Invite members to take part in focus groups to use them as a source of feedback to develop services provided.
- Work with the local health community to encourage stronger engagement. Influencing stakeholders and local community.

Action Plan – Objective 3: To enable members to influence the services the Trust offers them and hold the Board of Directors to account for the delivery of those services.

| Action | Owner | Date to be Achieved | Update | Completed? |
|--|---|---------------------|---|------------|
| Governor Working groups to develop assurance questions for NEDs as part of every meeting | Working Groups | On-going | This forms a standing item as part of the agenda. | |
| Governor constituency meetings to be held throughout the year. | Governors and the Membership & Governance Administrator / Governors | On-going | Governors and the Membership and Governance Administrator has started the process of organising these meetings. | |
| Members to be invited to the Trust's AGM | Membership & Governance Administrator | September 2024 | Initial planning stages for 2024 AGM has started | |
| Governors to attend Joint Governor and Board of Directors Away Day | Governors | December 2024 | The Membership Team are planning on running the away day in December 2024 | |
| Email to be sent to members asking for feedback on XXX | Membership Team | On-going | Membership Team respond to members feedback on enquires as soon as possible, and send them to the relevant team when they are unable to answer them | |

| Action | Owner | Date to be Achieved | Update | Completed? |
|---------------------------------------|-----------|---------------------|--|------------|
| Governors to attend Governor away day | Governors | December 2024 | The Membership Team are planning on running one in December 2024 | |

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| Objective 4 - | To develop the infrastructure and processes to enable efficient and effective dialogue between the Board of Directors and its members and the public. |
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The Trust aims to maintain a two-way dialogue with its membership, thus ensuring that the member’s views are heard in order to help influence positive developments of services within the Trust.

Key objectives include:

1. To promote the work of the Trust and the Council of Governors.
2. To identify and develop opportunities for two-way communication between members, the public and Governors.
3. To ensure communications not only inform members and the public about the Trust, but also encourage engagement and feedback.

Current actions to achieve this include:

- Promote the work of the Trust and its Governors on the Trust’s website, through the use of social media etc.
- Identify and develop opportunities for Governors to meet with members, the public and community groups.
- To seek the views of patients, relatives, friends, carers and other relevant bodies.
- Provide all new members with a Welcome letter or email outlining the benefits of membership, Caring for You events, and the Governors.
- Membership surveys sent to seek feedback and opinions including specific Governor Surveys sent on request.
- Governors encouraged to interact with the public and community groups to increase membership recruitment and engagement.
- Staff Governors to engage with staff to promote the role of a Governor, seek views of staff members and obtain feedback.
- Caring for You events – Governors can attend to talk to members and the public.

- Website includes governor profiles for both Staff and Public Governors and also details how to contact the Governors.

The Trust will ensure that membership material is available in other languages and formats as required through the Trust’s membership engagement work.

Proposed actions to achieve this could include:

- Develop opportunities for members and the public to give their views on a range of topics.
- Develop a list of public community groups to approach, recruit as members and keep informed as non-members.
- Increase Staff Engagement regarding the role of a Staff Governor working closely with the Communications team to assist with this. Increased Staff Engagement in 2023 elections could be a measure of this.



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Action Plan – Objective 4: To develop the infrastructure and processes to enable efficient and effective dialogue between the Board of Directors and its members

| Action | Owner | Date to be Achieved | Update | Completed? |
|---|---------------------------------------|---------------------|--|------------|
| Governors to attend AGM to meet with members and take part in discussion groups. | Governors | September 2024 | The Membership and Governance Administrator has started the process of organising the 2024 AGM | |
| FT webpages to be kept up-to-date | Membership & Governance Administrator | On-going | The Membership and Governance Administrator continually review the FT webpage | |
| Staff intranet pages to be updated and improved. | Membership & Governance Administrator | On-going | The Membership and Governance Administrator continually review the FT webpage | |
| Staff Governors to feedback staff views to Council of Governors | Staff Governors | Quarterly | This forms a standing item as part of the Council of Governors People Working Group | |
| Increase staff engagement in the 2025 elections – increased voting turnout and a contested election. | Staff Governors | 2025 | Elections are not due to take place until 2025. | |
| Public Governors to approach public community groups to recruit new members and keep informed as non-members. | Public Governors | On-going | Governors have started to attend these events. The Membership team have an | |



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| Action | Owner | Date to be Achieved | Update | Completed? |
|---------------------------------------|-------|---------------------|--------------------------------------|------------|
| Membership Office have a spreadsheet. | | | active folder to track these events. | |

Evaluating the strategy

It is important that the Membership Development and Engagement Strategy evolves over time to continue to reflect the community. The strategy needs to be owned by the Governors, who will develop the strategy and play a key part in monitoring its effectiveness.

This strategy has been developed with the Membership & Outreach Working Group. It will be continually monitored on a quarterly basis in order to ensure that it remains current and meaningful and that the action plan is on target. The strategy will be updated as required to reflect changes to RUH services and within the local health community.

Progress reports will be submitted to the quarterly Council of Governor meetings via the Membership & Outreach Working Group update report.

Appendix 1 - The Council of Governors Statutory Duties

Governors' roles, responsibilities and powers under the legislation

The statutory duties of NHS Foundation Trust governors are set out in the National Health Service Act 2006 and the Health and Social Care Act 2012. The duties are as follows:

| | Statutory roles and responsibilities of the council of governors | Additional powers |
|--|--|---|
| 2006 Act | <ul style="list-style-type: none"> • Appoint and, if appropriate, remove the chair; • Appoint and, if appropriate, remove the other non-executive directors; • Decide the remuneration and allowances and other terms and conditions of office of the chair and the other non-executive directors; • Approve (or not) any new appointment of a chief executive; • Appoint and, if appropriate, remove the NHS foundation trust's auditor; and • Receive the NHS foundation trust's annual accounts, any report of the auditor on them, and the annual report at a general meeting of the council of governors. | In preparing the NHS foundation trust's forward plan, the board of directors must have regard to the views of the council of governors. |
| Amendments to the 2006 Act made by the 2012 Act | <ul style="list-style-type: none"> • Hold the non-executive directors, individually and collectively, to account for the performance of the board of directors; • Represent the interests of the members of the trust as a whole and the interests of the public; • Approve "significant transactions"; • Approve an application by the trust to enter into a merger, acquisition, separation or dissolution; • Decide whether the trust's non-NHS work would significantly interfere with its principal purpose, which is to provide goods and services for the health service in England, or performing its other functions; and • Approve amendments to the trust's constitution. | The council of governors may require one or more of the directors to attend a governors' meeting to obtain information about performance of the trust's functions or the directors' performance of their duties, and to help the council of governors to decide whether to propose a vote on the trust's or directors' performance. |

Table taken from "Your statutory duties: a reference guide for NHS foundation trust governors" - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/284473/Governors_guide_August_2013_UPDATED_NOV_13.pdf