

REPORT TO THE TRUST BOARD – PUBLIC
22 FEBRUARY 2018

Title	Chair's Report
Author	Marie Gabriel, Trust Chair

Purpose of the Report:

The report provides feedback from the Council of Governors and outlines the Chair's most significant activities.

Summary of Key Issues:

To receive information on Governor decisions and recommendations

Strategic priorities this paper supports (Please check box including brief statement)

Improving service user satisfaction	<input checked="" type="checkbox"/>	By integrating services effectively, we will improve access, responsiveness and experience for service users
Improving staff satisfaction	<input checked="" type="checkbox"/>	By visiting services, we can better understand the experiences of our staff and help remove barriers to their effective working.
Maintaining financial viability	<input checked="" type="checkbox"/>	By working with Governors to develop a framework within which to consider opportunities, we will improve our ability to systematically consider the impact on the Trust's viability.

Committees/Meetings where this item has been considered:

18/1/2018	Council of Governors
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Implications:

Equality Analysis	Participation in national learning opportunities and consulting with the Council of Governors will assist the Trust to produce an effective equality and inclusion strategy.
Risk and Assurance	External partner and Governor engagement assists in identifying and mitigating risks.
Service User/Carer/Staff	Participation in national taskforces provides access to the best practice of others and assists ELFT to impact on subsequent national policies and plans.
Financial	There are no financial implications above existing budgets
Quality	Considering, sharing and subsequently improving the Trust's quality improvement programme with regional and international partners will improve our ability to deliver high quality services.

Supporting Documents and Research material

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Glossary

Abbreviation	In full
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1.0 Background/Introduction

- 1.1 To update the Board on the discussions of the Council of Governors and the Chair's main activities.

2.0 Council of Governors

- 2.1 The January 2018 meeting of the Council of Governors received confirmation that Norbert Lieckfeldt had been elected, unopposed, to the position of Deputy Chair of the Council of Governors. I am sure that the Board will join me in congratulating Norbert, who has been acting in this role as an interim. We will begin the process for the election of his Assistant at the next Council meeting.
- 2.2 The meeting received a report on the refreshed Trust ambition which had emerged from the Big Conversation with staff, Governors and service users. The Council confirmed that the annual planning consultations should consider how the new ambition could best be achieved. The Council also received a presentation on the developing workforce and service equality, diversity and inclusion strategy for the Trust. The two elements of workforce and services had been brought together at the Governors' request. The subsequent discussion ensured that Governors have both informed potential priority areas and also the questions we should ask as part of the consultation on the new strategy.
- 2.3 The Significant Business Committee of the Council of Governors shared a Governor Framework of suggested areas that Governors would like the Board to consider in any assessment of potential bids and opportunities. This framework was confirmed by the Council and it was agreed that the Chief Financial Officer would allocate the criteria under the different stages of a bid, pre-tender, tender and mobilisation. The framework is provided below and interestingly reflects the areas discussed by the Board at a Development event last year.

Better For the Local Area

- What would be better for the people we serve
- What can we do better than previous providers
- If successful, is the total better than the sum of its part e.g. where is the organisational learning or benefit that flows through the Trust to its original services
- Caution to be exercised in embarking on new services which are also in new geographical areas

Financial Assessment

- Will the income from the project be greater than the cost of delivering it
- Financial risks/losses may be acceptable if there is a demonstrable added benefit such as benefits to existing service users
- A certain level of risk is acceptable if appropriate mitigation is in place.

Service Quality

- Will the quality of the service provided be improved considering that the staff are likely to be the same (assuming they are TUPE'd)
- How will we work to change the culture in light of the above i.e. will we have the capacity to invest in doing this and the ability of the senior management to get the culture embedded
- Need to ensure that there is the capacity, capability and skill to deliver on new services

Review Previous Transactions for Learning

- New tenders should be assessed against learnings from previous bids. This will require transparency, e.g. what is the learning from the Luton and Beds bid?
- Consider the impact of geographical expansion and review the governance structures for the Council in light of this (e.g. struggling to cover a large county with limited number of governors)
- Do we have the systems in place to make the new service accountable to service users?
- Caution to be exercised in embarking on new services which are also in new geographical areas.
- Consider learnings from partnership working
- Accountability

Staffing

- There would need to be a sustainable staffing model which could be used to inform projections in the long term

Local Focus

- The total should be greater than the sum of its parts – how is this demonstrated?
- Existing centres of excellence such as mental and community health should not be weakened in the process.
- Consideration should be given to staff who may feel that diversification may lead to a dilution of the importance of their roles

Capacity of Corporate Services

- There should be a balance between achieving economies of scale but not overstretching existing staff;
- Think through the granular details behind the assumptions made in corporate services.

The framework should be tested against whether it is doing what it is supposed to do, i.e. enabling better decision making in the assessment of new bids and opportunities

- 2.4 The Council were advised that its Communication and Engagement Committee had completed its review of the Membership Strategy based on the feedback from their refreshed Membership Survey. The completed Membership Strategy has been reviewed by the Board's People Participation

Committee and is attached to this report for Board approval. This Committee also advised the Council that a short video will be made to promote the role of Governors and the impact that they have on the Trust.

- 2.5 A new format for the Governors Open Forum has been agreed. The Governors will continue to meet but rather than ask the Chair to respond to queries raised at the end of the meeting, a list of areas will be shared and the Chair will respond in writing to the full Council. This will enable all Governors to receive a record of the discussion. In addition, individual NEDs will be invited to the Governor Open Forum, 3 times a year for an approximately 40-minute conversation about their specific role within the Board.
- 2.6 Finally, I take this opportunity to remind the Board that the 15th March meeting of the Council of Governors is a joint meeting with the Board and therefore full Board attendance is required. Governors have requested that the meeting consider the theme 'Health and Poverty' with a discussion on how the Trust could seek to address the wider determinants of health including financial inclusion, the impact of substance misuse, housing, homelessness, and unemployment and how we could improve access to services. This topic is particularly relevant to our population health ambitions and would, therefore, helpfully inform our resulting plans and strategy.

3.0 Chair's Activities

- 3.1 I attended, along with 6 NEDs, a visit to integrated care services in Tower Hamlets. We were split into two groups and visited a range of teams involved in providing integrated care with an emphasis on supporting self-care and improved care at the right time and in one place. The integrated services included those integrated with Barts Health, GP Care and a Care Home. We were impressed with the commitment of staff to making the new models of integration work effectively and to ensuring that care was wrapped around patients. There were definite indicators of success for example shortened waiting times for assessment and reduced delays in discharge from hospital. The integrated system appeared complex to Non-Executives as it featured a number of individual teams with different but connected roles and with services at different stages of development. As a consequence, whilst there has been improvement by building the integrated system further its roots seem to be built on a more organic approach to integration, resulting in what could be described as aligned care. Our dedicated staff are able to maximise the opportunities and benefits of the resulting system. There were a variety of things that would assist staff including ease of access to integrated IT systems, the recruitment of staff to match increased demand, the appointment of specific staff, e.g. Geriatric Consultant and the need for partner agencies to practically demonstrate their commitment to the integrated system. A more detailed visit report has been provided to the services and relevant senior executives.
- 3.2 I also visited West Ham Lane Health Centre which is home to our children services in Newham. These services have reduced in size as some of its previous services have been transferred to in-house provision by the Council.

However, we still offer children's speech and language and occupational therapies, child physiotherapies, enuresis clinic, services for looked after children, safeguarding and we host health visitor clinics. Once again, I was impressed with our staff and their commitment to patients, the quality that they provide and the comradery was obvious. Areas for improvement include consideration of how we could maximise the benefit of speech and language therapists during school holidays, particularly the summer holidays; reflecting on the stark transition from a children's speech and language service to no speech and language therapy support for adults, both of which will require a conversation with commissioners. Whilst there has been improvement to the premises and facilities, the space could be better utilised so that access to consultation rooms and the gym could be improved. The upper offices have not been improved and this is causing a very uncomfortable working environment and this was coupled with a request for improved IT support.

- 3.3 We continue to share learning with other organisations. Along with Navina and Steven, we shared our quality improvement approach with Oxleas Foundation NHS Trust; I visited a joint meeting of Lincolnshire NHS Trusts to share our equality and inclusion journey; and both Mary and I have been involved in the Trust's buddying work with Norfolk and Suffolk NHS Foundation Trust. I have also been involved in national task forces, one, which I chair, is considering how to build leadership capacity and capability for inclusion and equality and another which I am looking forward to is as a member of a national Empowering People and Communities Taskforce. The Chief Executive will be reporting on our learning from the Institute for Healthcare Improvement Annual Conference, however I just wanted to take this opportunity to congratulate our staff, patients and Governors for their quality improvement efforts. It is apparent from feedback at the conference that not only is ELFT held in high regard internationally but that we are also leading the way in certain areas including our work on value and also people participation.

4.0 Action Being Requested

- 4.1 The Board is asked to confirm its **APPROVAL** of the Membership Strategy and to **RECEIVE** and **NOTE** the remainder of this report

MEMBERSHIP STRATEGY

representing ~ communicating ~ engaging

Version:	4.0
Ratified by:	Trust Board
Date ratified:	[22 February 2018]
Name of originator/author:	Membership Manager
Name of responsible committee:	Council's Communications and Engagement Committee and Board's People Participation Committee
Date issued:	28 April 2016
Review date:	March 2018
Target audience:	ELFT staff and stakeholders

Version Control Summary

Version	Date	Author	Status	Comment
3.0	March 2016	Updated by Keisha Ehigie and Edwin Addis following creation of new constituencies in Bedfordshire and Luton and membership survey in October 2015	Draft	To be ratified at the Trust Board Meeting in April 2016.
4.0	December 2017	Updated by the Membership Manager and Communications and Engagement Committee following Membership Survey 2017	Draft	The people Participation Committee agreed to recommend to the Board for approval.

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1. Introduction

East London Foundation Trust is a high performing Trust in one of the most culturally diverse parts of the country. The Trust has set itself a commitment to be one of the best performing NHS organisations in the country.

Effective engagement with our local communities and the development of a representative membership is pivotal to delivering high quality services.

This enables the Trust to better understand the views of its members and carers in the wider community and consequently lead to improvements in the quality, responsiveness and development of services to ensure they meet local needs.

The purpose of this strategy is to outline how we will develop and maintain a membership which is effectively engaged and informed and which is representative of the diverse community we serve.

This strategy has been updated following:

- Consultation with the Council of Governors' Communications and Engagement Committee
- Comparison of two Membership surveys conducted in October 2015 and October 2017
- Consideration of comments received from Trust members, Governors and staff
- A review of statutory requirements and best practice guidance.

1.1 Our Membership Vision

Our vision is to have a membership base that is:

- Fully engaged with the Trust and representative of our diverse and rich communities;
- Producing an effective and committed Council of Governors which will strengthen the Trust in achieving the highest standards of care.

Delivering our vision

To deliver our vision, we will review our progress against the Membership Strategy action plan annually. Our main priorities are:

- Increase youth representation and involvement
- Integration of Bedfordshire and Luton into existing membership

These priorities are reflected within the Membership Strategy objectives as demonstrated within this document.

1.2 Recruitment of Members

The Trust began recruiting prospective public members when the public consultation started on 26 June 2006 meeting its initial target to have 1,000 prospective public members by July 2007 and a subsequent target of 7,000 public members was met by 31 March 2008. A further recruitment target of 1,000 members to represent Community

Services Newham was met in February 2011.

The latest recruitment campaign took place in April and May 2017 to recruit 1,000 members to represent the new Bedfordshire and Luton mental health and wellbeing services provided by ELFT from 1st April 2015. The previous campaign recruited 1052 interim members which officially became members after the Council of Governors Meeting held in September 2015 when the newly acquired Bedfordshire and Luton services were formally constituted.

As at 11 December 2017, the Trust has a total membership of 15,576 members, i.e. 10,476 public members and c. 5,100 staff members.

1.3 Membership Strategy Development to date

On its achievement of Foundation Trust status the Trust's Project Board approved the first version of this Membership Strategy in May 2006, and approved a Membership Recruitment Plan in August 2006. The Membership Strategy was revised in light of the Trust's integration with Community Services Newham in February 2011 and in March 2015 when the Trust acquired the Bedfordshire and Luton contracts recognising the changing community which the Trust operates within.

This updated strategy incorporates what the Trust has learned from the two most recent membership surveys (carried out in 2015 and 2017). The same questions were used in both surveys in order to be able to compare them. Our analysis showed that:

- 55% of respondents to our 2017 membership survey said that that the reason why they became members has been accomplished (2% improvement on 2015)
- 60% do not know who their local Governors are (5% improvement compared to 2015)
- 56% do not know how to contact their local Governors (significant improvement of 11% compared to 2015)
- 53% felt well informed about Trust issues (56% in 2017)
- Slight increase in % of members who prefer receiving information via events 14% (13% in 2015), website 11% (7% in 2015) and social media 8% (7% in 2015).

The Trust will continue to develop and benefit from an active and participative membership whilst increasing awareness of mental and physical health and learning disability issues. Inherent also are the overarching aims of prevention and reducing the stigma associated with these issues.

The Membership Strategy will be consistent with the Trust's Patient and Carer Experience Strategy, Volunteer Strategy and Communications Strategy, and together they ensure that there is proper dialogue with members, service users, carers, governors and the local community.

To achieve this, our strategy and action plans are grouped under the following three main objectives:

Objective 1: To ensure our membership is representative and active;

Objective 2: To improve communication with existing and potential members using events, printed and electronic publications and social media.

Objective 3: Create effective processes for governor engagement with members.

1.4 Implementation of the strategy

The Membership Strategy is reviewed by the People Participation Committee which recommends it to the Trust Board for approval. The Membership Manager has developed a detailed work plan to implement the strategy and attends the People Participation Committee to report progress. The Trust's Council of Governors have an active role in the development and implementation of this strategy through the Communications and Engagement Committee which reviews the Membership Strategy and Annual Members' Survey.

1.5 Working with other Membership Organisations

The Trust will take advantage of the strong sense of purpose shared with other like-minded membership organisations; to make the most of opportunities to work together to share best practice and promote better understanding of the aims and functioning of NHS Foundation Trusts.

This collaborative working will be encouraged at all levels of operation and between members and Governors of the Trust and other membership organisations. Active participation with the *NHS Providers, the association of foundation trusts and trusts*, will be continued with all governors informed of upcoming meetings and events and necessary bookings made for them to attend. Membership Team will continue to attend relevant external events and focus groups when appropriate.

1.6 Methods for evaluating progress in implementation of this strategy

The Trust membership team and Governors will need to ensure the strategy remains meaningful and relevant to a developing membership. Methods to ensure this is are as follows:

- The Communications and Engagement Committee and Membership Team to review the communications aspect of the strategy annually to ensure it continues to meet the needs of the membership;
- An Annual Report on membership will be written by the Membership Team with input from the Communications and Engagement Committee to include an analysis of membership, recruitment activities and how members have engaged with the Trust and their Governors in the preceding 12 months, with a view to targeting any specific communities or sections of the local population that are underrepresented or who are new to the area;
- Benchmarking progress against other NHS Foundation Trusts across a range of measurable indicators e.g. number of candidates standing for governor election, election turnout, degree of representativeness of membership;
- Seeking annual feedback via a membership survey from Members on their levels of satisfaction covering areas such as support activities and governor engagement;
- Analysis of outcomes from the Council's annual review and governors' skills audit;
- The Membership Team will provide membership statistics at the People Participation Committee.

2. OBJECTIVE 1: A Representative and Active Membership

2.1 A Representative Membership

Research conducted through the NHS Providers (formerly Foundation Trust Network), reports that small memberships have proved to be more active than larger memberships (i.e. by having a higher voting return), and are also viewed as being effective in articulating views of staff and the local community and influencing change, with a solid membership base established.

We believe that the Trust has a sufficient membership base and is now focussing on ensuring that the population we serve is adequately represented.

A representative membership would include members in similar demographic proportions to the population served by the Trust and also in terms of the nine strands of equality including: age, disability, sex, sexual orientation, race and ethnicity, transgender, religion and belief (including no belief), pregnancy and maternity, marriage and civil partnership.

Recent analysis of our membership statistics has shown underrepresentation of members in the 12-16 and 22-29 age groups as well as in the following ethnic groups: White Other, Chinese and Arab. The Trust will reduce this underrepresentation by better focusing our membership recruitment activities. We will achieve this by:

Priority 1	Improve representation of members from 12-16 and 22-29 age groups.
Stage 1	Targeted recruitment by attending events and fresher's fairs in secondary school and colleges.
Stage 2	Reporting progress to the Council of Governors via the Communications and Engagement Committee
Stage 3	Monitor and identify new priorities once the proportion of members from these age groups increase to Index 80.

Priority 2	Improve representation of the following ethnic groups: White Other, Chinese and Arab
Stage 1	Targeted recruitment by attending community events and promoting benefits of membership to BME organisations and associations who provide services to White Other, Chinese and Arab communities.
Stage 2	Reporting progress to the Council of Governors via the Communications and Engagement Committee.
Stage 3	Monitor and identify new priorities once the proportion of members from these community groups increase to Index 50.

From 1 April 2015, Bedfordshire and Luton Mental Health and Wellbeing Services joined the Trust. We ran two big membership recruitment campaigns in Luton and Bedfordshire (in 2005 and 2007) and will continue with recruitment until the numbers reach the same representation of members as in our London constituencies.

Priority 3	Recruit at least 1000 members in Bedfordshire and Luton in advance of governor election 2017
Stage 1	Commission a membership organisation experienced in

	recruiting foundation trust members.
Stage 2	Work with service managers and local communities to attract members from these constituencies.
Stage 3	Reporting progress to the Council of Governors via the Communications and Engagement Committee.

2.2 An Active Membership

A key focus for the Trust now will be to manage sustained engagement with people from local communities who the Trust hopes will become more active members. The Trust aims for membership not to be a stand-alone consultation group but a truly engaged and involved group through the wider patient and public involvement agenda. Governors, elected by members have a pivotal role in engaging with local communities and it is essential that their views are reflective of the communities they represent.

Research on Membership Governance in NHS Foundation Trusts revealed the following:

- Only a proportion of those eligible/able to join a Trust will do so
- Of those that do join, the majority will be passive members
- Those that become active will therefore only represent a small proportion of the total potential membership and a minority of the actual membership

Table below shows average number of members who attend our key member meetings.

Name of meeting	Frequency	Number of members attending (average)
Working lunch meeting	quarterly	40-45
Annual members meeting	annually	100+

Analysis of attendance has identified the need to create a separate calendar of meetings and events for our younger members who currently do not attend member meetings. Anecdotal evidence shows that our member meetings are not geared towards this age group.

Priority 4	Improve engagement with members from the 12-16 and 22-29 age groups
Stage 1	Work with People Participation Lead for young people to identify events/meetings for this age group.
Stage 2	Collect feedback from attendees to identify topics and ways to improve engagement which can be developed into a QI project in this area.
Stage 3	Reporting progress to the Council of Governors via the Communications and Engagement Committee.

2.2.1 Trust Staff

Trust staff are highly valued assets for member recruitment and engagement as they are a trusted source of information. Staff are also an important group to engage as members as not only will they have their own views and ideas but may well be able to convey the views of those service users who perhaps would not wish or feel well enough to become directly

involved.

2.2.2 Membership Targets

Trust membership must be manageable for communications and supporting involvement, and be cost effective. The membership must also be representative of local communities and support democratic elections.

To this aim the Trust wishes to maintain its current membership size (except in our new constituencies in Bedfordshire and Luton where growth is required to bring it in line with other constituencies), and taking into consideration numbers lost through natural attrition. The Trust will ensure that relationships with members and community groups are maintained and that new groups are engaged with and encouraged to be a part of our community of influence.

2.3 Defining the Membership Community

The basic structure for membership in the Trust is:

- There are 8 public constituencies (groups) – Bedford, Central Bedfordshire, the City of London, Hackney, Luton, Newham, Tower Hamlets and Rest of England.
- Anyone can become a member when they are 12 years of age provided they live in the area the Trust serves however a member must reach the age of 16 to be eligible to become a Governor
- Prospective staff members are recruited on an opt-out basis

2.3.1 Staff Membership

The Trust adopts an „opt-out“ approach to staff membership, whereby all staff on permanent contracts or on fixed-term contracts that run for 12 months or longer automatically become members, unless an individual specifically wishes not to.

Staff who are seconded from partner agencies and bank staff in post or on contracts longer than 12 months will be invited to opt in as staff members. Staff whose employment ceases with the Trust will no longer be a staff member. However, providing they remain resident within the geographical area served by the Trust, they will automatically become eligible for public constituency membership if not disqualified from membership for any reasons stipulated in the Constitution.

3. OBJECTIVE 2 - Communicating with Trust Membership

3.1 Membership and Governors Communication

Governors will be supported by the Trust to establish effective communications between themselves and their constituent members.

Governors have a specific duty and are expected to communicate actively with the members in their constituency, seeking their views (to give to the Board), providing information about the performance and progress of the Trust, etc. Governors will also be supported and encouraged to meet with their members at meetings facilitated by the Trust (at quarterly working lunch meetings and the Annual Members Meeting for example) and other methods of engagement with members will also be explored with governors (borough members meetings pilot).

The Trust will ensure that governors are updated on all Trust activity and developments in order to be able to carry out these duties effectively and will ensure that there is regular two-way communication between the Trust, its members and governors. The Trust is committed to identifying opportunities for increasing our reach via printed and electronic publications while at the same time looking for ways to make cash releasing efficiency savings (CRES)

Priority 5	Encourage electronic communication and online voting
Stage 1	Include a request in all Trust publications and communications for members to provide their email addresses to facilitate quicker communication and also help with resource efficiencies.
Stage 2	Include electronic voting as an option in Council of Governors' elections.
Stage 3	Use social media to enhance communication with members.
Stage 4	Reporting progress to the Council of Governors via the Communications and Engagement Committee.

The Trust is keen to assist all members to contribute as effectively as possible to the development of the organisation and its services. Building on existing good practice, clear, interactive, and reliable methods of two-way communication between the Trust and its members will continue to be utilised.

Priority 6	Establish effective communication with members from Bedfordshire and Luton
Stage 1	Organise a calendar of events and meetings for members in Bedfordshire and Luton (B&L) to provide a sufficient forum for them to engage with the wider Trust.
Stage 2	Collect feedback from B&L members about how well the ELFT publications, meetings and events meet their needs.
Stage 3	Implement changes and improvements based on members' feedback.

Communications will be in "Plain English", avoiding the use of jargon and will provide information in appropriate and accessible formats to meet the needs of members.

3.2 Communication Methods

Existing communication channels, such as newsletters, workshops, meetings and events, a dedicated web page on the Trust's website, targeted email correspondence and telephone and 1:1 communications will be surveyed for their use and efficiency. From January 2015 we increased the number and volume of publications that are circulated to members by merging our membership newsletter "in Your Trust" with the Trust newsletter "TRUSTtalk". Four printed and eight electronic editions of TRUSTtalk are now produced annually.

The Communications and Engagement Committee (a subcommittee of the Council of Governors) is involved in the development of the membership section of Trust website and production and analysis of the membership survey. The Trust will continue to communicate with members by:

- providing a membership office team who are easily contactable (freephone, freepost, email);
- sending a welcome letter and governor profile information to all members on registration with the Trust, detailing what it means to be a member of ELFT and how they can get involved;
- producing a regular newsletter providing information about the Trust and its services and training opportunities for members;
- ensuring the TRUSTtalk Newsletter is despatched to key Trust sites and local community groups;
- updating a dedicated Membership Section on the website and intranet, where the contact details of governors and key Trust staff, and events information will be available;
- informing members about events, meetings and forthcoming elections;
- membership team attending Trust Wide Working Together groups when possible;
- reporting on the Trust's activities, plans and key performance indicators;
- producing a Members Bulletin which clearly explains the election processes;
- reporting the outcome of elections;
- facilitating meetings between members and their elected governors;
- speaking at local community groups to tackle stigma issues around mental and physical and learning disabilities whilst engaging and recruiting members (e.g. *the Time to Change* anti stigma campaign)
- facilitating working groups and inviting feedback from members, surveying their opinion and consulting with them;
- holding an Annual Members Meeting where members will partake in Informal Information and workshop sessions;
- holding an Annual Plan Consultation events for members;
- regularly attending local community events to engage with new and existing membership;
- facilitating other stakeholder events;
- building on developing the Members Working Lunch Meeting into a focus group for the Trust;
- the inclusion of information and contact details of governors and key Trust staff in the Annual Report and other publications (i.e. newsletter, press briefings etc).

The Trust will seek Members' feedback by:

- encouraging members to vote in elections (and thereby increase turnout at

- elections);
- consulting with members on future strategies and the Trust’s Annual Plan;
 - providing communication channels for members to share views amongst themselves, with their elected governors and with the Trust;
 - involving members in consultative and advisory groups that are aligned with members’ specific interests.

The Trust has written a Membership Communication Plan which outlines in more detail how the Trust will communicate and engage with members and governors.

4. OBJECTIVE 3: Creating effective processes for Governor engagement with members

4.1 Governor engagement

There is a considerable role for governors to play in this work in terms of guiding direction and establishing communication with their constituents. There is also a clear role for the local service directorates to establish opportunities for members, particularly service users and carers to be actively involved in their services so that the Trust can learn from their experiences and feedback.

Priority 7	Improve quality and content of membership engagement meetings and events.
Stage 1	Obtain feedback from governors and members about engagement events and how well they meet their needs
Stage 2	Use the feedback to introduce changes aimed at improving quality and content of membership engagement events.
Stage 3	Reporting progress to the Council of Governors via the Communications and Engagement Committee.

It is vital that the Trust creates effective processes for governor engagement with members. This of course includes developing the necessary skills to enable governors to represent and promote the organisation and providing them with adequate and up to date information on Trust activity and development in order to do so. The Trust currently organises a number of meetings and events to enable governors’ engagement with members. These include quarterly working lunch meetings, working together groups, People Participation Committee and Annual Members’ Meeting.

Priority 8	Involve Governors in the membership recruitment process
Stage 1	Identify local events (careers fairs, college fresher’s fairs, community and carers’ events) attended by potential members.
Stage 2	Enlisting governor participation in these events.
Stage 3	Reporting progress (numbers of new members recruited) to the Council of Governors via the Communications and Engagement Committee.

Plans will also include:

- Organise a programme of visits with governors to local community groups;
- Explore new and alternative ways of effectively communicating with our members (e.g. social media);
- Attendance at Service User/Carer Groups to raise awareness of mental health and learning disability and health issues and highlight the benefits of membership;
- Governors across all constituencies will be encouraged and supported to promote membership within their respective constituencies;
- Membership stall at Trust sites;
- Work within the learning disability service user constituency will be addressed and a similar approach will be used to attract younger members and governors(e.g. via Youth Councils) and also within the Specialist Services constituency;
- All Trust Volunteers will be encouraged to join the Trust as members;
- Engagement with new staff members as part of the Trust Staff Induction;
- Encourage staff across the directorates to promote membership;
- Encourage staff leavers to join as public members.

The Trust will work in conjunction with the Communications and Engagement Committee (a sub-committee of the Council of Governors) that will regularly monitor and initiate new ways in which members and potential members might be further encouraged to engage with the Trust and its activities and encourage Governor engagement activities with members. A calendar of events and meetings will be made available via newsletters, Trust website and community events.