

Membership Engagement Strategy

2019 – 2021

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Introduction

This strategy provides a comprehensive framework for development of and engagement with the membership and the wider community, to assist us in meeting the needs of the communities we serve.

This strategy was drafted in consultation with the Council of Governors, who, will develop this strategy, monitor its effectiveness and ensure that it remains meaningful and relevant.

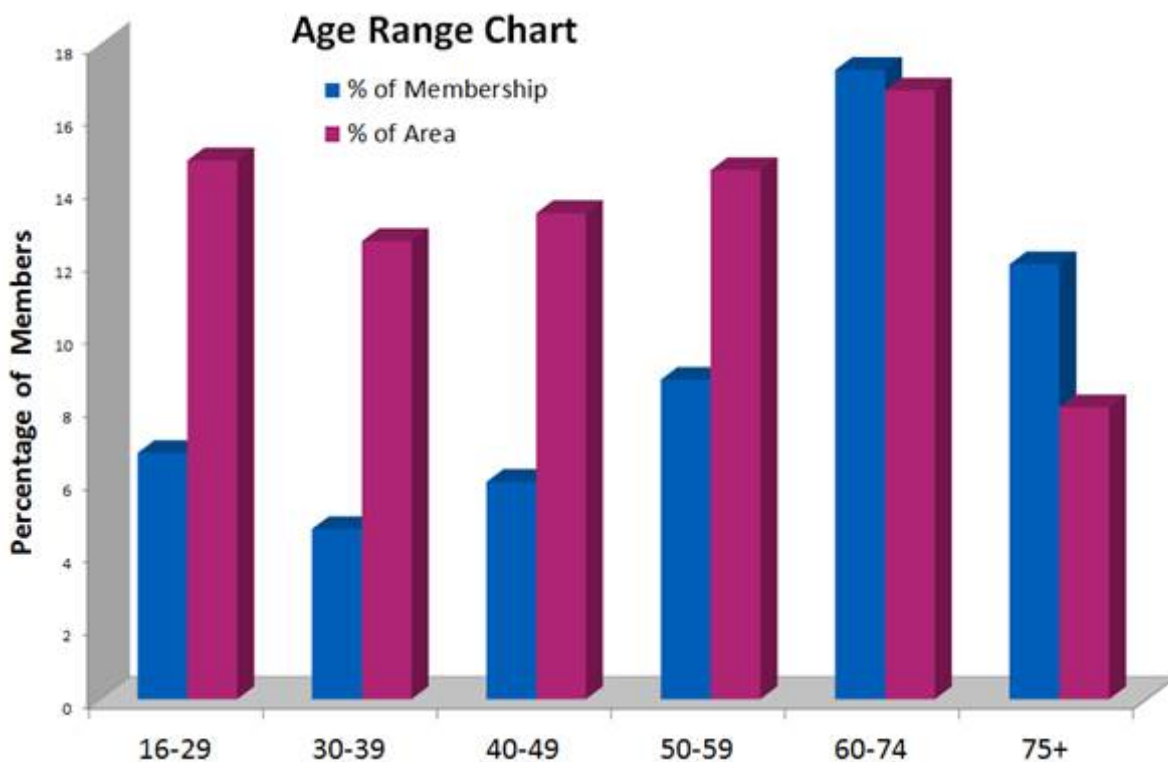
This strategy will be supported by an annual action plan, detailing planned initiatives for membership recruitment and engagement.

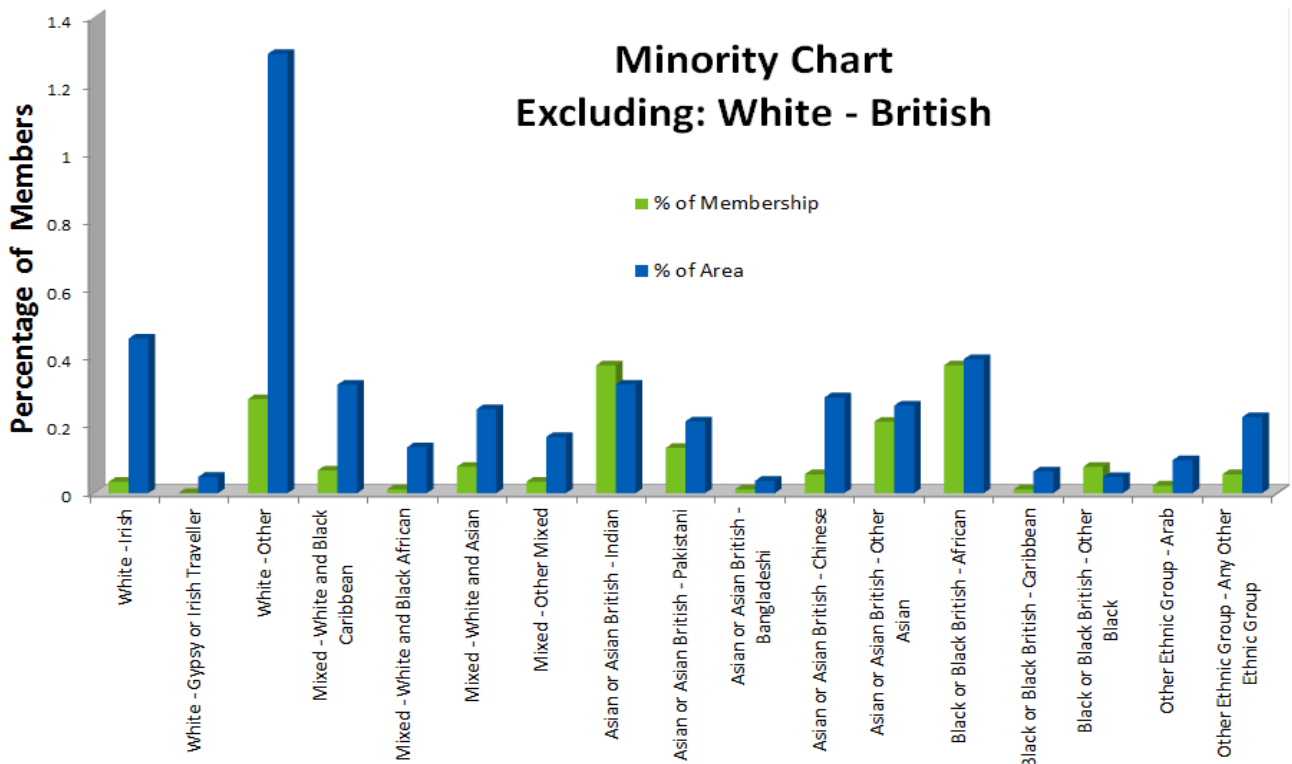
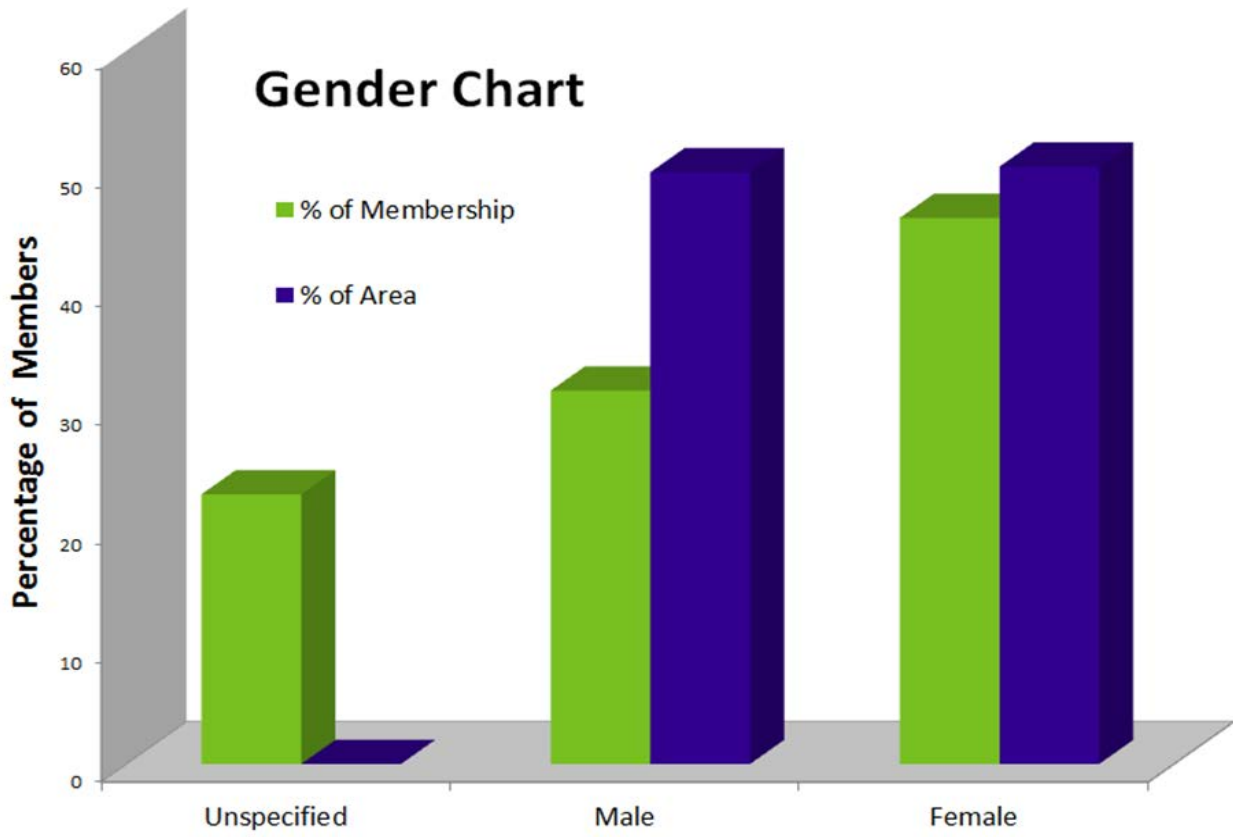
1. Membership

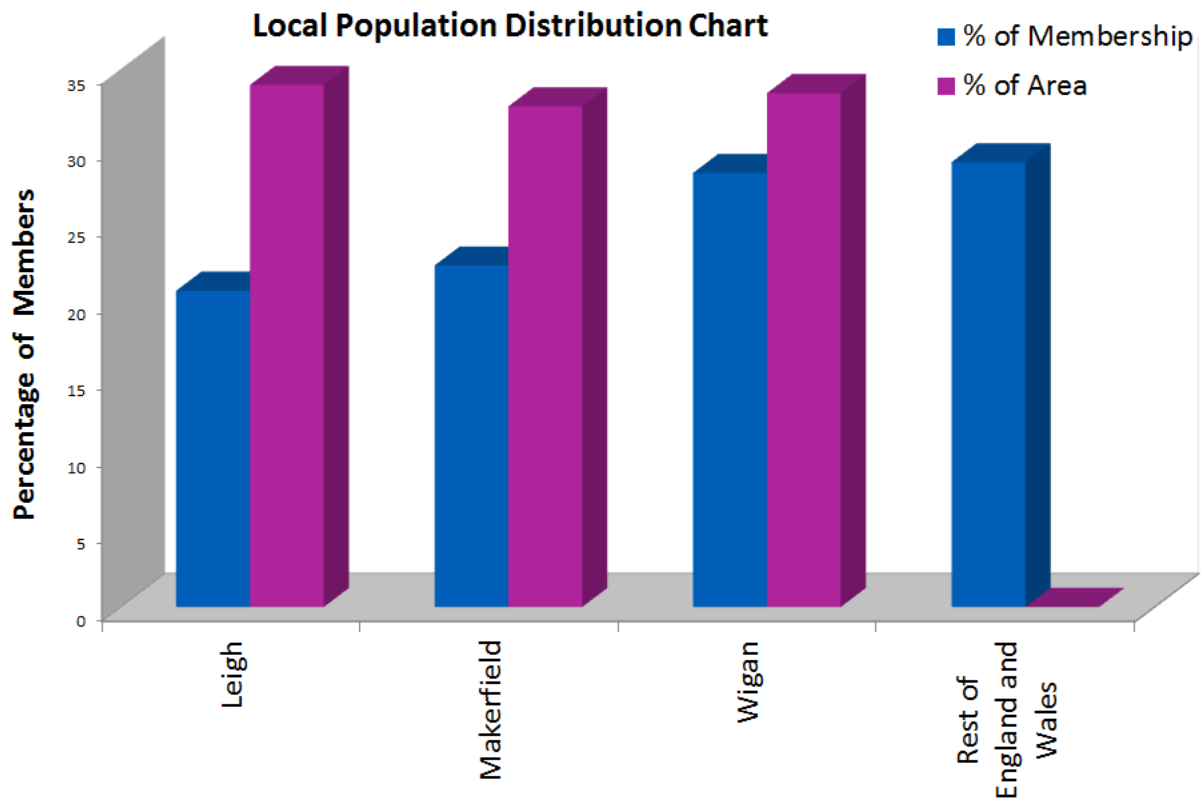
1.1 Current Membership

As at 31 March 2019, there were 9047 public members and 4790 staff members, totalling 13837 members.

The Trust captures data on a range of member characteristics, to allow for effective monitoring of representation against the local population. The key characteristics that are captured are: age, gender, ethnicity and location.

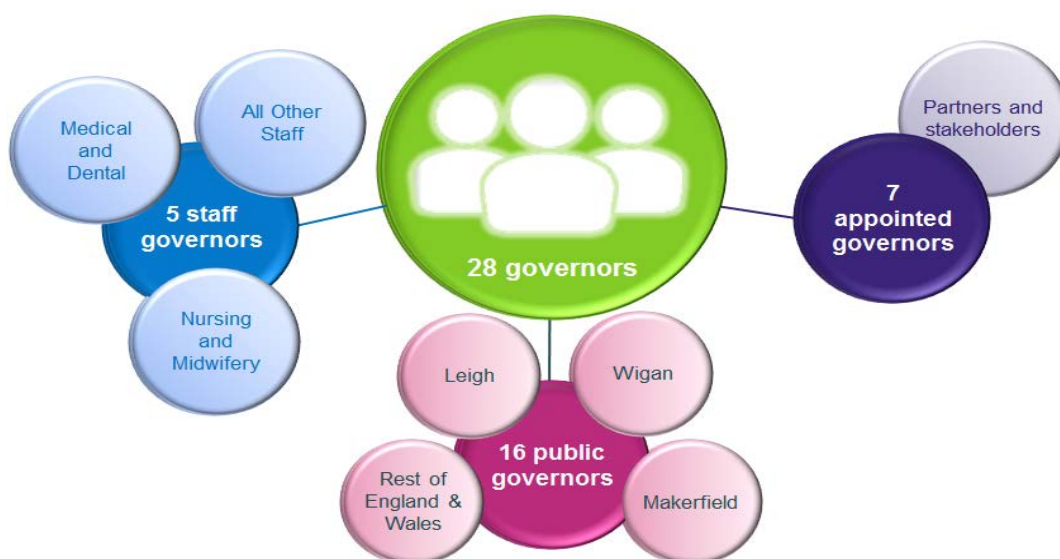






1.2 The Council of Governors

The Council of Governors represent the eight constituencies set out within our constitution. They have the responsibility to represent the interests of members of the public and to engage and maintain the membership, supported by the Company Secretary and Membership Engagement teams. The Council of Governors will review and revise this strategy as necessary, through an ad hoc task and finish group.



1.3 Purpose

The Membership Engagement team will support the process through which we engage with staff members, organisational stakeholders and the wider community, whilst complying with our statutory duties. The Strategy will act as a vehicle to support the development and improvement of the standard of care and treatment provided, through engagement with current and potential future service users.

To facilitate development of the membership, the Council of Governors has identified the following overarching aims:

1. To increase membership in areas where it is not representative of the population served
2. To understand what members want from their membership
3. To enrich membership benefits
4. To ensure that staff across all sites and members across all constituencies are able to easily participate in membership initiatives

Specific aims of the 2019-2021 strategy are detailed within the annual action plan.

1.4 Membership Recruitment and Composition

A number of important principles underpin our membership recruitment activities:

- Our priority is to maintain an engaged membership, in contrast to a larger but potentially unengaged membership
- The membership should be representative of the population that we serve and the staff who we employ
- We recognise that members may want differing levels of involvement and therefore offer various levels of membership
- We offer a variety of involvement opportunities to suit the varying interests and priorities of members
- A simple, accessible and well publicised process exists for individuals, wishing to become members
- Membership is encouraged amongst staff and initiated on commencement of employment, with the option for them to opt out, should they wish to do so
- A membership database is maintained to support membership development

1.5 Level of Membership

- Level 1: Members receive information only and have the opportunity to attend events and vote in elections
- Level 2: Members enjoy the benefits mentioned above, as well as the opportunity to participate in surveys and act as lay proof readers
- Level 3: Members enjoy all of the benefits mentioned above and also have the opportunity to sit as a committee representative
- Level 4: Members enjoy the benefits mentioned above and may also stand for election as a Governor

2. Communication and Engagement

It is important to facilitate two way communication with members and provide opportunities for them to add value to the services provided, as well as feedback on their own experiences.

A wide range of communication methods will be utilised to meet the aims set out in the annual action plan, these may include:-

- Events, hosted across all sites
- Face to face engagement events / meetings
- Joint initiatives with the local voluntary and community sector and patient groups e.g. pharmacies, GPs, libraries
- Website advertisements
- Internal promotions / communications for staff
- Direct marketing eg. posters, leaflet campaigns
- Local community events
- Engagement with education providers e.g. schools and colleges
- Use of social media posts / tweets / Instagram etc.
- Membership presentation events on topics of interest to members
- Governor stands at Trust open days and community events
- Public engagement events
- Membership surveys to identify areas of member interest
- Meetings of the Council of Governors and the Board of Directors, held in public, plus the Annual Members' Meeting.
- Bi-annual electronic membership newsletter and other regular emails
- Staff Governors' noticeboard and post-box
- Staff News Brief and use of internal staff intranet

3. Membership Analysis and Reporting

The Engagement Committee is chaired by the Lead Governor and meets on a quarterly basis. The Committee is responsible for reviewing and understanding the current membership position and providing feedback to guide membership engagement and development in accordance with this strategy.

3.1 Membership Profile Analysis

Analysis of the membership profile is required to fully understand the profile of the membership and to help identify underrepresented areas. This analysis will form the basis for targeted membership recruitment and membership maintenance.

The Engagement Committee and Council of Governors will receive a quarterly report on the membership profile.

3.2 Membership Engagement Analysis

To assist in monitoring the impact that membership engagement has on our services and quality of patient experience, the Engagement Committee will receive reports on membership, national surveys, action plans, partner agency activities, inclusion and diversity updates and volunteer reports.

4. Monitoring Strategy Compliance and Effectiveness

The Council of Governors will take responsibility for overseeing progress made in accordance with the aims of this strategy, through both their involvement with the Engagement Committee and formal Council of Governors meetings.

4.1 Engagement Committee

The Council of Governors retains overall responsibility for monitoring progress in accordance with the overarching aims of the strategy and also the annual action plan.

Members of the Engagement Committee share in responsibility for progressing specific areas of the action plan and should provide respective updates to the Committee at each meeting, with the assistance of the Membership Engagement Manager.

4.2 Council of Governors

The Council of Governors meets on a quarterly basis and will receive a report on progress against the Membership Engagement strategy at each meeting.

The Membership Engagement Manager will attend annually to provide a supplemental update and address queries or concerns with the overall progress of the strategy. Queries and concerns raised should be reported back to the Engagement Committee by the Lead Governor and/or Membership Engagement Manager and then addressed, as appropriate, by that Committee.

4.3 Annual Report

Within our Annual Report, we will report on the key engagement and recruitment activities that have taken place to support this strategy.

Annual Action Plan 2019/20

Number	What do we hope to achieve?	What initiatives will be utilised in place to help us achieve this?	Responsible person	Frequency of Audit
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Overarching aim #1 – To increase membership in areas where it is not representative of the population served

a)	To increase interest and involvement in healthcare across the borough among children age 11+	Hold a careers event in each constituency over the course of each financial year	Membership Engagement Manager	Quarterly
b)	To increase member representation in the age bracket 22-59	Presentations on the benefits of membership, at PPG groups and look to utilise TV screens around the sites and in GP surgeries	L Sykes, A Haworth	Quarterly

Overarching aim #2 – To understand what members want from their membership

a)	Improve methods of communication with members	Undertake membership surveys and encourage members to complete feedback forms	Membership Engagement Manager, A Haworth	Quarterly
b)	Increase frequency of two way communication with members	Increase the number of contact email addresses; encourage responses to membership emails and utilise social media through the external Communications team	Membership Engagement Manager, Communications Team	Quarterly

Overarching aim #3 – To enrich membership benefits

a)	Select topic areas of likely or confirmed interest to actual and potential members in target areas and collect feedback on topics selected	Host Trust wide events on appropriate topics	Membership Engagement Manager	Quarterly
b)	Greater promotions of membership benefits including competitions and any relevant discounts	Redesign membership materials	Membership Engagement Manager, B Anderton	Quarterly

Overarching aim #4 - To ensure that staff across all sites and members across all constituencies are able to easily participate in membership initiatives

a)	Vary times of membership events and activities to allow a wider range of member participation	Ensure that this is applied across all initiatives and monitor attendance to assist in identifying more popular times	Membership Engagement Manager	Quarterly
b)	Vary locations of membership events and activities to encourage a wider range of member participation	Ensure that this is applied across all initiatives and that a balance is found	Membership Engagement Manager	Quarterly