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To: Council of Governors

Date: 19 January 2017

Subject: Membership Strategy Update

1.0 Purpose of the Report

1.1 To brief the Council of Governors on the progress with the implementation of ELFT’s Membership Strategy 2016-18 and next steps.

2.0 Introduction

2.1 At their meeting held in April 2016, the ELFT Board approved the updated Membership Strategy 2016-18 and its eight priorities grouped under the following three main objectives:

- A Representative and Active Membership
- Communicating with Trust Membership
- Creating effective processes for governor engagement with members

2.2 This report outlines the key achievements so far and the plan of action for 2017.

3.0 Progress Update

Objective 1: A Representative and Active Membership

3.1 Research conducted through the NHS Providers, reported 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 (except in new constituencies in Bedfordshire and Luton) and is now focussing on ensuring that the population we serve is adequately represented and engaged.

3.2 Priority 1

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.
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3.2.1 Update on Priority 1:

The Membership Team ran information and membership recruitment stalls at the following fresher's fairs:

- Bedford College (14th September 2016)
- Newham College, East Ham campus (21st September 2016)
- University of Bedfordshire, Luton Campus (28th September 2016)
- University of Bedfordshire, Bedford campus (29th September 2016)
- Hackney Community College Employment & Volunteer Fair (May 2016)

3.2.2 In collaboration with People Participation Lead John Louis Kauzeni, the Membership Team also ran information and membership recruitment stalls at the following Community Mental Health Services in Newham in October 2016:

- Centre Manor Park
- Appleby Centre
- Vicarage Lane
- Shrewsbury Road
- East Ham Care Centre

3.2.3 We recruited 250 new members from colleges at fresher fairs and career information events in 2016. Membership staff also attended several meetings and events in conjunction with CAMHS services for young service users:

- CAMHS project sign up on 4th July 2016. Young service users signed up for various projects (gardening, filming, interview training, newsletter writing);
- Filming project meeting on 10th October 2016 where young service users came up with an idea to create a video with three case studies about depression.
- Book Club on 5th October 2016 at the Canvas Café in Brick Lane.

3.2.4 Membership Engagement Services (the external provider of population data for our membership database) informed us that population data is only available for the age group 0-16. Because the population data for the age group 12-16 is unavailable, the database will always show that this age group is underrepresented.

3.2.5 Priority 1 – Next Steps:

- Include a link and information about becoming a young member on the CAMHS microsite;
- Work with People Participation Lead for Young people to identify opportunities for collaboration;
- Membership Recruitment to be a Trust wide activity and so other staff involved with young people or Trust events held for young people to promote membership.

3.3 Priority 2

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.

3.3.1 Update on Priority 2:

The Membership Team contacted a number of community organisations and associations who provide services to White Other, Chinese and Arab groups to promote the benefits of ELFT membership. We also offered to visit their organisations to deliver a presentation about NHS Foundation Trusts and how members can contribute to continuous improvement of NHS services.

3.3.2 Priority 2 - Next Steps:

- Include Arab as a separate option on the membership application form under ethnicity so we are better able to monitor and benchmark this ethnic group. Currently they can identify themselves as Arab by using the “Any Other Ethnic Group” option but we believe that by including Arab as a separate option we will encourage more new members from this ethnic group to declare their exact ethnicity.
- Ongoing, regular communication with relevant community organisations and associations who provide services to White Other, Chinese and Arab groups, to promote benefits of becoming a member (and Governor when there are vacancies) to their service users and offer membership leaflets in community languages.

3.4 Priority 3

On 1 April 2015, Bedfordshire and Luton Mental Health and Wellbeing Services joined the Trust. In order to integrate Bedfordshire and Luton constituencies, the Trust will recruit members and elect governors who will represent them on the Council of Governors.

Priority 3	Recruit at least 1000 members in Bedfordshire and Luton in advance of governor election 2015 and at least a further 1000 following this to bring in line with other constituencies
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.

3.4.1 Update on Priority 3:

- ELFT commissioned Membership Engagement Services (MES) in advance of the Governor elections in late 2015 and they successfully recruited 1000 members in our new constituencies in Bedfordshire and Luton.
- We have provided all reception areas with a supply of membership leaflets and membership application forms and asked service managers to ensure that they are always displayed prominently.
- Our Bedfordshire and Luton Governors also promote the benefits of membership and actively recruit new members.
- Membership staff attended a number of stakeholder meetings and college and university fresher fairs to recruit new members in Bedfordshire and Luton.
- The Membership Office contacted all Healthwatch organisations in Luton and Bedfordshire areas to promote membership and encourage people to join and nominate themselves for vacant Governor roles.

3.4.3 Priority 3 – Next Steps:

- Budget permitting, ELFT will commission MES again to recruit a further 1000 members in Bedfordshire in Luton (B&L). Consult B&L Governors on where to locate membership recruitment stalls.
- Regularly send reminders to all reception areas, both in London and in Bedfordshire and Luton, to ensure membership posters and application forms are displayed prominently at all times.

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- Ensure that training for existing and new reception staff provides them with sufficient information about what it means to be an NHS foundation trust and why they (and other staff) need to act as membership champions who actively promote the benefits of membership to service users, carers and members of the public.

3.5 Priority 4

Priority 4	Improve engagement with members from the 12-16 and 22-29 age groups
Stage 1	Work with Trust CAMHS to create a calendar of 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.

3.5.1 Update on Priority 4:

- In collaboration with the People Participation Team, Membership staff attended a number of meetings and events for CAMHS service users (see 3.2.3 on page 2) to promote benefits of becoming a member.
- The following topics and projects have been identified by collecting feedback from these events (video making, book club, gardening).

3.5.2 Priority 4 - Next Steps:

- Work together with the ELFT Stigma Strategy Group to create tailor made presentations for this age group and deliver them in schools.
- Work with CAMHS People Participation Lead for young people to pilot the Membership Twitter account.
- Continue attending the video making, gardening and book club meetings for young service users to promote membership.

Objective 2: Communicating with Trust Membership

3.6 Priority 5

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.

Agenda Item 4

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.

3.6.1 Update on Priority 5:

- There has been an 11% increase in number of emails held for members (32% to 43%) This is an increase of over 1000 members' emails;
- Membership Team pro-actively increased the number of email addresses held for members by:
 - requesting new members joining to provide their email address;
 - adding and updating email addresses when members email the Membership Office to book for an event or raise queries;
 - requesting members to provide and update their email address in Trusttalk and other communication sent to members.
- 4100 members now receive Trusttalk by email and also receive the electronic Trusttalk bulletin. This has made significant savings to postage cost.
- Members also receive information about meetings and events by email sent from the membership database using Click Email.
- Members were able to vote in the recent governor elections by email (online), previously members could only vote by post.

3.6.2 Priority 5 - Next Steps:

- Continue to encourage existing and new members to provide their email addresses to reduce the amount of money spent on postage;
- Work with the Communications Team on promoting membership meeting and consultation events via social media;
- Increase the proportion of members who vote online in governor elections.

3.7 Priority 6

Priority 6	Establish effective communication with members from Bedfordshire and Luton (B&L)
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.

3.7.1 Update on Priority 6:

- Successful and well attended joint Annual Plan consultation event held in Bedfordshire in February 2016 in conjunction with Mental Health and Learning Disability Services and Bedfordshire CCG;
- Well attended and productive Working Lunch meetings held in Luton and Bedfordshire in 2016. A further programme of four Working Lunch Meetings in Luton and Bedfordshire has been organised for 2017.
- Encouraged members from Bedfordshire and Luton to attend the Annual Members Meeting (AMM) and Annual General Meeting (AGM) by offering free transport to London.

3.7.2 Priority 6 - Next Steps:

- Collect feedback from Bedfordshire and Luton members about how well the ELFT publications, meetings and events meet their needs.
- Implement changes and improvements based on members' feedback.

Objective 3: Creating effective processes for governor engagement with members

3.8 Priority 7

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.

3.8.1 Update on Priority 7:

- Members and Governors are invited to complete feedback forms following membership and Trust wide events for example the Members' Working Lunch Meetings, Annual Members' Meetings (AMM) etc.
- Members were asked for suggestions on topics to be presented at future Working Lunch Meetings and information sessions at the AMM which have been taken on board when planning these events.
- Governors are invited to provide updates to members at the Members' Working Lunch Meetings and for members to be able to engage with governors.

Agenda Item 4

- As well as adult mental health services, members wanted to also be updated about CAMHS and MHCOP services. Borough and service directors now provide service updates at each local Annual Plan Consultation Event.

3.8.2 Priority 7 - Next Steps:

- Continue to use topics identified by members themselves when planning future meetings;
- Use Borough Director Meetings as a source of information for Governors to keep members up to date with local developments.

3.9 Priority 8

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.

3.9.1 Update on Priority 8:

- Membership applications forms are available to governors from the Membership Office so they can distribute to potential new members when attending community groups or events in their local area;
- Governors and ELFT staff are asked to keep the Membership Office informed about local community events they are aware of so that Membership can attend with governors to recruit members;
- Governors are invited to help recruit members at events such as Active Minds Café event for people affected by mental health, Fresher's Fairs, Health Expo, Bangladeshi Mental Health Awareness Day and similar community events.

3.9.2 Priority 8 - Next Steps:

- Invite Governors to all community and other events where the Membership Team will run information and membership recruitment stalls.
- Provide Governors with a summary of key points (i.e. benefits of becoming an ELFT member) they can use when speaking with potential new members.

Agenda Item 4

4.0 Action being requested

4.1 The Council are requested to **RECEIVE** and **DISCUSS** the report.