

# MEMBERSHIP STRATEGY

2016-2019



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## 1. Introduction

Camden and Islington NHS Foundation Trust (C&I) provides mental health, social care and substance misuse services to a combined population of 420,000 people - mainly in Camden and Islington. C&I achieved Foundation Trust status in 2008, which meant that we changed from being a centrally-directed NHS healthcare provider that was accountable to the Secretary of State for Health, to being a more independent NHS provider that is more directly accountable to service users, local residents and staff.

As a Foundation Trust, C&I is required to take due account of the views of these key stakeholder groups to ensure that we provide services that are responsive and tailored to local needs. One of the ways we do this is through our membership scheme: service users, local residents and staff are able to become members of the Trust and be regularly informed and consulted about our plans and performance. Members also elect the majority of representatives on the Trust's 'Council of Governors', whose job it is to formally represent the interests of the membership and the wider public and to hold the Trust's Non-Executive Directors to account for the performance of C&I's Board of Directors.

Ensuring an effective membership is therefore a key governance issue which requires a clear and coherent strategy. This document aims to set out C&I's strategy in relation to Trust membership. It has been developed in line with the Trust's constitution and in close consultation with C&I's Governors. The strategy explains what the Trust aims to achieve through its investment in its membership scheme, articulates four key areas of focus for the strategy, and describes the core resources that will be required to support this work.

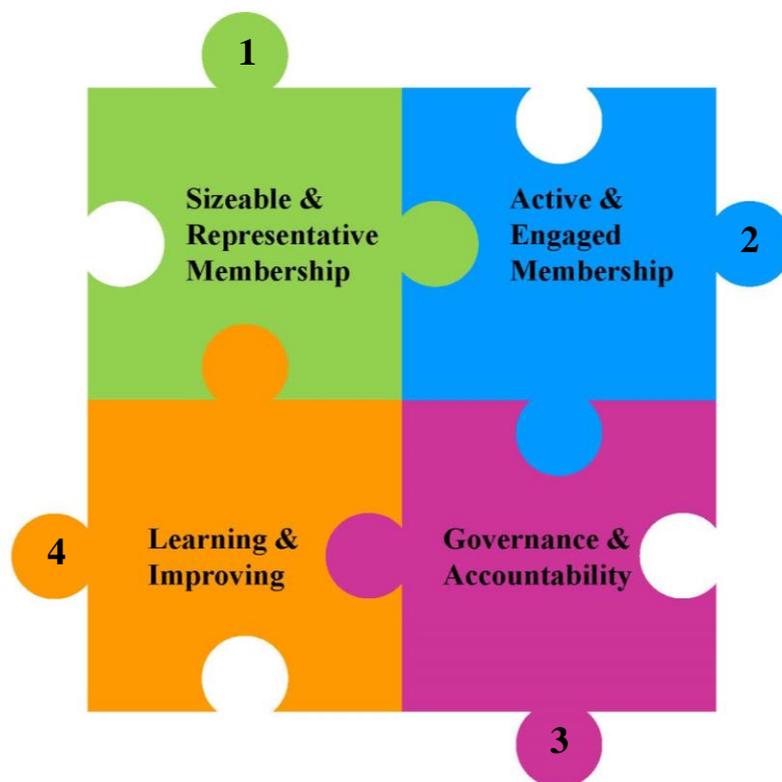
## 2. C&I's core aims for C&I's membership

- To support the Trust's strategic priorities of achieving 'Excellence' and 'Innovation' by facilitating the involvement service users, local residents and staff in the development and improvement of Trust services;
- To enable service users, local residents and staff to help shape the Trust's future by facilitating their regular input into the Trust's forward plans and key strategic initiatives (e.g. clinical strategy, St Pancras redevelopment etcetera);
- To enable the Trust Board to have a clearer line of sight to issues or risks that need to be resolved, by facilitating communication between the Board and those who directly experience or deliver Trust services;
- To support the Trust's values, particularly in relation to working with our service users as part of the wider team in their journey to recovery;
- To support the Trust's emphasis on early intervention by serving as a vehicle to raise awareness and reduce stigmas around mental health and substance misuse within the communities served by the Trust;
- To provide the Trust with a pool of potential Governors, volunteers, service user representatives and research participants;
- To serve as a vehicle to promote other community-oriented initiatives such as peer support, the Recovery college, recruiting staff from within the local community, etc.;

- To provide a membership ‘service’ that itself makes a valuable contribution to recovery, e.g. by:
  - Helping service users to become more informed about their illness and the treatments and support that is available to them;
  - Creating a space for expression, shared learning, relationship building and networking;
  - Empowering service users to take on leadership roles within the Trust (e.g. by becoming a Governor, volunteer, service user representative, or Recovery College course tutor); and
  - Enabling service users to have a bigger voice and greater choice in relation to the services offered by the Trust.

### 3. How we will achieve these aims

To realise the aforementioned aims, the Trust the Trust will focus on four key areas / ‘domains’, which are out in the following section.



#### 3.1 We will grow a sizeable and representative membership

##### 3.1.1 Rationale

C&I has grown its membership significantly since becoming a Foundation Trust and has worked hard to ensure that this has remained both demographically and geographically representative of the people we serve. The rationale for this focus is as relevant today as it was when we became a Foundation Trust in 2008 and C&I will continue its focus on representative growth for the foreseeable future. The main reasons for this focus are as follows:

1. As the size and diversity of our membership increases, the more reliable it becomes as a 'representative sample' which can be used by the Trust to gauge local views and priorities to help shape our policies and plans;
2. A larger and more diverse membership implies greater potential benefits for the Trust (see the above section on 'core aims for C&I's membership'). For example, the Trust's ability to raise the profile and awareness around mental ill health is enhanced by creating more links into the community; and
3. A larger and more diverse membership means more potential candidates and voters in Council of Governor<sup>1</sup> elections, which can improve the quality and increase the democratic mandate of elected Governors.

### 3.1.2 Approach

The Trust will employ a wide range of recruitment methods to help build the membership, for example:

- Face-to-face and postal recruitment campaigns;
- Encouraging members and volunteers to recruit members;
- Encouraging Governors, Directors and Trust staff to recruit members;
- Ensuring availability of membership forms within waiting rooms (where appropriate) and at site receptions;
- Including membership forms within regular correspondence (e.g. appointment letters);
- Recruitment via community, housing, charity and educational organisations;
- Recruitment through partnerships with other Foundation Trusts (e.g. shared mailings / events);
- Recruiting at Trust events;
- Recruitment through an online membership form on the Trust website; and
- Inviting eligible staff members who leave the Trust to become public members.

### 3.1.3 Monitoring and evaluation

The Trust will set annual recruitment targets for public and service user members<sup>2</sup> and will report on progress in the Trust's annual report and via an annual statutory membership return to Monitor (the independent regulator of Foundation Trusts).

In-year progress will be monitored on a quarterly basis by the Council of Governors' Membership Working Group, which will provide updates to the full Council via a Chair's report and/or minutes from Working Group meetings.

Regular reports to the Working Group will include:

- Membership totals within all constituencies;
- Membership churn, i.e. the number of 'joiners' and 'leavers' within the public and service user membership constituencies per month; and
- Diversity reports, i.e. comparisons of the Trust's public membership demographics to those within the local population.

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<sup>1</sup> See appendix 2 for more information on the Council of Governors

<sup>2</sup> Note that staff are automatically opted into Trust membership unless they choose to opt out

## 3.2 We will develop and maintain an active and engaged membership

### 3.2.1 Rationale

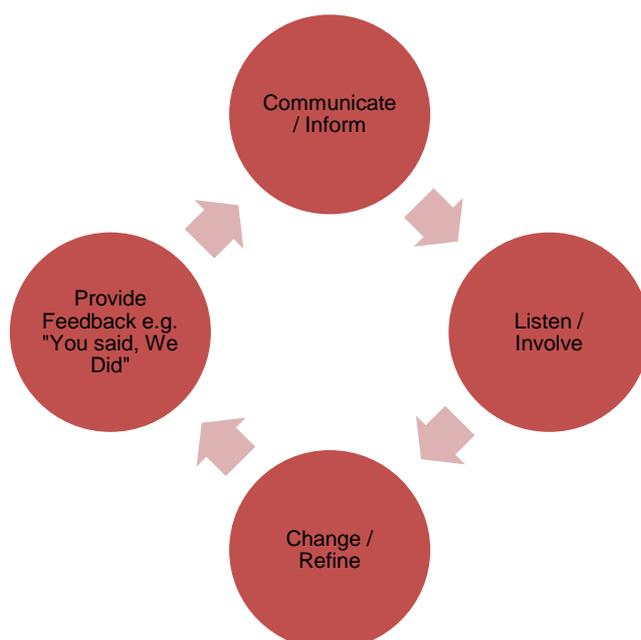
Regardless of how large and representative the Trust's membership becomes, the success of the scheme in achieving the aims outlined in section 2 ultimately rests on there being an effective and ongoing exchange of information between the Trust and its members. This, in turn, depends partly on applying the right communication and engagement 'tools'; but more fundamentally it is about strengthening confidence in membership as a way to affect change and normalising a collaborative culture between the Trust and its stakeholders through membership communication and engagement initiatives.

A key risk to the success of the Trust's membership programme is a breakdown in this exchange due to engagement with members being neglected, membership not focusing on areas of interest or importance to members, or a failure to demonstrably translate member feedback into action. It is difficult to restore the Trust's relationship with members once this happens and so it is vital to ensure that the Trust has a coherent ongoing communications and engagement programme in place and that it invests sufficient time and resources to its ongoing development

### 3.2.2 Approach

To ensure that the Trust's engagement programme remains relevant and of interest and value to members, the Trust will develop annual implementation plans which set out a bespoke programme of communications and involvement opportunities for each financial year. These plans will be informed by developments at the Trust, the input of Governors and feedback from members (through an annual survey) on how we can improve our performance.

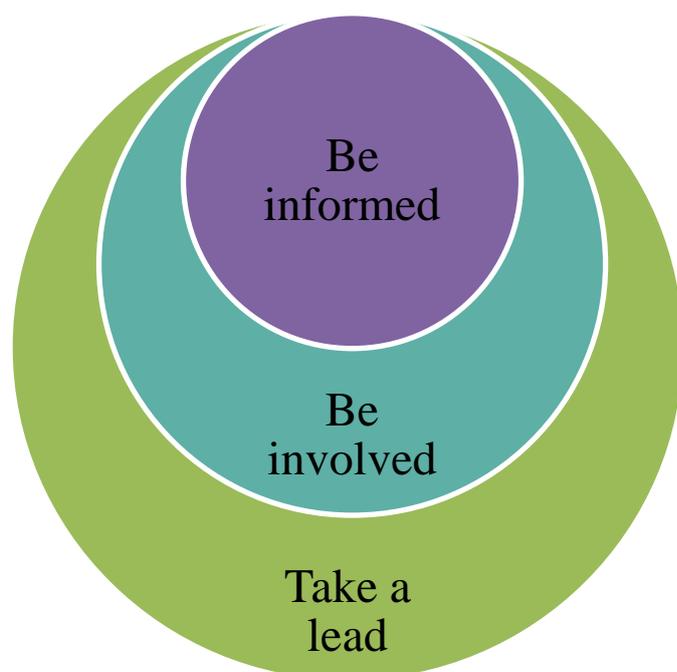
In general, the principle of an 'engagement loop' will be utilised wherever appropriate to ensure that members see the benefits of their involvement:



- Members will be informed about key Trust developments and plans at an early stage so that they can have a meaningful input;
- We will listen to and involve members in different ways to ensure that we get as much useful feedback as possible;
- We will factor the response we get from members into our plans before they are finalised and document how these have changed as a result of responses;
- We will communicate the findings of our communication with, and involvement of, members back to the membership and provide feedback on how these findings have changed our plans.

## Membership tiers:

The Trust recognises that there are different levels of engagement and also that members will have differing levels of interest and time available for involvement. As such, we aim to provide different kinds of engagement opportunities and to enable members to choose the degree to which they would like to be involved at the point at which they sign up as a member, by choosing between three membership 'tiers', i.e.:



### Be informed:

Receive regular newsletters, information and updates and be notified about important involvement opportunities.

### Be involved:

Informed (as above) plus regularly consulted on the Trust's plans and invited to participate in events, surveys, focus groups etc.

### Take a lead:

Informed and involved (as above) plus personal invitations to stand for election as a governor, participate in formal service user representative forums, volunteer or join special feedback groups.

All members will retain their statutory rights, e.g. to vote or stand as a governor in Council of Governor elections and to vote on any changes to the constitution involving governor powers.

## Tools for informing members

The Trust will ensure that members have access to regular and timely information about the Trust's plans, services, involvement activities and accomplishments. Examples of ways in which we will communicate with members include:

- A welcome letter / email with key information sent to all new members;
- Membership information and opt-out forms provided to staff at inductions;
- A regular Trust newspaper / e-newspaper;
- Monthly membership e-bulletin for members with email addresses;
- Membership pages on the Trust's website and intranet;
- Additional key information (such as public board papers and the Trust's annual report) published on the website and intranet;
- A governors' annual report, summarising the work undertaken by the Council of Governors on behalf of members and the public;
- Communications through Twitter;

- A formal briefing on C&I's performance through an Annual Membership Meeting;
- 'Medicine for Members' / 'Expert Talks' information sessions on Trust services;
- Email communications with members around key developments at the Trust;
- Membership items and invitations in the staff email bulletin; and
- Election material sent to all members.

### **Tools for involving members**

The Trust will primarily involve members as follows:

- Statutory involvement: e.g. Council of Governor elections, voting on changes to the Trust's constitution relating to governor powers, Annual Members Meeting;
- Membership 'forums', focus groups and workshops (e.g. concerning the Trust's forward plans, St Pancras redevelopment work, clinical strategy implementation);
- Family Open Days;
- Opportunities to become involved in PLACE inspections / patient experience programmes;
- An annual member survey (hard copy and online) to gauge feedback on membership, elections and governor performance;
- Add hoc online/postal/SMS surveys and polls;
- Opportunities to meet Governors;
- Opportunities to become involved in Trust research;
- Access to a membership manager between 9am and 5pm, Monday to Friday;
- A 'contact the membership team' facility on the website and intranet; and
- A 'Governor' facility on the website and intranet;

### **Opportunities for developing leaders within the membership**

The Trust will provide leadership opportunities for members who wish to play a more prominent role. These opportunities will primarily be through:

- Opportunities to volunteer, for example as 'membership recruitment champions';
- Regular opportunities for members to stand for election as a Governor (see appendix 2 for more information on Governors);
- Invitations to join a service user forum;
- Invitations to become involved in the 'Recovery College'; and
- Invitations to join 'special feedback' groups which will have more substantial involvement in particular trust initiatives e.g. implementation of our Clinical Strategy, new technologies, St Pancras redevelopment.

### **3.2.3 Monitoring and evaluation**

Membership activity and engagement will be monitored by the Council of Governors' Membership Working Group which, in addition to helping to shape annual implementation plans, will be provided with regular updates on:

- Attendance at events;
- Member feedback and resulting changes;

- Demographic information of individuals who leave the membership (to help identify any recurrent trends);
- Analysis of reasons given for leaving Trust membership;
- Details of Council of Governor Electoral performance including:
  - Percentage of elections contested;
  - Average number of candidates per seat;
  - Voter turnout relative to other Trusts; and
  - Demographic profile of voters compared to overall membership;
- Feedback from members provided through an annual members survey.

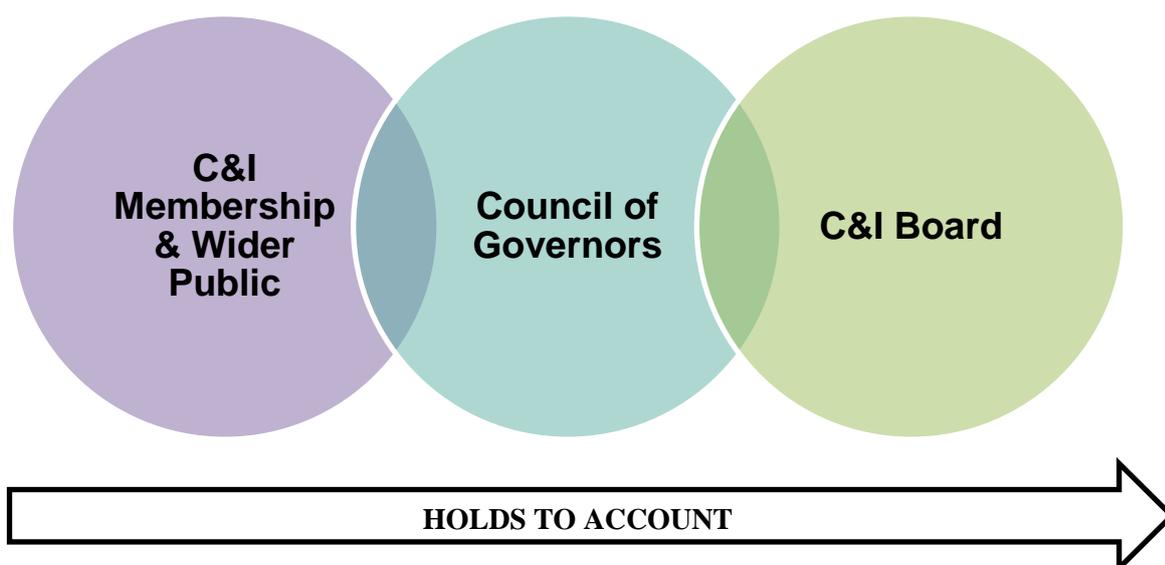
### 3.3 We will strengthen our accountability to the membership

#### 3.3.1 Rationale

The Health and Social Care Act (2012) states that the fundamental duty of a Foundation Trust board is to promote the success of the organisation so as to maximise its benefits to members of the Trust and the wider public. To ensure that we are doing this as a Trust, it is vital that we focus on strengthening the lines of communication between the Board and members so that the Board has a continuous 'line of sight' to the views and priorities of members and the public, and so that members and the public are assured that the Board is performing as an effective steward of public assets.

While some communication between the Board and the membership and public will be direct<sup>3</sup>, much of the accountability of the Board to its members and the wider public is assured by a largely-elected Council of Governors, which has two fundamental statutory roles:

- To represent the interests of the membership and the wider public; and
- To hold the Trust's Non-Executive Directors to account for the performance of the Board;



<sup>3</sup> For example Directors often attend membership events and meetings and are legally required to report back to the membership on Trust performance through an Annual Members' Meeting.

### 3.3.2 Approach

Because much of the Board's accountability to members and public is indirect, it is vital to ensure that the links between members and Governors, and Governors and the Board are robust so that a gap does not emerge between member and public interests and Board decisions. Focusing on strengthening these key links in the Foundation Trust Governance model is therefore a priority area within this strategy.

#### **Tools for strengthening the links between members and Governors**

##### Year-round facilitation

The Trust will promote Governors' ability to represent the interests of the membership and the wider public by:

- Investing in the training of Governors with a particular focus on membership engagement and accountability;
- Facilitating communication between Governors and members through:
  - Keeping members informed about who their Governors are and how to contact them e.g. via the website, Trust newspaper and membership welcome letters;
  - Providing access to a feedback form on the Trust website so that members can ask queries of Governors;
  - Bringing Governors together with members at public meetings and inviting members to attend Council of Governor meetings;
  - Encouraging governors to participate in C&Is established programme of Governor site visits and to speak to service users about their experiences;
  - Facilitating Governor surveys of the Trust membership;
  - Involving Governors in membership recruitment;
  - Publishing Council of Governor meeting papers and minutes on C&I's website;
  - Sponsoring and facilitating a Governor Annual Report, summarising Governor's achievements and priorities for members;
- Keeping members informed about Governor Working Groups and enabling them to submit questions for exploration by these groups;
- Enabling members to evaluate the effectiveness of Governors in representing their interests through an annual members' survey; and
- Enabling members to make informed choices during elections by publishing individualised information on governor performance e.g. meeting attendance.

##### Council of Governor Elections

Elections are a vital means through which Governors are held to account by the membership and provide an opportunity for Governors to be judged on their performance and to explain to the membership why they should be elected and how they will represent member and public interests if elected. As such, the Trust will invest in high quality elections, run by a leading electoral services provider.

The Trust will aim to continuously improve the quality of its elections through a focus on maximising the number of candidates per contested seat, boosting electoral turnout, and working to ensure diversity among those who vote and stand for election. The Trust will work closely with the Electoral Services provider to:

- Ensure that election material is accessible, easy to understand and visually appealing;
- Ensure that election material contains additional objective, balanced and fair information about the candidates (e.g. meeting attendance for those up for re-election) to enable voters to make an informed choice;
- Ensure that members have different options (hard copy, electronic) for accessing election information, nominating themselves and/or casting their votes;
- Ensure that voting materials are available in various formats (e.g. Easy Read, Braille) and languages; and
- Build awareness, understanding and interest in the Council of Governors, particularly in the run up to elections.

### **Tools for strengthening the links between Governors and the Board**

The Trust will promote the ability of Governors to hold NEDs to account for the performance of the Board through:

- Investing in the training of Governors with a particular focus on accountability and ensuring understanding of the relative roles of the Council and the Board; and
- Facilitating communication between Governors and the NEDs whom they hold to account through:
  - Facilitated discussion between Governors and NEDs at full Council meetings;
  - The attendance by designated Non-Executive Directors of Governor Working Group meetings<sup>4</sup>; and
  - Regular access to the Trust Chair, e.g. through governor lunches; and
- Keeping the above methods under constant review to ensure they are effective.

### **3.3.3 Monitoring and Evaluation**

The Trust will primarily evaluate the quality of governor-member engagement through:

- Feedback from the membership through the annual member survey concerning the degree to which members feel that Governors represent their interests and how this can be improved; and
- Evaluation of the quality of Trust elections through:
  - Election reports, which evaluate the number of candidates per seat, percentage of seats contested, voter turnout and the diversity of voters and candidates; and
  - Feedback from an annual membership survey, which will include questions around the quality of the elections and any reasons for not voting.

The Trust will primarily evaluate to Governor-NED engagement through

- Feedback from governors through an annual governor survey; and
- Feedback from Governors through the annual Chair's appraisal process.

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<sup>4</sup> Three Governor Working Groups are now well established and cover the topics of membership; Service User, Staff Experience and Quality; and the Redevelopment of our St Pancras Hospital site.

### 3.4 We will continue to learn and improve

To ensure that both members and the Trust get the best out of membership, we will build mechanisms for learning and improvement into all membership initiatives. Members will be able to provide feedback at any stage ([membership@candi.nhs.uk](mailto:membership@candi.nhs.uk) / 020 3317 7115). The Trust will also actively seek to learn lessons through:

- An annual membership survey;
- An annual Governor survey;
- Feedback from Governors through the annual Chair's appraisal process;
- Findings from Election reports;
- Feedback and input from the Council of Governors' Working Group;
- Feedback forms at events; and
- Membership database reports (e.g. meeting attendance, membership growth, membership demographics, etcetera).

## 4. Resourcing membership and governor development

The Trust will commit sufficient resources to enable the achievement of its membership objectives. The most significant recurrent costs will include third party administration of the Trust's elections<sup>5</sup>, an annual service fee for the Trust's membership database<sup>6</sup>, Governor training and expenses, and hosting and catering for the Annual Membership Meeting.

In addition the Trust will need to fund regular communications and activities aimed at recruiting, supporting and engaging members, which may require externally commissioned specialist services, e.g. design and print, mailing services, large-scale recruitment drives, etc. The Trust will assess the resource requirements for recruitment and engagement on an annual basis, based on an annual implementation plan that will be developed in consultation with Governors and approved by the Trust's Executive Directors.

The Trust will also actively work with partner organisations<sup>7</sup> to identify opportunities for working in partnership to help improve effectiveness and reduce costs, for example through shared membership recruitment and engagement initiatives, as well as through co-commissioning Governor training and development.

## 5. Give feedback on this strategy

To provide feedback on this strategy or to request further information, please contact the Trust's membership office at [membership@candi.nhs.uk](mailto:membership@candi.nhs.uk) or 020 3317 7115.

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<sup>5</sup> These will vary year on year depending on the number of constituencies and vacancies, and the size of the electorate in any given year.

<sup>6</sup> Used for secure storage and management of members' personal data, generating statutory and non-statutory (strategy) reports; facilitating and monitoring communication with members via mail, email, SMS, telephone, social media; electronic surveys; events management; election and governor management; and monitoring, evaluation and performance benchmarking, template storage.

<sup>7</sup> For example, other local Trusts, Healthwatch, Local CCGs, patient involvement networks, housing associations, local authorities and charities.

## Appendix 1: Who are our members?

The Trust's membership community is comprised of three constituencies: service users, staff and public members.

### Service user constituency

To qualify as a service user member, an individual:

- MUST have used one of the Trust's services within the previous five years (or be the carer of someone who has used the services within the previous five years who is not themselves a member);
- MUST be aged 16 or older; and
- MUST NOT already be a member of either the staff or public constituencies.

An individual who qualifies for the service user constituency has the option to become a public member instead of a service user member, provided that they live within London and are aged 16 or older.

### Staff constituency

Unless they opt out, any individual who is employed by the Trust will automatically become a member, provided:

- They are employed by the Trust under a contract of employment which has no fixed term or has a fixed term of at least 12 months;

OR

- They have been continuously employed by the Trust under a contract of employment for at least 12 months;

Staff whose employment ceases with the Trust will no longer be members of the staff constituency. However, providing they reside within London, they will become eligible to join the public constituency.

### Public constituency

The Trust's public membership has been divided into three sub-constituencies:

- London Borough of Camden;
- London Borough of Islington; and
- Rest of London.

To qualify as a public member of the Trust, an individual:

- MUST reside in one of the constituency areas outlined above;
- MUST be aged 16 or older; and
- MUST NOT already be a member of either the staff or service user constituencies.

## Appendix 2: What is the Council of Governors?

C&I's Council of Governors is comprised of 21 elected Governors (including 11 Public Governors<sup>8</sup>, six Service User Governors and four Staff Governors) and five Governors who are appointed to the Council by key stakeholder organisations that share a close relationship with the Trust<sup>9</sup>. The Council is chaired by the Trust Chair, who also chairs the Trust's Board of Directors.

Council of Governors			
11 Public Governors	6 Service User Governors	4 Staff Governors	5 Appointed Governors

Reporting into the Council are three Governor working groups, which focus on the following key areas:

Membership	St Pancras Redevelopment	Service User & Staff Experience, Quality
<ul style="list-style-type: none"> <li>• Growing the membership of the Trust;</li> <li>• Using Governors as existing links in the community; and</li> <li>• Developing different ways of engaging with the membership.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring that Governor views about the design of the site are fully represented;</li> <li>• Ensuring that the site plan has a facility that encourages people to get back to work; and</li> <li>• Ensuring that site plans adequately provide opportunities for users of the site to have physical exercise through a range of facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting staff;</li> <li>• Care planning – knowing who is in charge of my care; and</li> <li>• Improvement to Highgate Mental Health bath and shower facilities.</li> </ul>

<sup>8</sup> Public governors include five Governors elected from Camden, five from Islington and one from the Rest of London

<sup>9</sup> Including Local Authority of Camden, Local Authority of Islington, University College London, Voluntary Action Camden, Voluntary Action Islington

## Governor's Roles, responsibilities and powers

The key roles of the Council of Governors, both individually and collectively are:

- To represent the interests of the membership and the wider public; and
- To hold the Trust's Non-Executive Directors to account for the performance of the Board;

In performing these two core functions, the Council has a number of responsibilities and duties as laid out in the National Health Service Act 2006 and the Health and Social Care Act 2012:

<b>Statutory roles and responsibilities of the council of governors</b>		<b>Additional powers</b>
<b>2006 Act</b>	Appoint and, if appropriate, remove the chair;	In preparing the NHS Foundation Trust forward plan, the board of directors must have regard to the views of the council of governors.
	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.	
<b>Amendments to the 2006 Act made by the 2012 Act</b>	Hold the Non-Executive Directors, individually and collectively, to account for the performance of the board of directors;	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.
	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.	