



Manchester University
NHS Foundation Trust

NHS FOUNDATION TRUST

**MEMBERSHIP & ENGAGEMENT
STRATEGY**

2019

EQIA Number: 2019-180

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

Contents

Introduction

1. What is Membership?
2. Defining the Membership Community
3. Composition of the Council of Governors
4. Becoming a Member
5. Resourcing Membership Development
6. Building the Membership Base
7. Governor Role and Duties
8. Composition of the Non-Executive Directors
9. Key Areas in Developing the Role of Governors
10. Managing Active Membership
11. Engaging and Communicating with MFT's Members
12. Playing a Key Community Role
13. Working With Other Membership Organisations
14. Evaluating Success
15. Membership Recruitment To Date
16. MFT's Plans for Future Membership Recruitment
17. Equality Impact Assessment
18. Glossary of Terms

Appendices:

- A) Governance Arrangements – Members, Governors and Board of Directors

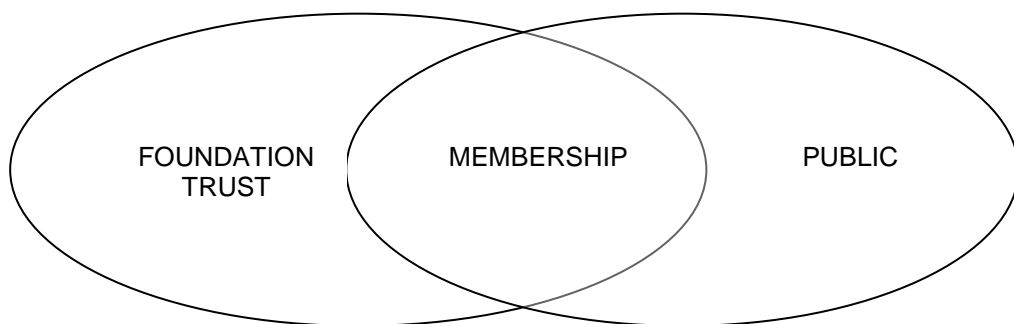
MFT NHS Foundation Trust Membership Engagement & Membership Strategy

INTRODUCTION

NHS Foundation Trusts (FT) were established as a new type of NHS Trust that was based upon the mutual organisation model.

Those living in communities that are served by the NHS FT can become members with the Membership Community being made up of public (including patients/carers) and staff members. From these members, Governors are elected (Council of Governors) to represent members' interests in the running of the organisation. Members are therefore given a bigger say in the management and provision of services with the NHS FT, in response, directing their services more closely to their communities being given the freedom to develop new ways of working so that hospital services more accurately reflect the needs and expectations of local people (patient-led NHS service).

Relationship between an NHS FT and its Serving Communities



All NHS FTs have a duty to engage with their local communities and encourage local people to become members of the organisation (ensuring that membership is representative of the communities that they serve). By this method, NHS FTs provide greater accountability to patients, service users, local people and NHS staff with the overriding principle being that that members have a sense of ownership over the services that the NHS FT provides.

Our Governance arrangements (please see Appendix A), outlines the key membership benefits alongside detailing our public and staff membership constituencies, the diversity of our Council of Governors and the corresponding strong relationship between our Members, Governors and Board of Directors.

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

The purpose of our Membership & Engagement Strategy is to outline how Manchester University NHS Foundation Trust (MFT) recruits, engages, supports, sustains and communicates with the membership community so to ensure that our membership is representative of the communities that we serve.

The Membership & Engagement Strategy is not intended to be too prescriptive as it is recognised that it will evolve with the Council of Governors.

1. WHAT IS MEMBERSHIP?

Being a Member of an NHS FT provides the general public and staff with the opportunity to participate and get involved with their local hospital.

The following outlines the legal minimum requirements for membership of a NHS FT: -

1.1 Guidance on legal minimum

All NHS FTs must have at least one public constituency (made up of people who live in the public constituency areas) and a staff constituency (made up of employees of the Trust).

NHS FTs may also decide to have a patient constituency, but this is at the Trust's discretion.

The Constitution of the NHS FT specifies the minimum number of Members to be recruited in each constituency. If a constituency is sub-divided, the Constitution also specifies a minimum number for each sub-division within the constituency.

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

1.2 Public Constituency

All NHS FTs must have at least one public constituency. The area of the public constituency is defined on the basis of one or more local government electoral areas. People who reside within a defined public constituency area are eligible to become Members of the NHS FT for that public constituency.

1.3 Staff Constituency

The staff constituency is made up from staff employed at the NHS FT. For the staff constituency membership, staff must either have been permanently employed continuously for twelve months or have a contract of employment with a fixed term of at least twelve months.

In addition, the staff constituency may also include individuals who carry out functions for the NHS FT but are not employed, e.g. academic staff and nurses and doctors who are employed by a recruitment agency. However to be eligible they must have carried out these functions at the NHS FT for at least twelve months.

1.4 Become a Public Member of MFT

Membership to the Public constituency is through application i.e. opt-in basis (forms available to complete both on-line or hard copy) to the MFT Membership Office, either by: -

Website - <http://www.mft.nhs.uk>

(and click the 'Become a Member of our Trust – Membership Form' button)

Telephone - 0161 27 68661

E-mail - ft.enquiries@mft.nhs.uk

Membership to both the Public and Staff constituencies is free.

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

1.5 Constituencies

Members of each constituency have the right to elect one or more Members to the Council of Governors. NHS FTs must specify the minimum number of Members in each constituency. The minimum numbers specified in the NHS FT's Constitution should be in line with what is realistic for each individual NHS FT, to allow it to hold meaningful elections for Governors.

1.6 Public Membership

The public membership should be representative of the communities of the NHS FT.

1.7 Staff Membership

Staff membership should be representative of the staff employed at the NHS FT.

1.8 Manchester University NHS Foundation Trust (MFT) Membership

MFT was formed on 1st October 2017 following the merger of Central Manchester University Hospitals NHS Foundation Trust (CMFT) and University Hospital of South Manchester NHS Foundation Trust (UHSM).

We have a membership community made up of Public Members aged 11 years or over who live in Manchester, Trafford, Eastern Cheshire, Greater Manchester and also in the remainder of England and Wales. The public constituency comprises of patients, carers, local residents and members of the general public.

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

As an NHS FT, we are committed to establishing a truly representative membership and we welcome Members and Governors from all backgrounds and protected characteristics including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation (this is not exclusive of other diverse backgrounds). We do not tolerate any form of discrimination, harassment or victimisation.

We also have a staff constituency for staff members, comprising of four categories (staff classes: Medical & Dental, Other Clinical, Nursing & Midwifery and Non-Clinical & Support).

1.9 Membership Rights

Subject to the terms of the Constitution, Members of an NHS FT have the right to:

- Elect Governors
- Stand for election as a Governor
- Receive regular information about our activities, such as newsletters
- Give opinions and be kept informed of plans for future developments
- Be involved and consulted on issues such as changes and improvements to services
- Act as an ambassador for their community or interest group
- Attend Member events
- Fundraising for extra hospital equipment and facilities
- Recruit new Members
- Put themselves forward for appointment as a Non-Executive Director on the Board of Directors when vacancies arise (public members).

2. DEFINING THE MEMBERSHIP COMMUNITY

2.1 Background Information - MFT

MFT is one of the largest NHS FTs in England providing community, secondary, tertiary and quaternary services to the populations of Greater Manchester and beyond. With a workforce of over 20,000 staff, we are the main provider of hospital care to approximately 750,000 people in Manchester and Trafford and the single biggest provider of specialised services in the North West of England. We are a university teaching hospital with a strong focus on research and innovation.

MFT is responsible for the management of nine hospitals across six different sites (including Altrincham Hospital, Manchester Royal Eye Hospital, Manchester Royal Infirmary, Royal Manchester Children's Hospital, Saint Mary's Hospital, Trafford General Hospital, University Dental Hospital of Manchester, Wythenshawe Hospital, Withington Community Hospital and Community Services), in addition to providing a range of community services through the Manchester Local Care Organisation (MLCO).

MFT is a key partner in MLCO which provides integrated out-of-hospital care in Manchester. This includes community nursing, community therapy services, intermediate care and enablement, some community-facing general hospital services and adult social care services.

MFT is also the lead provider for a significant number of specialised services including Breast Care, Vascular, Cardiac, Respiratory, Urology Cancer, Paediatrics, Women's Services, Ophthalmology and Genomic Medicine. Beyond Greater Manchester, we also have significant responsibilities for providing specialist services commissioned by the NHS England Specialised Commissioning Team.

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

2.2 MFT's Organisational Structure

The new organisational structure has been designed to support the delivery of our vision and aims through devolving leadership and accountability to a local level, at the same time as ensuring that there is a mechanism for driving standardisation across hospitals and that there is appropriate Group level oversight. This has been achieved through the development of a matrix structure illustrated in the chart below. The structure is made up of three entities: Hospital Sites, Managed Clinical Services (MCS), and Clinical Standards Groups (CSGs) alongside the Manchester Local Care Organisation (MLCO).

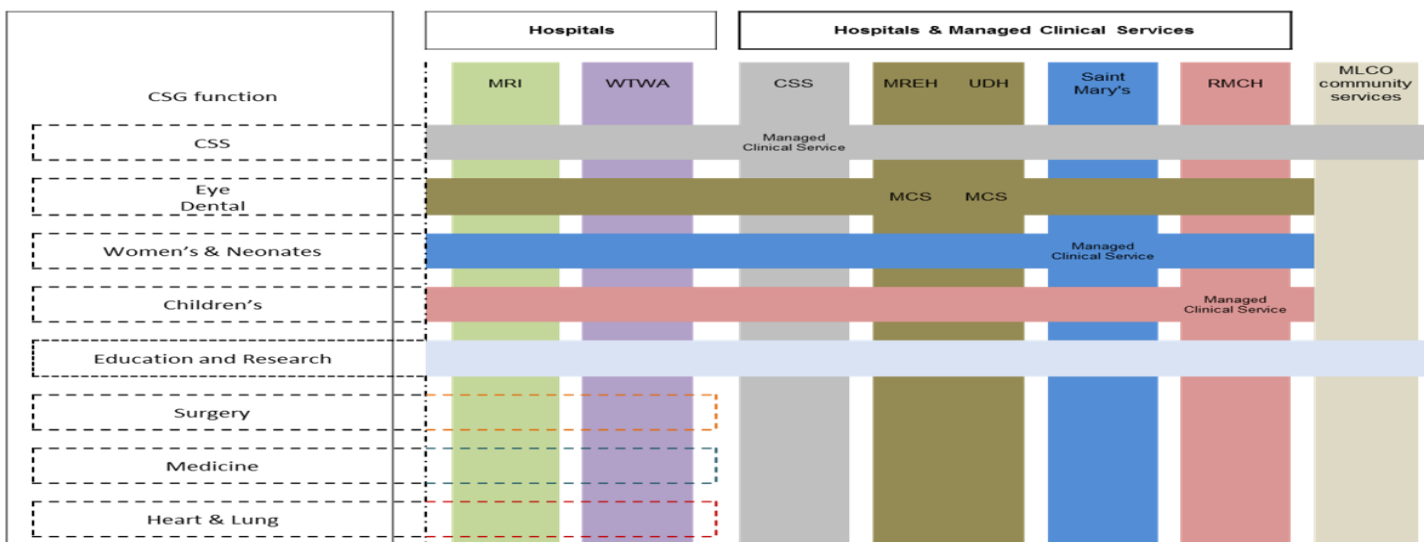
Hospital Sites – their role is to ensure the delivery of safe clinical services. They are responsible for operational delivery, achievement of clinical standards and management of budgets, staff and facilities. The management team comprises of a Chief Executive, supported by a range of Directors.

Managed Clinical Services (MCSs) - are sites and/or services with a single management team. Their role is the delivery of services across all sites within the Trust and, for services that are provided on a Greater Manchester or North West basis, outside the Trust. They are responsible for operationally managing, including managing the associated resources, a defined range of services wherever they are delivered. Their responsibilities include all those described for a Hospital Site (see above), **as well as** the setting of standards and the strategic development of their services (i.e. those of the Clinical Standards Group – see below). The management team comprises a Chief Executive, supported by a range of Directors.

Clinical Standards Groups (CSGs) - run horizontally across Hospitals and MCSs bringing together a multi-disciplinary group of subject experts and supporting professionals to enable clinical staff to apply best practice and standardisation across the Trust. In addition, Education and Research runs through the whole structure.

Manchester Local Care Organisation (MLCO) – are providers of integrated out-of-hospital care in Manchester including community nursing, community therapy services, intermediate care and enablement, some community-facing general hospital services and adult social care services and is a key partner of MFT.

MFT's Organisational (Group) Structure Chart



MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

2.3 MFT's Vision, strategic aims and key priorities

Our vision and strategic aims which set out our longer term (5 – 10 year) aspirations for the organisation have been set at the Group level.

Our vision is to improve the health and quality of life of our diverse population by building an organisation that:

- Excels in quality, safety, patient experience, research, innovation and teaching
- Attracts, develops and retains great people
- Is recognised internationally as a leading healthcare provider

Our Vision is underpinned by a number of more specific strategic aims:

1. To complete the creation of a Single Hospital Service for Manchester/MFT with minimal disruption whilst ensuring that the planned benefits are realised in a timely manner
2. To improve patient safety, clinical quality and outcomes
3. To improve the experience of patients, carers and their families
4. To develop single services that build on the best from across all our hospitals
5. To develop our research portfolio and deliver cutting edge care to patients
6. To achieve financial sustainability
7. To develop our workforce enabling each member of staff to reach their full potential

Our key priorities, which are the 'must-dos' for the coming year have been set at the Hospital/Managed Clinical Services level (detail outlined in MFT's Annual Plan - copy available via the Trust's 'Our Forward Plans' webpage:

<https://mft.nhs.uk/the-trust/governors-and-members/our-forward-plans/>

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

2.4 MFT's Membership Community

MFT's overall membership community houses around 47,000 Members and is made up from the staff constituency and the public constituency with MFT defining its membership community as Public and Staff Members.

2.4.1 MFT's Public Members

MFT's total public membership is over 23,000 public members with the eligibility for membership of the public constituency including: -

- Anyone aged 11 years or over who lives in England and Wales.
- Anyone from the community who is interested in MFT including local residents, patients, carers and volunteers.

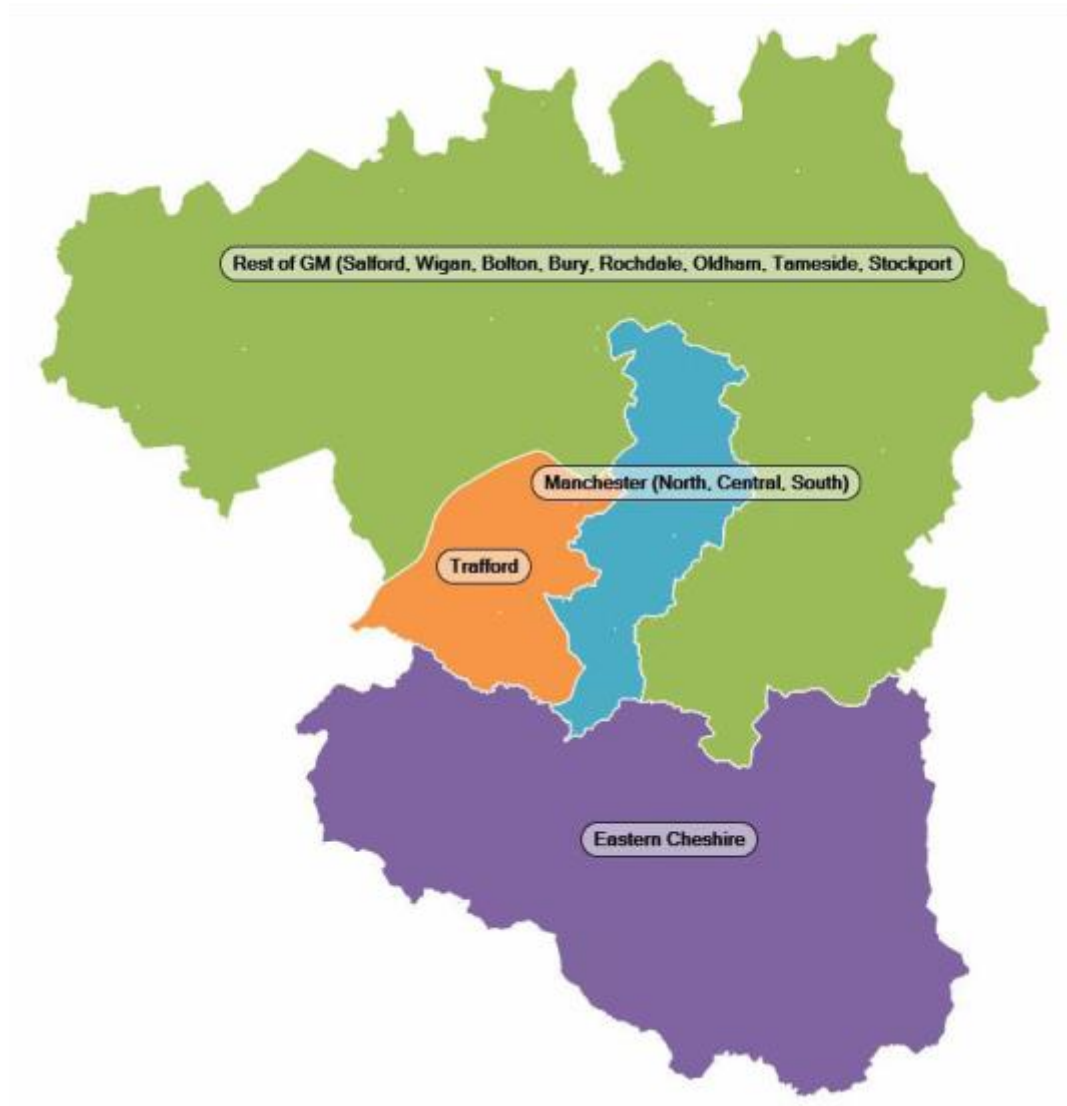
MFT has five Public Member constituencies namely: -

- Manchester
- Trafford
- Eastern Cheshire
- Greater Manchester
- Remainder of England and Wales.

MFT has chosen these areas for its public constituency to represent the areas where its patients live as MFT provides specialist services to patients from England and Wales but particularly the North West of England. MFT also delivers secondary services to its local populations of Manchester and Trafford.

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

MFT's Public Membership Constituencies



Areas that fall outside of these wards (Manchester, Trafford, Eastern Cheshire and Rest of Greater Manchester) are captured in the Rest of England & Wales Public Constituency.

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

2.4.2 MFT's Public Governors

Public Members can become more involved in the work of MFT with one way being through MFT's Council of Governors with eligible Public Members being entitled to stand for election as a Public Governor (if aged 16 years or over). Public Governors are elected directly from and by Public Members via the Single Transferrable Voting (STV) during the Governor election process.

Public members elect a total of 17 Public Governors: -

- Manchester x 7
- Trafford x 2
- Eastern Cheshire x 1
- Greater Manchester x 5
- Rest of England & Wales x 2.

The table below outlines the number of Public Governors and corresponding Public Members:

2019 – Public Governors and Membership Constituencies/Data			
Constituency	Number of Public Governors	Representative Membership Data (based upon circa. 23,200 Public Members)	Actual Public Membership Data
Manchester	7	c. 4,300	c. 8,500
Trafford	2	c. 1,800	c. 3,350
Eastern Cheshire	1	c. 1,200	c. 850
Greater Manchester	5	c. 15,800	c. 7,800
Rest of England & Wales	2	N/A	c. 2,600

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

2.4.3 MFT's Staff Members

MFT currently has over 23,000 Staff Members with staff being automatically invited to become Staff Members (subject to certain eligibility conditions), however, staff are free to 'opt out' if they prefer. The Trust has four Staff Classes:

- Medical and Dental
- Nursing and Midwifery
- Non-Clinical and Support
- Other Clinical Staff.

2.4.4 Staff Governors

Staff Members can also become more involved in the work of MFT through its Council of Governors with eligible Staff Members being entitled to stand for election as a Staff Governor (if aged 16 years or over). Staff Governors are elected directly from and by Staff Members via the Single Transferrable Voting (STV) during the Governor election process. Staff members elect a total of 7 Staff Governors: -

- Medical & Dental x 1
- Other Clinical x 2
- Nursing & Midwifery x 2
- Non-Clinical & Support x 2

The table below outlines the number of Staff Governors and corresponding Staff Members:

2019 – Staff Governors and Membership Classes/Data		
Classes	Number of Staff Governors	Staff Membership Data (circa. 23,200 Staff Members)
Medical & Dental	1	c. 2,100
Nursing & Midwifery	2	c. 6,900
Non-Clinical & Support	2	c. 7,000
Other Clinical	2	c. 7,500

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

2.4.5 MFT's Partner Organisations

In addition to the aforementioned Elected Governors, a total of 8 Nominated (Appointed) Governors are also nominated to MFT's Council of Governors from partner organisations:

- Academic Institutions (University of Manchester) x 1
- Commissioners (Manchester Health & Care Commissioning) x 1
- Local Authorities (Manchester City Council & Trafford Borough Council) x 2 (one from each authority)
- Inclusive Community Groups (Manchester BME Network or Manchester Council for Community Relations in addition to an umbrella third sector organisation) x 2 - one from each group
- The Trust's Youth Forum (16 - 21 year olds) x 1
- The Trust's Volunteer Service x 1.

MFT has a large Children's Hospital, and is conscious that young people need a way to articulate their views. Therefore MFT has developed its relationship with its Youth Forum to ensure that young people's views are represented on its Council of Governors by establishing a Nominated Governor position from MFT's Youth Forum.

3. COMPOSITION OF THE COUNCIL OF GOVERNORS

As previously outlined, MFT's Council of Governors has both Elected and Nominated Governors with Public Governors being elected directly from and by our public members, Staff Governors being directly elected from and by staff members, and Nominated (Appointed) Governors being nominated from partner organisations.

In keeping with legislation and MFT's Constitution, the aggregate number of Public Governors is to be more than half of the total number of members of the Council of Governors.

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

MFT's Council of Governors, subject to the 2006 Act and 2012 Act, shall seek to ensure that through its composition the:

- interests of members as a whole and the public alongside the communities served by MFT are appropriately represented.
- level of representation of the Public Constituencies, the classes of the Staff Constituency and the appointing (partner) organisations, strike an appropriate balance having regard to their legitimate interest in MFT's affairs.

The composition of MFT's Council of Governors is reviewed as and when any changes occur in relation to its public membership (to be representative of the communities of MFT) and its staff membership (to be representative of the staff employed at MFT). However, as outlined in NHS Improvement's (formerly Monitor) Code of Governance (July 2014), "the Council of Governors shall not be so large as to be unwieldy". The table below outlines the composition of MFT's Council of Governors:

GOVERNOR CONSTITUENCY/CLASS/PARTNER ORGANISATION		Number of Governor seats
PUBLIC	Manchester	7
	Trafford	2
	Eastern Cheshire	1
	Greater Manchester	5
	Rest of England & Wales	2
	Total	17
STAFF	Nursing & Midwifery	2
	Other Clinical	2
	Non-Clinical & Support	2
	Medical & Dental	1
	Total	7
NOMINATED	Local Authority (Manchester City Council and Trafford Council)	2
	Manchester University	1
	Manchester Health & Care Commissioning Group	1
	Trust Volunteer	1
	Trust Youth Forum	1
	Manchester Council for Community Relations or Manchester BME Network	1
	Umbrella third sector organisation (currently Caribbean & African Health Network)	1
	Total	8
OVERALL TOTAL		32

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

Upon election or nomination to MFT's Council of Governors, individuals complete a Governor Skill Mix Assessment with findings being utilised to specifically highlight areas of particular strength and those requiring further support (skill gaps analysis undertaken). The completion of this process enables Governor competencies/expertise to be identified and captured. This ensures that Governors' expertise is utilised to their full potential when assigning/progressing Governor-led involvement projects, in addition to facilitating the establishment of specific Governor Development Sessions to address any competency areas that require further development.

3.1 Qualifications to be an MFT Governor

There are no specific qualifications to be a Governor, other than an interest in healthcare and a commitment to representing members and the public. However, as outlined in MFT's Constitution, the following specifications must be met in order to become (or continue as) a Governor: -

- Governors must be Members of MFT
- Governors must be at least 16 years old
- Public Governors must live in the area they represent.
- Staff Governors must have a job role in the category (class) they represent
- Nominated Governors must be supported in office by the partner organisation that they represent.

There are also a number of statutory restrictions outlined in MFT's Constitution that prevent an individual from becoming or continuing to be a Governor.

4. BECOMING AN MFT MEMBER

Anyone aged 11 years or above who lives in England and Wales can become a Member of MFT. An individual who is eligible to become a public member may do so on application (opt-in) to MFT. MFT's staff are automatically invited to become staff members (opt-out basis).

Members are not eligible to stand for election as a Governor until they have reached the age of 16.

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

4.1 Disqualification from MFT's Membership

As outlined in MFT's Constitution, an individual may not become a member of our NHS FT if:

- they are under 11 years of age; or
- within the last five years they have been involved as a perpetrator in a serious incident of violence at any of MFT's hospitals or facilities or against any of MFT's employees or other persons who exercise functions for the purposes of MFT, or against any registered volunteer.

4.2 MFT's Membership Restrictions

As outlined in MFT's Constitution, the following membership restrictions apply:

- An individual, who is a member of a constituency, or of a class within a constituency, may not while membership of that constituency or class continues, be a member of any other constituency or class.
- An individual who satisfies the criteria for membership of the Staff Constituency may not become or continue as a member of any constituency other than the Staff Constituency.

4.3 MFT's Membership Constituencies

MFT has Members in the following two constituencies:

- Public Constituency
- Staff Constituency.

4.3.1 MFT's Public Constituency

Patients, carers, local residents, volunteers, the general public are brought together in a single constituency with public membership being on an opt-in basis.

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

4.3.2 MFT's Staff Constituency

As described before, all qualifying members of staff are automatically invited to become Staff Members (however they do have the option, to opt out). Staff who do not wish to become Staff Members (opt out) are not eligible to vote for Staff Governors. If a member of staff is eligible to become a Staff Member they cannot become a Member of any other constituency, even if they opt out. However, in the event of a staff member leaving employment and/or ceasing to exercise functions for MFT, they would be able to apply to become a public member (opt-in basis).

Eligibility for membership of the staff constituency includes: -

- The person must have been continuously employed by the Trust for a minimum of twelve months.
- If exercising functions for the Trust, the person must have done so for at least twelve months. Staff who hold temporary fixed term contracts must have a contract of at least twelve months.

4.3.3 MFT's Membership Involvement

All Members are equal, but the Trust recognises that some Public and Staff Members may wish to become more actively involved in the life of our NHS Foundation Trust than others. MFT therefore asks its Members to indicate the level of involvement they wish to have, in order that it can manage its contacts appropriately.

Members may simply wish to: -

- Vote for a Governor to represent them
- Receive newsletters, regular updates and event invitations
- Be kept informed of our future plans
- Be informed and consulted on issues such as changes and improvements to services
- Be provided information and feedback from Governors in relation to the Trust, its vision, performance and material strategic proposals that are made by the MFT's Board.

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

Or may want to be more actively involved by: -

- Participating in surveys/questionnaires
- Attending membership meetings, open days/events and other Trust meetings (that are open to the members and the general public) e.g. Council of Governors' Meeting and Board of Directors' Meetings
- Standing for election as a Governor
- Giving views and opinions in relation to our future plans (including its objectives, priorities and strategy)
- Putting themselves forward for appointment as a Non-Executive Director when vacancies arise (public members).

5. RESOURCING MEMBERSHIP DEVELOPMENT

MFT recognises that the process of building a meaningful membership and securing active engagement with its communities will require a commitment of time and resources.

MFT's Foundation Trust Membership Manager is situated within the Corporate Services Directorate, which means that Member communications will be handled with expertise from specialist staff.

6. BUILDING THE MEMBERSHIP BASE

MFT raises awareness and promotes the benefits of membership through a variety of communication channels, including its website, press releases, hosting and attending local events and producing staff and public membership newsletters.

Over recent years, considerable links have been established with the local community through MFT's Equality and Diversity and Patient Experience Teams (list of community groups populated) and these links are fully utilised in order to reach out to seldom heard groups. In addition, contacts via these Teams are also used to reach patient and carer groups.

MFT NHS Foundation Trust **Membership Engagement & Membership Strategy**

MFT believes that Governors have important key roles to play in relation to Member recruitment and engagement as Governors are the link between Members (determining their needs/views on the delivery of services) and the Directors who make the decisions about services (hold responsibility for delivery). Governors convey information from the Board of Directors to Members about affordability, service plans and health improvement initiatives.

One of the important stakeholder groups represented on the Council of Governors is the local community. Governors are therefore the key link between the community and MFT, ensuring that MFT is rooted in its community, owned by the community and responds to community needs. Having a broad and representative membership community and a Council of Governors elected from and by our members, is key to working together to better meet the needs of our communities. We believe that MFT is afforded huge opportunities and benefits as a result of embracing new ways of operating and engaging with its Members and Governors.

Governors also play a supporting role across patient, staff and membership key areas by advising on issues, assist in developing ideas and acting as a sounding board and also reviewing and approving the Membership Engagement & Membership Strategy (review undertaken every three years).

Governors are responsible for engaging with Members and the public and are encouraged to develop their own networks so to canvass the views of Members and the public and forward these to our Board of Directors.

The 'Membership and Governor Engagement Plan', which outlines key engagement priorities for the forthcoming year alongside key activities, is used as the Governor support tool to help them to more effectively engage with members and the public. In addition, MFT's Director of Corporate Services/Trust Secretary and Foundation Trust Membership Manager also assists Governors with the formulation of associated action plans in relation to targeted membership recruitment and engagement.

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

MFT's Directors, in collaboration with the Governors' Membership & Engagement Sub-Group, will develop and review plans/programmes of work to further facilitate membership representation, recruitment, retention, engagement and communications initiatives.

The Board of Directors: -

- Provide a simple, accessible way of becoming a Member to all who are eligible
- Encourage staff to be active Members and recruit others
- Analyse the membership base to see if any segments of the population are under-represented and develop action plans to attract Members from these areas
- Utilise Trust events as a means of recruitment, ensuring future open events have appropriate forums in place
- Enable the Council of Governors to carry out their statutory duties and fulfil their extended role.

7. GOVERNOR ROLE AND DUTIES

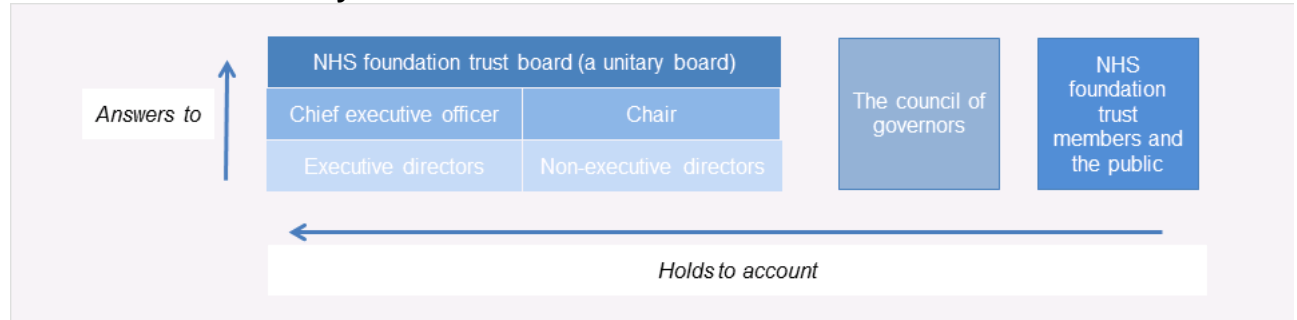
7.1. Statutory Role of Governor

The Governor role is voluntary (i.e. not paid) and in keeping with legislation, whilst Governors do not have an operational role and are not ultimately responsible for the performance of the FT, primarily the role of Governor is assuring the performance of the Board of Directors, via Non-Executive Directors and representing the interests of members and the public with the Health & Social Care Act (2012), clearly defining the statutory duties of Governors as:-

- To hold the Non-Executive Directors individually and collectively to account for the performance of the Board of Directors, and
- To represent the interests of the members of the Foundation Trust as a whole and the interests of the public.

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

Chain of Accountability in NHS Foundation Trusts



Source: NHS Improvement (formerly Monitor) - Your statutory duties: A reference guide for NHS Foundation Trust Governors (August 2013).

7.2 Governor Statutory Duties and Responsibilities

As outlined in NHSI's (formerly Monitor) publication - *Your statutory duties: A reference guide for NHS Foundation Trust Governors (August 2013)* and MFT's Constitution, Governors also have the following statutory duties and responsibilities:

- Appointing/removing the Chair and Non-Executive Directors.
- Determining the remuneration and allowances, and other terms and conditions of office, of the Chair and other Non-Executive Directors.
- Approving the appointment (by Non-Executive Directors) of the Chief Executive.
- Appointing a Deputy Chairman from the Non-Executive Directors.
- Receiving the Trust's annual report and accounts and any report of the auditor on them (including Quality Report) at a Council of Governors' Meeting
- As part of the annual Quality Report process, Governors help to prioritise quality priorities and identify a local quality indicator for MFT (facilitated via the annual Forward Planning process).
- To provide views to the Board of Directors (BoD) when the BoD is preparing the document containing information about MFT's forward plans. With Governors being required to:
 - Canvass the opinion of MFT's Members and the public, and for appointed Governors the body they represent, on its forward plan, including its objectives, priorities and strategy, and their views should be communicated to the BoD.

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

- As outlined in the Governors' Code of Conduct, Governors must treat any information which they receive as confidential, and must not disclose it to any third party without the express permission of an authorised representative of MFT. Authorised information should be utilised by Governors to seek the views of members and the public on material issues or changes being discussed by MFT and providing information and feedback regarding MFT's vision, performance and material strategic proposals made by the MFT's BoD.
- Appointing/removing the MFT's External Auditor.
- Governors may request one or more of the Directors to attend a meeting to obtain information about MFT's performance of its functions or the Directors' performance of their duties and help the Council of Governors decide whether to propose a vote on MFT's or the Directors' Performance.
- To receive a copy of the agenda of the BoDs' Meeting prior to the meeting being held and as soon as practicable after holding a meeting, to receive a copy of the minutes.
- Approving significant transactions.
- Approving applications by MFT to enter into merger, acquisition or dissolution.
- Deciding whether MFT'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 approving any increase (more than 5%) in the carrying on of activities that are other than the provision of goods and services for the purpose of the Health Service in England in any financial year.
- To prepare and from time to time review MFT's membership strategy and its policy for the composition of the Council of Governors and of the Non-Executive Directors and when appropriate to make recommendations for the revision of MFT's Constitution.
- Approving amendments to the MFT's Constitution.
- To undertake such functions as the BoD shall from time to time request.

In keeping with the latter statutory duty, the BoD asks Governors during meeting attendance and when being presented with information/data to also advise on issues, to assist in the development of ideas and act as a sounding board.

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

Additional mandatory requirements of Governors: -

- Affairs of MFT are to be conducted by the Council of Governors in accordance with MFT's Constitution and Licence (includes ensuring the Board of Directors acts so that MFT does not breach the conditions of its licence).
- Led by the Chair, Governors are to regularly communicate to members and the public details on how Governors have discharged their responsibilities, including their impact and effectiveness on:
 - holding the Non-Executive Directors to account for the performance of the Board of Directors.
 - communicating with members and the public and transmitting their views to the Board of Directors; and
 - contributing to the development of MFT's forward plans.
- To respond as appropriate when consulted by the BoD in accordance with MFT's Constitution.
- To complete an annual Governors' Declaration of Interest (details recorded in the Annual Governors' Declaration of Interest Register and formally recorded at a Council of Governors' Meeting). Governors who fail to disclose any interest or material interest required to be disclosed under the MFT's Constitution provisions must permanently vacate their office if required to do so by a majority of the remaining Governors.
- To adhere to MFT's Code of Conduct for Governors (including Nolan Principles). If a Governor commits a serious breach of the Code of Conduct; or they have acted in a manner detrimental to the interests of MFT; and the Council of Governors consider that it is not in the best interests of MFT for them to continue as a Governor, under MFT's Constitution provisions they must permanently vacate their office if required to do so by a majority of the remaining Governors.
- To complete and clear a Disclosure & Barring Service (D&BS) check. A Governor will be disqualified if on the basis of disclosures (convictions/cautions) obtained through a DBS check, he/she is not considered suitable by MFT.

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

- To meet the 'fit and proper person' test as defined by regulation 5 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 and/or condition G4 of MFT's Licence. In the event of a Governor being or becoming an "unfit person" under MFT's Constitution, they must permanently vacate their office.
- To adhere to MFT's Media Policy and Social Media Policy for Governors. In serious cases, when the use of social networking is considered to be inappropriate, this could be considered as a serious breach of the Governors' Code of Conduct therefore acting in a manner which is detrimental to the interests of the organisation and in keeping with MFT's Constitution, this may ultimately result in an individual's term of office as a Governor being revoked.
- To adhere to MFT's Governor Communications Guidance/Arrangements and MFT's Code of Practice for the Use of IT Internet and E-mail. In serious cases, the misuse of any e-mail (MFT or personal), could be considered as a serious breach of the Governors' Code of Conduct i.e. acting in a manner which is detrimental to the interests of the organisation and, in keeping with the MFT's Constitution, this may ultimately result in an individual's term of office as a Governor being revoked and in keeping with the MFT's Code of Practice, it is also possible to be subject to civil proceedings or criminal prosecution.
- To adhere to MFT's Membership Recruitment and Engagement Guidance for Governors. In serious causes, any practices/behaviours which are considered to be inappropriate, will be considered as a serious breach of the Governors' Code of Conduct therefore acting in a manner which is detrimental to the interests of the organisation and in keeping with the MFT's Constitution, this may ultimately result in an individual's term of office as a Governor being revoked.
- To elect MFT's Lead Governor.
- To present to members at MFT's Annual Members' Meeting any proposed changes to MFT's Constitution (where an amendment is made in relation to the powers or duties of the Council of Governors) and to approve the minutes of members' meetings.

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

- To vote to remove Governors from the Council of Governors in the event that a Governor has committed a serious breach of the Code of Conduct; or they have acted in a manner detrimental to the interests of MFT; and the Council of Governors consider that it is not in the best interests of MFT for them to continue as a Governor or if a Governor fails to disclose any interest or material interest required to be disclosed under the MFT's Constitutional provisions.
- To expel a member from MFT if a complaint about a member is made MFT's Trust Secretary that they have acted in a way detrimental to the interests of MFT.
- To attend Governor meetings and training (unless absences are due to reasonable causes and the individual is able to start attending again within such a period as the other Governors consider reasonable).
- To forward views in relation to the Chair's and Non-Executive Directors' (NED) performance (documented via Governor Questionnaire and/or Lead Governor contact) and participate as and when required during the performance review process (telephone interviews). A Governor Appraisal Panel (Council of Governors' Nominations Committee) is established each year with Governor panel members being rotated to review/consider the Chairman/NED performance review findings and, as and when required, makes recommendations to the full Council of Governors for approval.
- To participate, as and when required, in the Council of Governors' Nominations Committee (Appointment Committee) during the appointment process of the Chair and Non-Executive Directors and make recommendations to the full Council of Governors for approval.
- To participate, as and when required, in MFT's External Auditor Appointment Panel (led by the Audit Committee Chair) during the selection process (usually every 3 years) and make recommendations to the full Council of Governors for approval (led by the Audit Committee Chair and Lead Governor).
- To join membership of one the Governor Sub-Groups i.e. Membership & Engagement, Patient Experience or Staff Experience.
- To participate, as and when required, in Governor Panels/Groups.

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

- Led by the Chair, Governors are encouraged to self-evaluate their collective performance and effectiveness as part of the Annual Governor Questionnaire process.

Although Governors are not paid, the Trust does have a limited budget in terms of travel and subsistence and reimburses Governors for authorised expenses (such as travel) which have been incurred whilst carrying out their duties.

Governors are elected or nominated (appointed) to carry out their role by the Members therefore, Governors are accountable to Members. In turn, the Non-Executive Directors are accountable to the Governors; this chain of interlocking relationships drives the performance of the organisation and is the mechanism of accountability.

Governors face both directions; on the one hand they are the link between the local community, representing its needs and views on the delivery MFT's services, and the Directors who make the decisions about MFT's services and are responsible for their delivery; on the other hand Governors also convey key information from the Board of Directors to the local community about affordability and other constraints. Governors therefore act as the conduit between MFT's Board of Directors and members/public by conveying membership/public interests and providing Board performance assurance.

The success of an NHS FT very much lies in the success of the Governors' role in linking the NHS FT to the community.

8. COMPOSITION OF MFT's NON-EXECUTIVE DIRECTORS

In keeping with MFT's Constitution, the Board of Directors comprises of both Executive and Non-Executive Directors including:

- a Group Chairman;
- a minimum of five other Non-Executive Directors and;

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

- a minimum of five Group Executive Directors:
 - One of the Group Executive Directors shall be the Group Chief Executive
 - The Group Chief Executive shall be the Accounting Officer
 - One of the Group Executive Directors shall be the Group Finance Director
 - One of the Group Executive Directors is to be a registered medical practitioner or a registered dentist (within the meaning of the Dentists Act 1984)
 - One of the Group Executive Directors is to be a Registered Nurse or a registered Midwife
- The number of the Directors may be increased provided always that at least half of the Board, excluding the Group Chairman, comprises Non-Executive Directors.

In keeping with MFT's Constitution, individuals, in order to qualify as a Non-Executive Director, are required to be a member one of MFT's Public Constituencies. In addition, where any of MFT's Hospitals includes a Medical or Dental School provided by a University, the individual exercises functions for the purposes of that University.

There are a number of Statutory Restrictions outlined in MFT's Constitution that prevent an individual from becoming or continuing to be a Non-Executive Director.

A review of the composition of MFT's Non-Executive Directors is undertaken by the Nominations Committee as and when vacancies arise to ensure that appropriate skill sets are identified prior to commencing the recruitment process.

Governors are involved in the appointment of Non-Executive Directors which includes both the short-listing and interviewing processes and in keeping with MFT's Constitution and guidance issued by NHSI (formerly Monitor):

- the Group Chair and Non-Executive Directors are appointed and removed by the Council of Governors at a general meeting of the Council of Governors.
- The Group Chair and Non-Executive Directors shall be appointed for a term of office of up to three years.

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

- The Group Chair and Non-Executive Directors may be appointed to serve a further term of up to three years (depending on satisfactory performance) and subject to the provisions of the 2006 Act in respect of removal of a Director.
- The Group Chair and Non-Executive Directors may, in exceptional circumstances, serve longer than six years subject to annual re-appointment and subject to external competition if recommended by the Board and approved by the Council. In establishing that the Non-Executive Director continues to be independent, the Group Chair will take account of NHSI's (formerly Monitor) guidance and conduct an evidence-based evaluation.
- Any re-appointment after the second term of office for the Group Chair and Non-Executive Directors shall be subject to a performance evaluation carried out in accordance with procedures approved by the Council of Governors to ensure that those individuals continue to be effective, demonstrate commitment to the role and demonstrate independence.

MFT's Council of Governors will ensure through the Nominations Committee that a clear process for the nomination (appointment) of a Group Non-Executive Director; (including the Group Chairman) is followed which is in keeping with the MFT's Constitution. The membership of the Committee shall consist of Governors with the Lead Governor, supported by the Group Board Secretary, identifying a panel of Governors to include both previous and new panel members and no business shall be transacted at a meeting unless three Governor members are present, two of whom must be elected Governors and one nominated (appointed) Governor. For the appointment of the Group Chairman or other Group Non-Executive Directors, a Chairman of another NHS FT will be invited to act as an independent assessor to the Committee.

Following completion of the above process, the recommendation of a candidate for the Group Chairman or Group Non-Executive Director appointment is then forwarded for formal approval to the Council of Governors at a general meeting.

9. KEY AREAS IN DEVELOPING THE ROLE OF MFT'S GOVERNORS

There are huge opportunities for MFT to embrace new ways of operating and engaging with its local community with Governors representing the interests of members and the public and therefore have key roles in advising on issues, assisting in developing ideas, and acting as a sounding board.

MFT's Management Team (Board of Directors) aim: -

- To augment the quality and level of participation in MFT to facilitate achievement of its priorities and to ensure good governance
- To appropriately support Governors to fulfil their designated roles and responsibilities and facilitate their participation in influencing decisions
- To promote a partnership approach between Governors and management to encourage positive working relationships and dialogue
- To strive for MFT's public membership and Council of Governors to be diverse in their composition
- To provide correct learning and development opportunities to Governors to aid their achievement of their roles and responsibilities
- To support Governors so that they are able to undertake their role to the best of their ability, recognising that some Governors may need additional support for a variety of reasons including:
 - Physical accessibility (e.g. disability, older or frail people)
 - Language
 - Culture and traditions
 - Social expectations (young people)
 - Lifestyles.

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

10. MANAGING ACTIVE MEMBERSHIP

As outlined in MFT's Constitution, the minimum number of Public Members per Public Member Constituency and Staff Members per Staff Constituency are outlined in the tables below:

Public Membership Constituency	Minimum Number of Public Members	Actual Public Membership Data (2019)
Manchester	4	c. 8,500
Trafford	4	c. 3,350
Eastern Cheshire	4	c. 850
Greater Manchester	4	c. 7,800
Rest of England & Wales	4	c. 2,600

Staff Constituency (Classes)	Minimum Number of Staff Members	Actual Staff Membership Data (2019)
Medical and Dental	4	c. 2,100
Nursing and Midwifery	4	c. 6,900
Non-Clinical and Support	4	c. 7,000
Other Clinical	4	c. 7,500

In total MFT has around 47,000 Members (circa 23,200 public members and circa 23,500 staff members).

In addition to promoting membership via MFT's website and Membership Newsletter (MFT News) and as part of annual promotions in relation to key membership and Governor events i.e. Annual Members' Meeting, Young People's Event and Governor Election process, MFT also holds regular public member recruitment campaigns in order to recruit new public members and replace those that have been lost due to natural attrition in addition to identifying and addressing any resultant membership profile short-falls.

It is however recognised that, given the finite NHS resources available, it is more beneficial to have a sustainable and actively engaged membership as opposed to setting a specific growth target. The ultimate aim therefore in terms of public membership recruitment is to:

- sustain the overall public membership number in line with the overall staff membership numbers as well as;
- housing a public membership that is representative of the diverse communities that the Trust serves by addressing identified short falls in terms of diversity of the Trust's overall public membership profile.

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

10.1 MFT's Membership Aim & Key Priorities

Membership Aim: -

- For MFT to have a representative membership which truly reflects the communities that it serves with Governors actively representing the interests of members as a whole and the interests of the public.

Key Priorities: -

- Membership Community – to uphold our membership community by addressing natural attrition and membership profile short-fallings.
- Membership Engagement – to develop and implement best practice engagement methods.
- Governor Development – to support the developing and evolving role of Governor (membership representatives) by equipping Governors with the skills and knowledge in order to fulfil their role.

10.2 MFT's Membership Database Management

A professional, external database management company ensures that MFT's membership database is accurate, secure, reflects MFT's Constitution and is resilient enough to support MFT's governance arrangements and elections.

Their main services include: -

- Administration of the Members register i.e.:
 - Managing changes of details with deletion of deceased or out of touch Members – ensuring that our database is up to date, that home addresses and e-mail addresses are accurate and complete and reducing the risks of mailing to deceased persons
 - Access to the register by secure link to the MRM Platform – enabling MFT's Membership Office to securely access the membership register
 - Preparation of appropriate data extracts as required by MFT for any activities being undertaken by MFT such as any e-mailings handled locally
 - Working with an external election company to ensure that MFT's elections are conducted in accordance with MFT's Constitution and NHS Provider's Rules and Regulations.

11. ENGAGING AND COMMUNICATING WITH MFT'S MEMBERS

Communication with Members is via a combination of MFT and Governor managed communications. For membership engagement best practice methodologies to be developed, it is important to maintain a continual two-way dialogue (both formal and informal) between MFT and Members/Governors.

MFT's Management Team (Board of Directors): -

- Provides 'Welcome Letters' and 'Membership Involvement Forms' for Members which is segmented into the following public membership groups: -
 - Children and Young Public Members (aged 11 – 17 years)
 - Public Members (aged 18+ years)
- Developed an effective 'Membership Communication and Engagement Plan', using existing communication channels and building new ones (as and when appropriate).

11.1 MFT's Membership Communication and Engagement Plan

The Membership Communication and Engagement Plan outlines the key areas developed to facilitate effective communications alongside associated initiatives to actively engage with Members and the public.

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

The plan is updated on an annual basis and includes:

MFT's Membership Communication & Engagement Plan	
MFT Led Communications	Governor Led Communications
<p><u>Website/Intranet:</u></p> <p>Dedicated web pages for staff and public members in addition to members of the public to view including:</p> <ul style="list-style-type: none"> • MFT's Home Page – promotes membership by directing users to an on-line membership application form • MFT's Home Page Banner - promotes key forthcoming membership and Governor events e.g. Annual Members' Meeting, Young People's Event and Governor Elections. • MFT's News - promotes key forthcoming membership events e.g. Annual Members' Meeting, Young People's Event and key stages of the Governor Election process. • Segmented Public and Staff Members' web pages – provides key information in relation to being a Public and Staff Member. • Young People's Event web page – highlights our annual event held for young people interested in a career in the NHS and/or health information in addition to promoting membership and Governors. • Our Forward Plans – Tell Us What Matters To You web page – provides key information in relation to MFT's Forward Plans and encourages members/public to forward their views about what key health priorities are important to them by completing associated questionnaires during key stages of the planning process. • How to become a Member – provides key information about membership and includes an online membership application form. 	<p>Meet our Governors web page - located within 'The Trust' section of the website with Governors biography, photographs and details of how to contact Governors alongside members being encouraged to forward their views/suggestions.</p>

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

MFT's Membership Communication & Engagement Plan	
MFT Led Communications	Governor Led Communications
<p><u>Website/Intranet (continued)</u></p> <ul style="list-style-type: none"> • Information about Governors – provides key information about the role of Governor and includes MFT's criteria to become a Governor. • Governor Election – provides key information on how to stand for election as a Governor. The election timetable, formal notices and candidate/election information pack are published prior to annual election start date with results being published following conclusion of elections. Governor criteria and election overview plus frequently asked questions documents available to members/public via webpage. • Members' Meetings – listing Council of Governors and Annual Members' Meeting Dates (includes past agendas/minutes) in addition to dates of key membership events. • Membership News – promotes membership and MFT's Membership newsletter alongside key membership updates and forthcoming events. • Staffnet - Membership and Governor Events and information/questionnaires promoted to staff members via staffnet announcements (and Team Brief/MFTinews) 	
<p><u>Membership Recruitment</u></p> <p>To continually sustain a representative public membership of the communities that MFT serves, an Annual Public Member Recruitment Campaign is held each year aimed at recruiting new public members lost through natural attrition alongside addressing any associated membership profile gaps.</p>	<p>Governors are encouraged to regularly promote membership opportunities and recruit new members via their friends/family, colleagues and local community networks/contacts alongside Governor Hospital/Managed Clinical Services Tours.</p>

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

MFT's Membership Communication & Engagement Plan	
MFT Led Communications	Governor Led Communications
<p><u>Membership Recruitment (continued)</u></p> <p>Membership recruitment campaign held over a 3-4 week period across all hospital sites and key community locations with all Hospital, Managed Clinical Services and Manchester Local Care Organisation granting permissions for recruiters to be based in their main patient/visitor areas. In addition, key community groups/areas are also included to promote and recruit members from targeted profile groups.</p> <p>Each Hospital, Managed Clinical Services and Manchester Local Care Organisation sent Membership promotional packs including Become a member flyer, poster and application forms.</p> <p>Communications Team develop facebook pages and tweets in the run up to key Membership Recruitment events and actively promote Membership on regular basis</p>	
<p><u>Social Media</u></p> <p>MFT's Facebook & Twitter - Membership promoted alongside Membership and Governor Events in addition to newsletters and questionnaires with MFT's Communications Team developing associated facebook pages and tweets in the run up to key events.</p>	<p>Governors issued with MFT's Membership and Governor Event tweets and encouraged to utilise/promote via their friends/family, colleagues and local community networks/contacts</p>

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

MFT's Membership Communication & Engagement Plan	
MFT Led Communications	Governor Led Communications
<p><u>Flyers, Posters, Briefings and Information:</u></p> <p>Flyer promoting 'How to become a Member' including Membership benefits and membership application process.</p> <p>Membership pens and bags - promoting 'How to become a Member'</p> <p>Flyer promoting 'How to Stand for Election to become a Governor'</p> <p>Posters promoting MFT's Membership and Governor Elections.</p> <p>Simplified Membership application form (hard copy) which includes return freepost address.</p> <p>Segmented welcome letter from the Chairman sent to new members (public and young members) which also encourages members to invite family members and friends to consider becoming a member.</p> <p>Hospital, Managed Clinical Services and Manchester Local Care Organisation regularly sent promotional Membership and Governor packs.</p>	<p>Governors issued with Membership Recruitment Packs and associated Guidance and encouraged to utilise own networks and community groups in addition to taking part in Governor Hospital/Managed Clinical Services Tours to promote, recruit and engage with members and the public alongside promoting the role of Governor and Elections (utilising key MFT's Membership/Governor documents).</p> <p>Governors issued with Membership Engagement Packs and associated Membership and Governor promotional materials during key Membership events.</p>
<p><u>Newsletters and News Alerts:</u></p> <p>In order to receive key information about MFT, regular Membership newsletters are produced which provide:</p> <ul style="list-style-type: none"> • information about MFT's activities and plans alongside future developments • details of how members can share their views • how members can be involved and when appropriate, are consulted on issues such as changes and improvements to services. 	<p>Dedicated 'Governors in Action' section included in each newsletter to inform members of how Governors have:</p> <ul style="list-style-type: none"> • held Non-Executive Directors to account for the performance of the Board of Directors • transmitted members'/public views to the Board of Directors; and • contributed to the development of MFT's forward plans

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

MFT's Membership Communication & Engagement Plan	
MFT Led Communications	Governor Led Communications
<p><u>Newsletters and News Alerts (continued):</u></p> <p>Newsletters (MFT news) segmented in Adult and Young Member editions and also provide details of upcoming key membership events/meetings, how to become a member and the process to cancel membership and update details for existing members plus other key Membership and Governor information.</p> <p>Newsletters sent to members (via post and e-mail) in addition to being available on Staffnet and via 'Membership News' web page.</p>	<p>Governors issued with Membership newsletter (MFT News) and are encouraged to promote via own contacts, networks and family/friends</p>
<p><u>E-mails</u></p> <p>Regular news alerts sent to members promoting key Membership/Governor information including:</p> <ul style="list-style-type: none"> • Key stages during the Governor Election process • Annual/Special Members' Meetings • Young People's Event • Forward Plan Questionnaire • Membership Newsletter. <p>Dedicated membership e-mail account created ft.enquires@mft.nhs.uk</p>	<p>Governors issued with MFT Governor E-mail Account.</p> <p>Governors sent copies of key membership promotional e-mails and are encouraged to further promote via own contacts, networks and family/friends.</p>

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

MFT's Membership Communication & Engagement Plan	
MFT Led Communications	Governor Led Communications
<p><u>Engagement Initiatives</u></p> <p>Interactive Annual/Special Members' Meetings – MFT's Services showcased in addition to health promotion information being available to members (includes interactive demonstrations).</p> <p>Annual/Special Members' Meeting also used as a forum to communicate to members:</p> <ul style="list-style-type: none"> • information about Trust's activities • provide details of how members can give opinions and are kept informed of plans for future developments • how members can become more involved and when appropriate, are consulted on issues such as changes and improvements to services. <p>Interactive Young People's Events – MFT's Services showcased in addition to health promotion information being available to members (includes interactive demonstrations). Event focuses on NHS careers with health information being tailored to young people's health needs alongside promoting Membership and Governor opportunities.</p> <p>Membership Involvement Form sent to new members (public and young members) to determine areas of involvement/interest (return freepost envelope included). MFT's Membership Office/Trust Officers contact members with relevant involvement opportunities.</p> <p>Membership freepost address created.</p>	<p>Governors in attendance at Annual/Special Members' Meetings to meet and engage with members face to face (Governor Engagement Sessions)</p> <p>Governors in attendance at Young People's Events to meet and engage with young members and students from schools/colleges (with dedicated Governor Engagement Sessions being provided)</p> <p>Governor Engagement Information Pack produced to facilitate engagement process in preparation of each key membership event includes:</p> <ul style="list-style-type: none"> • Membership Event Programmes • Membership Questionnaires • Membership Newsletter • Become a Member Flyer • Become a Governor Flyer • Governor Elections - FAQs • Membership Feedback Forms (positive comments & issues received) <p>Annual programme of bespoke Hospital/Managed Clinical Services Tours held for Governors - provide an opportunity to meet/engage with key staff and see first-hand the services that they provide to patients</p>

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

MFT's Membership Communication & Engagement Plan	
MFT Led Communications	Governor Led Communications
<p><u>Engagement Initiatives (continued)</u></p>	<p>Governors Sub-groups (Patient Experience, Staff Experience and Membership & Engagement) established to progress specific work projects and engagement initiatives (as felt appropriate).</p> <p>Governors in attendance at ad hoc MFT's and external events to meet and engage with staff/event attendees and/or other NHS FT Governors.</p>
<p><u>Questionnaires</u></p> <p>Membership questionnaires developed to determine engagement needs/wants of members and future priorities.</p> <p>Forward Plan questionnaire developed to determine key health priorities of members with views captured being considered as part of the Trust's Annual Forward Planning process.</p>	<p>Questionnaires developed in preparation of key membership events (Annual Members' Meeting and Young People's Event) and sent to Governors via e-mail as well as being available at membership events (hard copies) to support Governors to effectively engage with attending members and the public</p> <p>Governors receive feedback from membership questionnaires via the Governors' Membership & Engagement Sub-Group alongside Governors' Annual Forward Planning Workshop/Dedicated Strategy Sessions</p>

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

MFT's Membership Communication & Engagement Plan	
MFT Led Communications	Governor Led Communications
<p><u>Community/Patient and Seldom Heard Groups</u></p> <p>Regular updates sent to community including seldom heard groups/networks alongside patient groups – information includes membership events/meetings, newsletters, questionnaire etc.</p>	<p>Communications, Equality & Diversity, Patient Experience and Volunteer Teams sent copies of key membership event e-mails and are encouraged to further promote via their key contacts, networks and colleagues.</p>

The Membership Engagement Communication Plan is reviewed/monitored by the Governors' Membership & Engagement Sub-Group.

11.2. MFT's Membership Involvement Opportunities

The table below outlines the involvement opportunities that members are encouraged to participate in: -

Membership Engagement – Involvement Opportunities			
Involvement Opportunity	Children & Young Public Members (11 – 17 years)	Adult Public Members (18+ years)	Staff Members
Participating in Surveys	✓	✓	✓
Attending Member & Trust Events/Meetings (e.g. Annual Members' Meetings, Council of Governors' Meetings and Board of Directors' Meetings)	✓	✓	✓
Attending Open Days/Health Promotional Events	✓	✓	✓

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

Involvement Opportunity	Children & Young Public Members (11 – 17 years)	Adult Public Members (18+ years)	Staff Members
Recruiting New Members	✓	✓	✓
Fundraising Activities	✓	✓	✓
Participate in Consultation of Trust Plans	✓	✓	✓
Find out more about the Work of the Trust	✓	✓	✓
Standing for Election as a Governor	✓ (If aged 16+ years)	✓	✓
Join the Trust's Volunteer Services	✓ (If aged 16+ years)	✓	N/A
Become a Member of the Trust's Youth Forum Meetings	✓	N/A	N/A
Find out more about NHS Careers	✓ (If aged 16+ years)	✓	N/A

MFT's Council of Governors will: -

- Evaluate the success of the Membership and Governor Engagement and Communication Plan via members' feedback and seek assurance that the plan is aligned with the MFT's Communication Strategy.
- Develop and implement a programme of events.
- Review membership materials and ensuring the language is clear.
- Develop initiatives to inform the wider public and stakeholders about MFT's Membership and role of Governors.

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

- Evaluate the membership's response to different levels of information and methods of delivery.
- Use various communication methods to facilitate effective communication with members.
- Regularly review the communications methods utilised to engage with members to ensure they continue to meet members' needs.

12. PLAYING A KEY COMMUNITY ROLE

MFT continues to work closely with its partners in local authorities, Commissioners, children's services and other health and social care organisations to ensure that it plays its part in the communities we serve.

MFT is a key partner in Manchester Local Care Organisation (MLCO) which provides integrated out-of-hospital care in Manchester. This includes community nursing, community therapy services, intermediate care and enablement, some community-facing general hospital services and adult social care services. Around 1,500 MFT NHS community staff are deployed to MLCO.

Beyond Greater Manchester, we also have significant responsibilities for providing specialist services commissioned by the NHS England Specialised Commissioning Team.

We are the leading sponsor of the Manchester Health Academy based in Wythenshawe. The Academy provides major educational and work experience opportunities for children in Manchester. It also promotes healthier lifestyles among students, families and school staff associated with the Academy.

Our partnership with The University of Manchester brings many benefits to patients and is essential to the delivery of our service. We have established a joint academic clinical campus as one of the country's foremost integrated research and innovation centres.

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

MFT's Management Team (Board of Directors) aim: -

- To seek out partnerships with like-minded organisations and key stakeholders in the community.
- Maximise opportunities for positive public relations in the local community.

MFT's Council of Governors will: -

- Help to promote the vision and strategic aims of MFT through its community links, networks and contacts.
- Seek further opportunities for community engagement.

13. WORKING WITH OTHER MEMBERSHIP ORGANISATIONS

MFT aims to develop a strong sense of shared purpose with other like-minded organisations and works with other NHS FTs to raise the profile of community activity and to share best practice with such partners on membership, co-operation and community relations.

MFT's Management Team (Board of Directors) and the Council of Governors will: -

- Further develop existing relationships with other NHS FT exploring whether joint projects are feasible.
- Engage Governors to help MFT to strengthen existing links with local organisations and to create new ones.

14. EVALUATING SUCCESS

MFT supports the time, resources and infrastructure to support the continued development of an effective Membership function, the management of stakeholder relationships and ongoing recruitment, induction and development activities for Members and Governors.

Areas for further development fall into the following: -

- Membership services and support
- Helping to develop stakeholder relationships and involvement
- Evaluating effectiveness and review.

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

As a minimum, MFT's Trust Management Team (Board of Directors) ensures that the following are in place: -

- A Foundation Trust Membership Office to provide a single, dedicated point of contact for Members and potential Members
- Information for new Members about MFT and NHS FT Membership, and how MFT's Governor elections are managed
- A membership database.

MFT's Council of Governors will: -

- Review reports from the Foundation Trust Membership Manager and respond or request information where necessary
- Review and refine the Membership and Engagement Strategy to ensure the document is kept up to date and relevant.

MFT's success will be evaluated by: -

- Polling Members
- Completion of a handover of the Membership and Engagement Strategy to Governors with Governors having confidence to critique and amend the Strategy
- Providing an annual Membership and Engagement Report to highlight membership representation and engagement key trends with key findings being utilised to inform MFT's Membership and Engagement Strategy – annual key priorities
- Membership success factors/measures, as defined by the Governors' Membership & Engagement Sub-Group are specifically related to:
 - Housing a diverse public membership
 - Good attendance rates at key Membership Events (Annual/Special Members' Meeting and Young People's Events) comparable to previous years
 - Multiple candidates standing for election per seats open for election (comparable to previous elections)
 - Election turnout rates (comparable to previous elections)
 - Survey completion rates (comparable to previous years)

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

- Membership Retention Rates i.e. number of members lost each year due to opting out (no longer wishing to be a member) comparable to previous years
 - Involvement interests of Members (comparable to previous years)
 - Issues log (identifying key themes re; members contact with the Membership Office)
 - Annual Governor Questionnaire Feedback re; Governor Development (Trust provides the necessary resources to develop and update Governor skills and capabilities) achievement rate comparable to previous years
- The Governors' Membership and Engagement Sub-Group to regularly monitor MFT's Public Membership diversity and engagement levels via annual Membership Profiling and Engagement Reports and report key findings to both the Board of Directors and Council of Governors.

15. MEMBERSHIP RECRUITMENT TO DATE

As previously described, MFT has a duty to ensure that it engages with its local communities and encourages local people to become members of the organisation (ensuring that membership is representative of the communities that it serves).

An annual membership profiling report is produced and outlined in the 'Membership and Governor' section of each yearly publication of MFT's Annual Report (copies available via the Trust's website - <https://mft.nhs.uk/the-trust/reports-and-publications/>) with the Council of Governors presenting at each Annual Members' Meeting the steps taken to secure a representative membership alongside key Membership Strategy and Governor information.

Membership recruitment campaigns are held each year to address any membership profile imbalances (e.g. young members and seldom heard groups) and to compensate for natural attrition.

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

The following are examples of some of the membership recruitment initiatives carried out:

- Poster campaigns (internally)
- Governors encouraged to promote membership and recruit members via their contacts, networks, family and friends
- Contact made with seldom heard community, faith and volunteer groups via the Trust's Equality & Diversity, Patient Experience and Volunteer Teams, and via Nominated Governors
- Senior managers meet with community/volunteer groups upon request
- Staff are encouraged to inform patients and visitors alongside their family/friends and people within their local communities to become a member
- Membership posters and application forms forwarded to each Hospital, Managed Clinical Services and Manchester Local Care Organisation with Governors also being encouraged to distribute key promotional materials as part of their annual rolling programme of Hospital/Managed Clinical Services Tours and/or as and when appropriate opportunities arise.
- Engaging with patients and the public through our Patient Experience Team to encourage membership
- Production of newsletters for existing Members with details of how to become a member for their family and friends and how to cancel or update details for existing members of the Trust
- Annual targeted public membership recruitment campaigns undertaken by the MFT's database company and during which, under-represented areas/groups are provided the opportunity to become members (to address membership profile imbalances)
- Royal Manchester Children's Hospital utilised as a key location for recruiting new young members
- Youth Forum members made aware of and involved in membership opportunities/events i.e. Young People's Event
- "Become a Member" stand located near Trust Headquarters utilised to promote key Membership and Governor events (in keeping with constitutional requirements)
- Promotional 'Become a Member' materials made available at key events.

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

Via MFT's Membership newsletter, Membership opportunities are regularly promoted to:-

- The University of Manchester staff
- Local Authorities
- Multi-Faith groups
- Patient groups
- Community groups
- MFT's Hospitals/Managed Clinical Services/Manchester Local Care Organisation
- Governors.

In addition regular reviews and updates are undertaken of the 'The Trust' section of MFT's website with 'Membership' and 'Governors' webpages being an integral part of the MFT's website with the home page promoting membership by directing users to an on-line membership application form.

To further engage our Staff Members key information is provided via MFT's intranet (membership/governor pages found under the 'Corporate Services' section) and are regularly promoted via staffnet announcements and PC screen savers alongside articles being published in MFTinews.

16. MFT's PLANS FOR FUTURE MEMBERSHIP RECRUITMENT

MFT will continue to target key groups such as patients, carers, and community/volunteer groups.

MFT's Trust Management Team (Board of Directors) will ensure this is done by: -

- Membership and Governor Posters being displayed in key patient/visitor areas of all MFT's Hospitals/Managed Clinical Services/Manchester Local Care Organisation with contact details i.e. 'call the Membership Office for an application form' and on-line application web-link <https://secure.membra.co.uk/MFTApplicationForm/>
- Asking the City Council to promote key membership information
- Asking Inclusive Community Groups to promote key membership information
- Asking The University of Manchester to promote key membership information

MFT NHS Foundation Trust Membership Engagement & Membership Strategy

- Continue to utilise the Equality and Diversity, Patient Experience and Volunteer Teams to promote membership and role of Governors to seldom heard groups
- Find key recruiters for the seldom heard members of the population
- Utilise MFT's web pages and promotional e-mails to disseminate key membership information and attract potential new members.

MFT's Council of Governors will: -

- Via the Membership and Engagement Sub-Group, review and develop public membership recruitment action plans
- Utilise the Governor Engagement Information Packs (includes Membership promotional materials) to help to facilitate the recruitment of new members.

17. EQUALITY IMPACT ASSESSMENT

Manchester University NHS Foundation Trust (MFT) is committed to promoting equality, diversity and inclusion in all areas of its activities. In particular, MFT aims to ensure that everyone has equal access to its services and that there are equal opportunities in its employment functions. An Equality Impact Assessment has been undertaken prior to developing this strategy, and the issues identified were incorporated as part of the action plan.

The Trust undertakes Equality Impact Assessments to ensure that its activities do not discriminate on the grounds of:-

- Age
- Religion or Belief,
- Disability
- Race or ethnicity
- Sex or gender
- Sexual orientation
- Transgender
- Marriage or Civil Partnership
- Pregnancy or Maternity

We also consider the impact on socially excluded groups and the impact on human rights.

18. GLOSSARY OF TERMS

Board of Directors

A Board of Directors is the executive body responsible for the operational management and conduct of the NHS FT, comprising Executive and Non-Executive Directors.

Constituency

Members of NHS FTS are grouped into constituencies representing different types of Members.

Council of Governors

A group of Governors who are either elected by Members (Public Members elect Public Governors and Staff Members elect Staff Governors) or are nominated by partner organisations. The Council of Governors is the NHS FT's direct link to the local community and the community's voice in relation to its forward planning.

Executive Directors

Executive Directors are senior employees, for example the Chief Executive and Chief Finance Officer, of a NHS FT who sit on the Board of Directors. Executive Directors have decision-making powers and a defined set of responsibilities, thus playing a key role in the day to day running of the NHS FT.

Members

People with an interest in the development and well being of an NHS FT and who, following application (public), become a public member of the organisation. MFT's staff are automatically invited to become staff members.

Monitor (now part of NHS Improvement)

Monitor is responsible for authorising, monitoring and regulating NHS FTs.

MFT NHS Foundation Trust

Membership Engagement & Membership Strategy

Non-Executive Directors

Non-Executive Directors (NEDs) are appointed by Governors to sit on the Board of Directors of the NHS FT. NEDs are not employees of the organisation, but do receive payment for their work.

Primary Care

Often the patient's first point of contact with health services, for example, a GP, practice nurse, health centre, dentist, optician or pharmacist.

Commissioning Groups

Organisations that allocate the money given to them by the government to all healthcare service providers in line with local delivery plans and priorities.

Appendix A – Governance Arrangements

Governance Arrangements - Members, Governors and Board of Directors

The diagram below outlines the Trust’s Governance Arrangements and the relationship between Members, Governors and Board of Directors.

