

Meeting Title	Council of Governors		
Date	18 April 2019	Agenda item	CGo.4.19.12

## Foundation Trust Membership Plan 2019/2020

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<b>Lead Director</b>	John Holden, Acting Chief Executive
<b>Purpose of the paper</b>	The paper is being presented to the Board of Directors to consider and approve the adoption of a Membership Plan for 2019/20.
<b>Executive Summary</b>	
<p>The Board of Directors approved the adoption of the attached Membership Plan 2019/20 which details, in one place, the BTHFT Membership Plan for 2019/20 and highlights those areas where members will have the opportunity to share their views and opinions.</p> <p>The plan includes the establishment of a 'task and finish group' comprising an Executive Director, Non-Executive Director and, representatives from the Council of Governors to drive the development of a Membership Involvement and Communications Plan for delivery in 2020 to 2022.</p> <p>The proposal has previously been considered by the Executive Management Team on 19 February 2019 and approved by the Board of Directors on 7 March 2019.</p> <p>The Council of Governors is asked to consider note the plan and in particular the establishment of the 'task and finish group to develop a Membership Involvement and Communications Plan for delivery in 2020 to 2022.</p> <p>Any Governor who wishes to volunteer as a member of the group is asked to contact the Head of Corporate Governance.</p>	

Meeting Title	Council of Governors		
Date	18 April 2019	Agenda item	CGo.4.19.12

## Background

The Board of Directors and the Council of Governors have key responsibilities laid out within the Foundation Trust Code of Governance with regard to the scope of engagement the Trust should undertake with Foundation Trust Members and the Public.

The relevant full extract from the Foundation Trust Code of Governance, section E: Relations with Stakeholders is attached at Appendix 1 however, the following core statements from the code outline the key responsibilities and expectations of the Board of Directors with regard to its relationship with the Foundation Trust Membership and the Public.

### **Compliance with the Code**

*Satisfactory **engagement between the board of directors, the council of governors, members and patients** is crucial to the effectiveness of NHS foundation trusts' corporate governance approach.... a key aspect of this is **ensuring improved interaction between directors, governors, members and – crucially – patients, communities and the public.***

### **Dialogue with members, patients and the local community**

*The board of directors should **appropriately consult and involve members, patients and the local community.** The council of governors must represent the interests of trust members and the public. Notwithstanding the complementary role of the governors in this consultation, **the board of directors as a whole has responsibility for ensuring that regular and open dialogue with its stakeholders takes place.** The chairperson should ensure that the views of governors and members are communicated to the board as a whole.*

### **Supporting principles**

- *The board of directors should keep in touch with the opinion of members, patients and the local community in whatever ways are most practical and efficient. There must be a members' meeting at least annually.*
- *NHS foundation trusts should use an open annual meeting and open board meetings, both of which trusts are required to hold, to encourage stakeholder engagement.*
- *Governors should seek the views of members and the public on material issues or changes being discussed by the trust. Governors should provide information and feedback to members and the public regarding the trust, its vision, performance and material strategic proposals made by the trust board.*
- *It is also incumbent on the board of directors to ensure governors have the mechanisms in place to secure and report on feedback that will enable them to fulfil their duty to represent the interests of members and the public*

### **Code provisions**

- ***The board of directors should make available a public document that sets out its policy on the involvement of members, patients and the local***

Meeting Title	Council of Governors		
Date	18 April 2019	Agenda item	CGo.4.19.12

***community at large, including a description of the kind of issues it will consult on.***

- *The board of directors should ensure that the NHS foundation trust provides effective mechanisms for communication between governors and members from its constituencies.*
- *The board of directors should state in the annual report the steps they have taken to ensure that the members of the board, and in particular the non-executive directors, develop an understanding of the views of governors **and members** about the NHS foundation trust, for example through attendance at meetings of the council of governors, direct face-to-face contact, surveys of members' opinions and consultations.*
- *The board of directors should monitor how representative the NHS foundation trust's membership is and the level and effectiveness of member engagement and report on this in the annual report. This information should be used to review the trust's membership strategy, taking account of emerging best practice.*

## Proposal approved by the Board of Directors on 7 March

The Board of Directors approved the following Membership Plan 2019/2020 proposal in March 2018. The proposal includes the establishment of a 'task and finish group' where the core membership is comprised of an Executive Director, Non-Executive Director and, representatives from the Council of Governors to drive the development of a Membership Involvement and Communications Plan for delivery in 2020 to 2022. The timeframe coincides with the remaining life of the Clinical Strategy 2017-2022. The proposed Membership Plan is detailed below.

### Membership Plan 2019/2020

#### 1. Key Membership and Public Events

It is proposed that the following key events are scheduled for 2019/2020. The events would cover;

- Progress against the delivery of the Clinical Strategy 2017-2022 / Operational Plans for 2019/2020 - to satisfy the requirement to engage/consult with members with regard to strategy and annual plans.
- Showcase of key service developments: e.g. improvements in Maternity Services and a session covering EPR and the benefits being realised - as requested from and agreed with the Council of Governors in January 2019.
- Annual General Meeting / Annual Members Meeting: to incorporate key note presentation (to be determined).
- Provisionally, the delivery of 'Your Future, Your Health' (targeted event for 14 to 20 years) covering health and well-being, education and training and, jobs and careers within the NHS. This bi-annual event has during the previous four years been delivered jointly with BDCT, the CCGs and Airedale NHS FT. The Board of Directors is asked to note that the event to be delivered in October 2019 has yet to be confirmed.

Meeting Title	Council of Governors		
Date	18 April 2019	Agenda item	CGo.4.19.12

## 2. Membership and Public Communications

Production and electronic distribution of electronic issues of *Focus On... News for FT Members and the Public* and ensure that it supports the Council of Governors in 'providing information and feedback to members and the public regarding the trust, its vision, performance and material strategic proposals made by the trust board' in line with the Code.

## 3. Opportunities for Membership and Public Involvement

There are a number of core opportunities that members are routinely directed to and these should continue to be highlighted. For 2019/2020 these would include continued encouragement of members to;

- Register with the Involvement Hub to support BTHFT public and patient involvement initiatives including involvement in the service development and inspection programmes such as PLACE (patient-led assessments of the care environment)
- Work with the Bradford Institute of Health Research to support their public and patient experience initiatives
- Register as Volunteers
- Continue to promote the Hospital Charity and opportunities for donating and supporting charitable activities.

## 4. Establishment of a 'task and finish group' to develop a Membership Involvement and Communications Plan 2020 to 2022

The group comprising representatives from the Council of Governors, a Non-Executive Director and Executive Director should work to inform the development of a Membership Involvement and Communications Plan. The remit should include a focus on;

- Public and Patient Membership Recruitment/Retention including the ideal level of public/patient membership that the Trust should seek to retain. The Trust currently has 42,500 public and patient members. *At March 2014, the last year comparative figures were published by Monitor, BTHFT had the third largest Foundation Trust Membership across the country.*
- Identifying the key areas for Consultation – to include the improvement priorities within the annual Quality Report.
- Communications with the Membership (including staff) and the public
- Patient and Public Involvement opportunities
- Development of new Governors
- Embedding feedback mechanisms from the Members through the Council of Governors to the Board of Directors.
- A review of the costs associated with the delivery of the proposed Membership Plan
- How the plan should be monitored and evaluated.

As part of its remit, the group should also consider consultation with the Membership and the Public on the proposed plan and determine how and when consultation with the Membership would take place. The Membership Involvement and Communications Plan should be presented to the Council of Governors for formal Consultation in October 2019 and presented to the Board of Directors for approval in January 2020 with a view to implementing the plan from April 2020.

Meeting Title	Council of Governors		
Date	18 April 2019	Agenda item	CGo.4.19.12

Developing the plan in this way would support ownership by the Board of Directors and the Council of Governors and ensure that full consideration is given to embedding Foundation Trust Members and the public within the corporate governance accountability framework of the Foundation Trust.

The proposals outlined above would meet the requirement within the Foundation Trust Code of Governance with regard to the responsibilities of the Board of Directors and the Council of Governors in relation to stakeholder engagement with the Foundation Trust Members and the Public.

Where approval is received from the Board of Directors the Membership Plan will be converted into a public document for communication and promotion to the Foundation Trust Membership and the Public and published on the Foundation Trust website.

A risk assessment will be undertaken as part of the work of the task and finish group in relation to the delivery of the Membership Involvement and Communications Plan 2020/22.

## **Task and Finish Group membership**

Volunteers are requested from the Council of Governors to drive the development of a Membership Involvement and Communications Plan for delivery in 2020 to 2022. Governors interested should contact the Head of Corporate Governance.

Meeting Title	Council of Governors		
Date	18 April 2019	Agenda item	CGo.4.19.12

## Appendix 1

Extracts from the Foundation Trust Code of Governance regarding the Board of Director responsibilities with regard to Engagement with Foundation Trust Members and the Public

### Section E. Relations with stakeholders

#### E.1 Dialogue with members, patients and the local community

##### Main principle

E.1 a The board of directors should appropriately consult and involve members, patients and the local community.

E.1.b The council of governors must represent the interests of trust members and the public.

E.1.c Notwithstanding the complementary role of the governors in this consultation, the board of directors as a whole has responsibility for ensuring that regular and open dialogue with its stakeholders takes place.

Supporting principles

E.1.d The board of directors should keep in touch with the opinion of members, patients and the local community in whatever ways are most practical and efficient. There must be a members' meeting at least annually.

E.1.e The chairperson (and the senior independent director and other directors as appropriate) should maintain regular contact with governors to understand their issues and concerns.

E.1.f NHS foundation trusts should use an open annual meeting and open board meetings, both of which trusts are required to hold, to encourage stakeholder engagement.

E.1.g Governors should seek the views of members and the public on material issues or changes being discussed by the trust. Governors should provide information and feedback to members and the public regarding the trust, its vision, performance and material strategic proposals made by the trust board.

E.1.h It is also incumbent on the board of directors to ensure governors have the mechanisms in place to secure and report on feedback that will enable them to fulfil their duty to represent the interests of members and the public

##### Code provisions

E.1.1. The board of directors should make available a public document that sets out its policy on the involvement of members, patients and the local community at large, including a description of the kind of issues it will consult on.

Meeting Title	Council of Governors		
Date	18 April 2019	Agenda item	CGo.4.19.12

E.1.2. The board of directors should clarify in writing how the public interests of patients and the local community will be represented, including its approach for addressing the overlap and interface between governors and any local consultative forums (e.g., Local Healthwatch, the Overview and Scrutiny Committee, the local League of Friends, and staff groups).

E.1.3. The chairperson should ensure that the views of governors and members are communicated to the board as a whole. The chairperson should discuss the affairs of the NHS foundation trust with governors. Non-executive directors should be offered the opportunity to attend meetings with governors and should expect to attend them if requested by governors. The senior independent director should attend sufficient meetings with governors to listen to their views in order to help develop a balanced understanding of the issues and concerns of governors.

E.1.4. The board of directors should ensure that the NHS foundation trust provides effective mechanisms for communication between governors and members from its constituencies. Contact procedures for members who wish to communicate with governors and/or directors should be made clearly available to members on the NHS foundation trust's website and in the annual report.

E.1.5. The board of directors should state in the annual report the steps they have taken to ensure that the members of the board, and in particular the non-executive directors, develop an understanding of the views of governors and members about the NHS foundation trust, for example through attendance at meetings of the council of governors, direct face-to-face contact, surveys of members' opinions and consultations.

E.1.6. The board of directors should monitor how representative the NHS foundation trust's membership is and the level and effectiveness of member engagement and report on this in the annual report. This information should be used to review the trust's membership strategy, taking into account any emerging best practice from the sector.

### **Relevant statutory requirements**

E.1.7. The board of directors must make board meetings and the annual meeting open to the public. The trust's constitution may provide for members of the public to be excluded from a meeting for special reasons.

E.1.8 The trust must hold annual members' meetings. At least one of the directors must present the trust's annual report and accounts, and any report of the auditor on the accounts, to members at this meeting.