

Membership Strategy

8th February 2007

MEMBERSHIP STRATEGY

Membership - definition

- 1.1. The members of the Trust are those individuals whose names are entered in the register of members. Every member is either a member of a public constituency or a member of one of the classes of the staff constituency.
- 1.2. Subject to this constitution, membership is open to any individual who:
 - 1.2.1. has attained 16 years of age
 - 1.2.2. is entitled under this constitution to be a member of a public constituency or one of the classes of the staff constituency; and
 - 1.2.3. completes or has completed a membership application form in whatever form the Council of Governors specifies or approves.

Public constituencies

- 1.3. There are five public constituencies corresponding to the five areas specified in Annex 1 of the Constitution. Membership of a public constituency is open to individuals:
 - 1.3.1. who live in the relevant area of the Trust
 - 1.3.2. who are not members of another public constituency; and
 - 1.3.3. who are not eligible to be members of any classes of the staff constituency.
- 1.4. The minimum number of members of each of the public constituencies is to be 50.

At 16th May 2006 there are 10,500 public members of the Trust.

Staff constituency

- 1.5. The staff constituency is to be divided into four classes as follows:
 - 1.5.1. Medical
 - 1.5.2. Nursing and midwifery
 - 1.5.3. Other clinical
 - 1.5.4. Non clinical

- 1.6. Membership of one of the classes of the staff constituency is open to individuals:
 - 1.6.1. who are employed by the Trust under a contract of employment which has no fixed term or a fixed term of at least 12 months, or
 - 1.6.2. who have been continuously employed by the Trust or the NHS Trust for at least 12 months; or
 - 1.6.3. who are not so employed but who nevertheless exercise functions for the purposes of the Trust; and who have exercised the functions for the purposes of the Trust or the NHS Trust for at least 12 months excluding volunteers;
 - 1.6.4. who are employed by the Trust on an honorary contract for a fixed term of at least 12 months or who are employed on an honorary contract which has no fixed term provided that he/she has been employed by the Trust or the NHS Trust for at least 12 months.
- 1.7. The Secretary shall make a final decision about the class of which an individual is eligible to be a member.
- 1.8. All individuals who are entitled under this constitution to become members of one of the classes of the staff constituency, and who
 - 1.8.1. have been invited by the Trust to become a member of the appropriate class, and
 - 1.8.2. have not informed the Trust that they do not wish to do soshall become members of the appropriate class.
- 1.9. The minimum number of members of each of the classes of the staff constituency is to be 20.
- 1.10. A person who is eligible to be a member of one of the classes of the staff constituency may not become or continue as a member of any of the public constituencies, and may not become or continue as a member of more than one class of the staff constituency.

As at 16th May 2006 only 4 members of staff have opted out of membership.

2 DISQUALIFICATION FROM MEMBERSHIP

- 2.1. A person may not be a member of the Trust if
 - 2.1.1. in the opinion of Council of Governors, there are reasonable grounds to believe that they are likely to act in a way detrimental to the interests of the Trust

- 2.1.2. they have within the preceding two years been dismissed, otherwise than by reason of redundancy from any paid employment with any health service body
- 2.1.3. the Trust has been notified by an appropriate authority that their name appears on the sex offenders register
- 2.1.4. within the last 5 years they have been involved in a serious incident of violence at any of the Trust's hospitals or facilities or against any of the Trust's employees or registered volunteers

3 TERMINATION OF MEMBERSHIP

- 3.1. A member shall cease to be a member if:
 - 3.1.1. they resign by notice to the Secretary
 - 3.1.2. they die
 - 3.1.3. they are disqualified or expelled from membership under this constitution
 - 3.1.4. they cease to be entitled under this constitution to be a member of a public constituency or any class of the staff constituency
 - 3.1.5. it appears to the Secretary that they no longer wish to be a member of the Trust, and after enquiries made in accordance with a process approved by Council of Governors, they fail to establish that they wish to continue to be a member of the Trust.
- 3.2. A member may be expelled by a resolution approved by not less than three quarters of Council of Governors present and voting at a General Meeting. The following procedure is to be adopted.
 - 3.2.1. Any member may complain to the Secretary that another member has acted in a way detrimental to the interests of the Trust.
 - 3.2.2. If a complaint is made, Council of Governors may itself consider the complaint having taken such steps as it considers appropriate to ensure that each member's point of view is heard and may either:
 - 3.2.2.1. dismiss the complaint and take no further action or
 - 3.2.2.2. arrange for a resolution to expel the member complained of to be considered at the next General Meeting of the Council of Governors.
 - 3.2.3. If a resolution to expel a member is to be considered at a General Meeting of Council of Governors, details of the complaint must be sent to the member complained of not less

than one calendar month before the meeting with an invitation to answer the complaint and attend the meeting.

3.2.4. At the meeting, Council of Governors will consider evidence in support of the complaint and such evidence as the member complained of may wish to place before them.

3.2.5. If the member complained of fails to attend the meeting without due cause the meeting may proceed in their absence.

3.3. A person expelled from membership will cease to be a member upon the declaration by the Chairman of the meeting that the resolution to expel them is carried.

3.4. No person who has been expelled from membership is to be re-admitted except by a resolution carried by the votes of three-quarters of the Council of Governors present and voting at a General Meeting.

4 MEMBERS' MEETINGS

4.1. The Trust is to hold a members' meeting (called the annual members' meeting) within nine months of the end of each financial year.

4.2. All members' meetings other than annual meetings are called special members' meetings.

4.3. Members' meetings are open to all members of the Trust, members of the Council of Governors and the Board of Directors and representatives of the Trust's financial auditors, but not to members of the public. The Council of Governors may invite representatives of the media and any experts or advisors, whose attendance they consider to be in the best interests of the Trust to attend a members' meeting.

4.4. All members' meetings are to be convened by the Secretary by order of Council of Governors.

4.5. The Council of Governors may decide where a members' meeting is to be held and may also for the benefit of members:

4.5.1. arrange for the annual members' meeting to be held in different venues each year:

4.5.2. make provisions for a members' meeting to be held at different venues simultaneously or at different times. In making such provision the Council of Governors shall also fix an appropriate quorum for each venue, provided that the aggregate of the quorum requirements shall not be less than the quorum set out below.

4.6. At the annual members' meeting:

- 4.6.1. The Council of Governors shall present to the members:
 - 4.6.1.1. the Annual Accounts
 - 4.6.1.2. any report of the financial auditor
 - 4.6.1.3. any report of any other auditor of the Trust's affairs
 - 4.6.1.4. forward planning information for the next financial year
 - 4.6.1.5. a report on steps taken to secure that (taken as a whole) the actual membership of its constituencies is representative of those eligible for such membership
 - 4.6.1.6. the progress of the membership strategy
 - 4.6.1.7. any proposed changes to the policy for the composition of the Council of Governors and of the Non Executive Directors
- 4.6.2. the results of the election(s) and appointment of the Council of Governors Members will be announced.
- 4.7. Notice of a members' meeting is to be given:
 - 4.7.1. by notice sent by prepaid first class post to all members or by e-mail to any member who has nominated an email address to the Trust as their address for service of notices;
 - 4.7.2. by notice prominently displayed at the registered office and at all of the Trust's places of business; and
 - 4.7.3. by notice on the Trust's websiteat least 14 clear days before the date of the meeting. The notice must:
 - 4.7.4. be given to the Council of Governors and the Board of Directors, and to the financial auditor
 - 4.7.5. state whether the meeting is an annual or special members' meeting
 - 4.7.6. give the time, date and place of the meeting and
 - 4.7.7. indicate the business to be dealt with at the meeting.
- 4.8. Before a members' meeting can do business there must be a quorum present. Except where this constitution says otherwise a quorum is 7 members entitled to vote at the meeting.
- 4.9. The Trust may make arrangements for members to vote by post, or by using electronic communications.

- 4.10. It is the responsibility of the Council of Governors, the Chairman of the meeting and the Secretary to ensure that at any members' meeting:
- 4.10.1. the issues to be decided are clearly explained;
 - 4.10.2. sufficient information is provided to members to enable rational discussion to take place;
 - 4.10.3. where appropriate, experts in relevant fields or representatives of special interest groups are invited to address the meeting.
- 4.11. The Chairman of the Council of Governors or in his/her absence a nominated Non Executive Director of the Board of Directors or in his/her absence some other Council of Governors Member nominated by Council of Governors shall act as chairman at all members' meetings of the Trust. If neither the Chairman nor the nominated Non Executive Director nor the nominated Council of Governors Member is present and willing to act, the Council of Governors Members present shall elect one of their number to be Chairman and if there is only one Council of Governors Member present and willing to act they shall be Chairman. If no Council of Governors Member is willing to act as Chairman or if no Council of Governors Member is present within fifteen minutes after the time appointed for holding the meeting, the members present and entitled to vote shall choose one of their number to be Chairman.
- 4.12. If no quorum is present within half an hour of the time fixed for the start of the meeting, the meeting shall stand adjourned to the same day in the next week at the same time and place or to such time and place as the Council of Governors determines. If a quorum is not present within half an hour of the time fixed for the start of the adjourned meeting, the number of members present during the meeting is to be a quorum.
- 4.13. Subject to this constitution, a resolution put to the vote at a members' meeting shall be decided upon by a poll.
- 4.14. Every member present and every member who has voted by post or using electronic communications is to have one vote. In the case of an equality of votes the Chairman of the meeting is to have a second or casting vote.
- 4.15. The result of any vote will be declared by the Chairman and entered in the minute book. The minute book will be conclusive evidence of the result of the vote.

MEMBERSHIP STRATEGY – FUTURE PLANNING

The Trust has exceeded its target with 11,000 public members registered at 1st February 2007. However we plan:

- Continual growth of membership is planned, with an increase of membership by 5% in the initial years, from the December 2005 estimates.
- To ensure continual growth the membership strategy for the Trust will include the following:-

3.1 Public

- The Trust will continue to work with the Campaign Company to achieve targets by the time we become a Foundation Trust. In the immediate future, they will be asked to engage particularly with 16-44 age group and ethnic groups.
- Champions will continue to help the Trust makes inroads into the local community and have already offered their full support at attendance at Road Shows and other future public events.
- Hospital staff will encourage patients and their families to become members of the Foundation Trust on an on-going basis.
- The Trust will work with local press to publicise Foundation Trust particularly around key times such as elections.
- Trust will hold open days to encourage participation and local ownership on an ongoing basis.
- Direct mail will be available if necessary, to reach geographic areas and groups of people that are under-represented. Regular analysis of membership data should highlight areas that need attention.

Diversity

The Trust will continue to target ethnic groups to ensure that membership remains representative of the local population in a variety of ways.

- The Trust will further develop relationships with community groups and religious leaders.
- Working in partnership with the Campaign Company, the Trust will focus recruitment effort on under-represented or hard to reach groups.
- All membership communications will continue to be offered in Urdu, Hindi, Punjabi, Somali, Albanian and Romanian

- The Governors Membership Committee has identified the need to improve the collection of ethnicity data as the Trust did not collect data according to the national ethnicity categories during the recruitment of members. This has been identified by the Council of Governors as a priority for the Membership Committee to tackle during the first year as an FT.

3.2 Staff

Staff membership will be based on opt out and turnover rates. To date only four members of staff have opted out of membership. Turnover rates of the Trust are currently 13.2%, which compares favourably with rates for the whole of the Thames Valley area of 15.1%

- All members of staff are given the option to Opt Out of membership of Foundation Trust.
- All new members of staff will have Foundation Trust included in their welcome presentation, along with explanations of how they can opt out.
- All staff members that leave the Trust will be invited to become public members.

Risk Analysis - Membership

No.	Description of Risk	Likelihood	Impact	Risk Score	Owner	Risk Reduction Method M= Mitigation (to reduce the probability) C= Contingency (if the risk occurs)
MEMBERSHIP						
1	Membership is not representative of local area	1	4	4	JS	M = regular analysis of membership to direct targeted recruitment to under represented areas. C = use direct mail to target specific groups
2	Membership does not grow 5% in the initial years	1	4	4	JS	M = Trust to regularly assess growth, and put actions in place to enable recruitment (see membership strategy) C = use direct mail to target large groups of population
MEMBERSHIP MANAGEMENT						
1	Membership data gets corrupted or deleted	1	5	5	JS	M = Membership data is securely stored by Computershare. C = Membership data is backed-up on a daily basis and held at the Trust.
COUNCIL OF GOVERNORS						
1	Specialist Groups nominate a large number of candidates	2	2	4	JS	M= all candidates have to state membership of any Health and Social Care groups on their nomination form. To go on ballot paper C= No contingency
2	Council of Governors is not representative of local population	2	2	4	JS	M = Ensure that membership is representative of all groups in the area. C = Facilitate communication with Council of Governors members to ensure all views are heard
3	Council of Governors members withdraw in first 6 weeks	2	3	6	JS	M = The Trust will hold compulsory open days for all prospective congress members to increase understanding and commitment C = The constitution states the Trust can call an election within three months, or leave a vacancy, depending on Council of Governors numbers.
4	Council of Governors members unable to undertake	1	4	5	JS	M = Full training to be given for Council of Governors members C = Support to be provided to Council of Governors members on an ongoing basis

	responsibilities					
ELECTIONS						
1	Electoral Reform Services ceases to exist	1	4	4	JS	No Mitigation C= Find alternative supplier
2	Postal Strike	1	5	5	JS	No Mitigation C= Find an independent courier service
3	HMG reverses Policy to allow postal elections	1	5	5	JS	No Mitigation C = Consider other methods
4	Public dislike postal voting (around 30% of voters)	2	2	4	JS	M= Ensure explanation of voting system by ERS is complete and clear C= No Contingency
5	Public may be confused with the First Past the Post system	1	4	4	JS	M= First Past Post was selected for simplicity. Ensure explanation of voting system by ERS is complete and clear C= No Contingency
6	Public may not vote for enough Council of Governors members in their area	2	1	2	JS	M = When engaging with potential members, the Trust will encourage their participation in elections C = The constitution states the Trust can call an election within three months, or leave a vacancy, depending on Council of Governors numbers.
7	Low voter response	2	3	5	JS	M = Ensure clear communications, including advertisements and Q&As when nominations are sent out to ensure higher commitment.
8	Security of Postal Voting - Fraud/Undue Pressure /Bribery	1	2	2	JS	M= ERS reliable supplier, but no mitigation once papers delivered. No Contingency
9	Declaration of Identity may put individuals off voting	2	2	4	JS	M= Ensure explanation of voting system by ERS is complete and clear C= offer advice by phone on completion of form in covering letter from ERS
10	Data Integrity poor (incorrect addresses, names or constituencies)	2	5	10	JS	M= ask Computershare or other provider to send data to be checked ahead of sending to ERS C = ERS to advise
11	Wrong Nomination / Voting papers	1	5	5	JS	M= All master papers have to be signed off by HWPH. C= Corrected papers sent may

	dispatched by ERS					need to extend deadline for submission
12	ERS fails to release the election result on time	1	5	5	JS	M = ERS reliable, core business C= No Contingency
13	Recount demanded by Nominees	1	3	3	JS	M = Members assured that independent returning officer in place C= ERS to advise

The highest risk involves quality of data exchanged between the membership database managers and ERS. The Trust will regularly review data and hold back up copies to ensure integrity of data.