

Council of Governors Membership and Engagement Group Meeting

AGENDA

Date: Monday 17th July 2023

Time: 17:30 – 19:00

Venue: Boardroom, Level 1, King's Mill Hospital

No	Item	Status	Paper
1.	Chair's Welcome and Apologies for Absence <i>Quoracy check: (Minimum of 3 Governors, 1 of whom must be a public Governor, and 1 Trust Officer (from Communications) in attendance)</i>	Agree	Verbal
2.	Declarations of Interest <i>To declare any pecuniary or non-pecuniary interests</i> Chair	Declaration	Verbal
3.	Action Tracker Chair	Approve	Enclosure 3
4.	Welcome to new governors and outline of membership duties Chair	Update	Verbal
5.	Communications Feedback / Membership Activity Rich Brown, Head of Communications	Assurance	Enclosure 5
6.	Extending into the community Chair	Update	Verbal
7.	Feedback from Mansfield CVS Chair	Update	Verbal
8.	Meet Your Governor Feedback Sally Brook Shanahan, Director of Corporate Affairs	Assurance	Presentation
9.	Feedback from Governors Chair / All	Update	Verbal
10.	Any Other Business		Verbal
11.	Date of Next meeting Date: 3 rd October 2023 Time: 17:30–19:00 Venue: Boardroom, Level 1, King's Mill Hospital		

COUNCIL OF GOVERNORS - MEMBERSHIP & ENGAGEMENT ACTION TRACKER
18th April 2023

Present: S.Holmes (Chair), I.Holden, J.Stubbings, N.Cooper, N.Stack, R.Brown, P.Tindall, S.Bradshaw (Actions)
Apols: C.Whitby, V.Desai, A.Mackie, D.Walters, L.Dales, L.Barrett, M.Huskinson, R.Scott, J.Wood, J.Wyatt, S.Higginbotham
Absent: J.Doddy, M.Longdon

There were no declarations of interest
pertaining to items on the agenda

Key	
Red	Action Overdue
Amber	Update Required
Green	Action Complete
Grey	Action Not Yet Due

Item No	Date	Action	Committee	Sub Committee	Deadline	Exec Lead	Action Lead	Progress	Rag Rating
M&E 22/09	12/07/2022	Explore how governors can get involved with 'Smoking Free Nottinghamshire'	Membership & Engagement	None	04/10/2022	S Holmes	J Doddy	<p>Update 04/10/2022 Sue Holmes to make contact with John Doddy</p> <p>Update 10/01/2023 Sue Holmes not yet been able to contact John Doddy - no response to emails. Will keep trying.</p> <p>Update 18/04/2023 Sue Holmes has still been unable to contact John Doddy - will keep trying.</p> <p>Update 16/06/2023 Presentation to be made by J Doddy to Governor Workshop in September</p> <p>Complete</p>	Green
M&E 22/10	12/07/2022	Consider contacting Nottinghamshire County Council Youth Service to engage with youth forums to encourage more young members and potential governors	Membership & Engagement	None	04/10/2022 03/10/2023	S Holmes		<p>Update 04/10/2022 Sue Holmes to follow up</p> <p>Update 10/01/2023 Before contact is made with youth forums, Sue H requested governors who are interested in being involved to contact her to ensure there are sufficient governors to take this forward</p> <p>Update 18/04/2023 No response from governors asking to be involved with this. Therefore, no contact made with youth forums. Will follow up when new governors are in post following forthcoming elections.</p>	Grey
M&E 22/12	04/10/2022	Key messages document to be refreshed	Membership & Engagement	None	10/01/2023	R Brown		<p>Update 04/01/2023 Not yet complete. On Communications Team work programme.</p> <p>Update 19/04/2023 Not yet complete.</p> <p>Update 11/07/2023 Draft to be presented to the July meeting (see Appendix One of Communications Feedback report)</p> <p>Complete</p>	Green
M&E 22/13	04/10/2022	Materials for events to be reviewed	Membership & Engagement	None	10/01/2023	R Brown		<p>Update 10/01/2023 Not yet complete. On Communications Team work programme.</p> <p>Update 18/04/2023 Not yet complete. Deb Dowsing in Communications Team is working on this.</p> <p>Update 27/04/2023 New pop-up banners and posters now in circulation, with new materials first used at Step into the NHS event on 25th April.</p> <p>Complete</p>	Green
M&E 23/01	10/01/2023	Membership figures by category to include comparative figures, rather than just total number of people	Membership & Engagement	None	04/04/2023	R Brown		<p>Update 18/04/2023 Data not included in report for this meeting. However, a dashboard will be developed and updated each quarter, with information to be shared at each Membership & Engagement meeting</p> <p>Update 11/07/2023 Verbal update to be provided</p>	Red
M&E 23/02	10/01/2023	Confirm if members are asked to identify any protected characteristics, particularly LGBT+, when they join as this will help understand the demographic	Membership & Engagement	None	04/04/2023	R Brown		<p>Update 18/04/2023 This information is collected and the data will be included on the dashboard for quarterly reporting</p> <p>Complete</p>	Green
M&E 23/03	10/01/2023	Confirm the increase of young members by 17 (as quoted in the Communications Feedback report) is accurate	Membership & Engagement	None	04/04/2023	R Brown		<p>Update 18/04/2023 Data not confirmed but information regarding young members will be included on the dashboard for future reporting.</p> <p>Complete</p>	Green
M&E 23/04	10/01/2023	Check with NHS if any reason for Communications Team e-mails being filtered out as spam	Membership & Engagement	None	04/04/2023	R Brown		<p>Update 18/04/2023 No reason identified by NHS for e-mails being filtered as spam. Advised the issue is with the person receiving the e-mail. Anyone experiencing this issue should mark the e-mail as being from a safe sender.</p> <p>Complete</p>	Green
M&E 23/06	18/04/2023	Communications plan, which is currently being developed, to be shared with governors once complete.	Membership & Engagement	None	04/07/2023	R Brown		<p>Update 11/07/2023 In progress, not yet complete</p>	Amber
M&E 23/07	18/04/2023	Details of aspirant governor events, to be held prior to elections, to be shared with governors & Corporate Secretariat Team	Membership & Engagement	None	05/05/2023	R Brown		<p>Update 11/07/2023 Events held in May. Post-event feedback included within the Communications report to July meeting.</p> <p>Complete</p>	Green
M&E 23/08	18/04/2023	Sue Holmes to contact Community & Voluntary Service regarding making links with various community groups.	Membership & Engagement	None	04/07/2023	S Holmes			Amber

"What to say when..."

A briefing document for Trust
spokespeople on key issues

Updated: 11 July 2023

Purpose of this document

This document is designed to brief key spokespeople for Sherwood Forest Hospitals NHS Foundation Trust on the latest 'Trust position' on a range of topics, ahead of them taking part in media interviews or attending public events.

The document is updated by the Trust's Communications Team and is updated on a regular basis.

Note: If you are approached to take part in a media interview, please contact the Trust Communications on sfh-tr.communications@nhs.net prior to taking part in the interview.

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Industrial action

- Key lines TBC

Newark Hospital

- Key lines TBC

Car parking

- Key lines TBC

Theatre redevelopment

- Key lines TBC

UTC

- Key lines TBC

Operational pressures

- Key lines TBC

Challenges with discharging patients from our hospitals in a timely way

- Key lines TBC

What the public can do to help

- Key lines TBC

PFI: How the Trust manages its Public Finance Initiative (PFI) arrangements

Core narrative

Individuals and organisations across the country are dealing with the challenge of rising costs right now – and your local hospitals are no different.

At the time it was introduced, the Trust's PFI agreement was vital in funding the much-needed redevelopment of our hospitals and it remains a key part of how we maintain our buildings and provide great patient care to our local communities each and every day.

This agreement was also instrumental in seeing our Newark and Mansfield Community Hospitals rated as 'good' by the Care Quality Commission, as well as King's Mill Hospital being named the only 'outstanding' NHS-run hospital anywhere in the East and West Midlands.

The nature of this agreement means that these high-quality facilities will be maintained in the same condition as they were on the day they opened, right up to when this agreement ends. That is great news for our local communities and avoids any additional burden of incurring any further annual maintenance costs.

The Trust is confident that there has been no detrimental impact on patient care as a result of this agreement being introduced and maintained.

We closely manage this agreement to ensure that it continues to help make great patient care happen and to make sure that it offers the best possible value to our local communities.

Key facts

- **How much does the trust estimate the overall PFI deal is now worth?**

The overall value of the PFI as estimated in the 2022/23 draft accounts is £2.2billion. The model for estimating that cost is updated each year, reflecting known and estimated inflation.

- **How much will the Trust pay towards serving the PFI agreement in 2023/24?**

The Trust is expected to pay £54.314million towards servicing the agreement in £57.853million.

This debt repayments (which will be £9.5million) and service fees for facilities management including cleaning, security, building maintenance and food provision across Trust sites. The actual debt reduction was £10.1million in 2022/23.

- **How does the Trust ensure it is getting best value for money from the agreement?**

The Trust works with NHS England and the Department for Health and Social Care to ensure it is doing everything in its power to manage those costs and ensure that nationally-determined standards for patient care are maintained.

The Trust works closely with all active parties in the PFI agreement to ensure that the contract control measures in place are delivered against. This is a

vital part of ensuring that the contract delivers the best possible value for money in the circumstances.

- **What happens at the end of the PFI agreement?**

At the end of the term of the agreement, each hospital will be transferred back into the complete ownership of the Trust in the same condition than they were at the start of the contract.

Recruitment

- Key lines TBC

**Council of Governors – Membership & Engagement Group
Cover Sheet**

Subject:	Membership and engagement report		Date: 11 July 2023		
Prepared By:	Rich Brown, Head of Communications				
Approved By:	Rich Brown, Head of Communications				
Presented By:	Rich Brown, Head of Communications				
Purpose					
To provide an update on membership engagement and activity for the last quarter, including an update on this year's governor elections.			Approval		
			Assurance	X	
			Update	X	
			Consider		
Strategic Objectives					
Provide outstanding care in the best place at the right time	Improve health and well-being within our communities	Empower and support our people to be the best they can be	To continuously learn and improve	Sustainable use of resources and estate	Work collaboratively with partners in the community
			X		X
Principal Risk					
PR1	Significant deterioration in standards of safety and care				
PR2	Demand that overwhelms capacity				
PR3	Critical shortage of workforce capacity and capability				
PR4	Failure to achieve the Trust's financial strategy				
PR5	Inability to initiate and implement evidence-based Improvement and innovation				
PR6	Working more closely with local health and care partners does not fully deliver the required benefits				
PR7	Major disruptive incident				
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change				
Committees/groups where this item has been presented before					
Not applicable					
Acronyms					
None used					
Executive Summary					
<p>The appended report provides an update on membership engagement and activity for the last quarter, including updates on:</p> <ul style="list-style-type: none"> • Member communications and engagement during the quarter • An analysis of member representation is detailed in the report • An update on the recent efforts to successfully appoint new governors to all of the advertised Trust governor vacancies • A brief look ahead to planned membership activity planned during the next quarter 					

Appendix one: Membership and engagement report

Member communications and engagement

Membership communication and engagement activity over the past quarter month has focused on this summer's governor elections, as it was essential to recruit governors to each of the advertised vacancies to bring the Trust's Council of Governors back to full complement. This was key for the purposes of effectively engaging our Trust membership, as well as to ensuring a good 'return on investment' for the unavoidable costs involved with running the election itself.

Despite those efforts focusing on this summer's governor elections, 'business as usual' communications and engagement activity has continued with the Trust's membership.

The Trust Communication team continues to produce a monthly *Trust Matters* e-newsletter that is sent to all members of the Trust who have consented to being contacted by email. Editions over the last quarter were sent in April, May, June and July.

The Trust Communication team has also supported governors with facilitating 'Meet your governor' events during April, May and June across the Trust's hospitals. Feedback from those events has been fed back to the Director of Corporate Affairs via the Corporate Secretariat for consideration, analysis and reporting.

Member representation

The current public membership total stands at 13,971, compared to the 14,102 that we reported last quarter. A brief analysis of the gender, age demographics, ethnicity, socioeconomic groupings and constituencies is provided below:

- **Gender**
Males are still the most underrepresented gender with a total of 4,936 male members across all constituencies, compared to 4,994 last quarter.
- **Age group**
Despite remaining the most under-represented age group, we have seen an increase in the numbers of 16–21-year-olds signed-up as Trust members.

The total number of members in of this age now stands at 81, compared to 50 members at the start of the last quarter. This age group remains significantly underrepresented among our membership.

- **Ethnicity**
Of the Trust's 12,577 public members who have declared their ethnicity, less than 0.03% identify as non-white British. This compares to 8.9% of the population for the Mid-Notts area and 25.6% nationally who are classed as non-White British, according to 2021 Census data.

- **By public constituency**

A breakdown of the Trust's membership by public constituency area is provided below:

- 10,582: Rest of East Midlands
- 3,235: Newark and Sherwood
- 125: Rest of England
- 26: Out of Trust area

At the last Council of Governors' Membership and Engagement Group meeting, it was requested that a dashboard be presented to each group meeting in future. A draft of the proposed format will be presented at the meeting for discussion.

Governor elections

A summary of the communications activity undertaken to promote this year's governor elections is provided below:

Key communications objectives:

In approaching the governor elections, two key objectives were set. Those objectives were:

- 1. To seek enough nominations from prospective governors to fill every governor vacancy available**
- 2. To maximise membership turn-out in the governor elections**

Pre-election communications and engagement activity

The pre-election period was the most critical period in planning for this year's governor elections, as it was imperative that enough prospective governors applied to stand in the governor elections.

A wealth of communications activity took place between the Trust formally announcing its intentions to hold an election and the deadline for prospective governors to make their nominations to stand for election in late May.

This activity was designed to complement the targeted message that was sent to members by *UK Engage*. Communications activity to promote this summer's elections has included:

To public members:

- Sharing media releases with local media
- Sharing posts on our public social media
- Sharing posters across the Trust's hospitals, as well as sharing posters with local partners to promote the elections on their local sites, including council offices and libraries
- Sharing updates on the Trust's stakeholder newsletters

- Asking partners in the Mid Notts Place-Based Partnership area to share our messaging on their channels

To staff members:

- Promoting the elections on the Trust intranet, including on its homepage
- Promoting the elections on Trust screensavers
- Promoting the elections via all-staff emails
- Promoting the elections on regular *Team Brief* all-staff calls, internal e-newsletters and weekly blogs from our Executive Team

A key component of the pre-election plans involved hosting two online information events for prospective governors to find out more about the role from the Trust Chair, the previous Director of Corporate Affairs and serving Trust Governors.

Those events were well-promoted, well-attended and engaging, with 64% of those who attended the two virtual events going on to make a nomination to stand for election – a significant ‘conversion’ rate that further underlines the importance of those events to the success of this summer’s governor election campaign.

The results of those efforts

By the time the deadline passed for prospective governors to apply to stand as governors, we had successfully attracted enough nominations to fill every vacancy in this summer’s governor elections.

In total, 21 confirmed nominations from prospective governors were received across the following constituencies:

- **13 nominations in our Rest of East Midlands constituency (for four vacancies)**
- **Three nominations in our Newark constituency (for three vacancies).**
- **Five nominations in our staff constituency (for one vacancy)**

Note: Eight vacancies were originally advertised, however a ninth vacancy opened-up in the ‘Rest of East Midlands’ public constituency following a resignation from a governor once the election process had begun.

Because of the number of prospective governors attracted prior to the deadline for nominations, the election process was able to run as planned and without delay.

Election turn-out: By constituency

The turn-out figures for each of the Trust’s membership constituencies in this summer’s governor elections are provided below:

Public constituency: Rest of East Midlands

Electorate	10,605
Total number of ballot papers received	835
Invalid ballot papers received	62
Turnout	7.87%

Staff constituency:

Electorate	5,476
Total number of ballot papers received	530
Invalid ballot papers received	0
Turnout	9.68%

Note: Due to the Trust receiving three nominations from prospective governors to stand for election in three vacancies in the Newark and Sherwood constituency, these governors were appointed unopposed without the need for an election. As a result, no election turn-out information is available for this constituency.

It should be noted that the ballot turnout for this year's governor elections does not compare favourably to previous years, as detailed below:

Year of election	Constituency type	Constituency name	Turnout
2023	Staff	-	9.68%
2023	Public	Rest of East Midlands	7.87%
2022	Staff	King's Mill Hospital & Mansfield Community Hospital	12.75%
2022	Public	Ashfield	11.51%
2022	Public	Mansfield	10.81%
2020	Public	Newark and Sherwood	14.14%
2020	Public	Newark and Sherwood	17.87%

Election turn-out: By method of voting

The method of voting in this year's governor elections is of interest – not least because it highlights the ongoing need to try to encourage the Trust's membership to register their email address with the Trust, in order to help the Trust to more actively engage with members digitally.

A breakdown of votes received via email for each constituency in this year's governor elections is provided below:

Ballot	Public – Rest of East Midlands	Staff
Number of Emails sent:	2,467	5,472
Number of Votes received:	256	530
Turnout:	10.38%	9.69%
Invalid Votes:	0	0
Total Valid Email Votes:	256	530

The number of votes received via post in this year's governor elections is provided below:

Ballot	Public – Rest of East Midlands	Staff
Number of Ballot packs sent:	8,137	4
Number of Votes received:	579	0
Turnout:	7.12%	0%
Invalid Votes:	62	0
Total Valid Postal Votes:	517	0

It is noteworthy that there is a greater voter turnout by email (10.38%) than by post (7.12%) in the 'Rest of East Midlands' public constituency, which suggests that Trust members are more prepared to engage with the Trust digitally than via post.

This supports the Trust's intentions to encourage more of its members to register their email addresses with the Trust, in order to facilitate more active engagement with the Trust's membership via email.

While this activity will likely involve significant financial investment in order to contact each of those members, it is a proposal worth considering if the Trust wishes to engage its membership in a more meaningful and encourage a more active membership.

Membership forward plan

'Business as usual' communications activity will continue over the next quarter, including by the Communications team:

- Continuing to issue monthly *Trust Matters* e-newsletters to keep the Trust's members updated about the work of Sherwood Forest Hospitals.
- Continuing to support governors with holding *Meet your Governor* events each month.
- Giving consideration to how the Trust's members can be engaged in this year's Trust Annual General Meeting, which is due to take place on Tuesday 26 September 2023.