Council of Governors Membership and Engagement Group Meeting

AGENDA

Date: **Tuesday 1st July 2025**
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** Quoracy check: *(Minimum of 3 Governors, 1 of whom must be a public Governor, and 1 Trust Officer (from Communications) in attendance)*	Agree	Verbal
2.	**Declarations of Interest** *To declare any pecuniary or non-pecuniary interests* Chair	Declaration	Verbal
3.	**Action Tracker** Chair	Approve	Enclosure 3
4.	**2025 Governor Election Process Review** Rich Brown, Head of Communications	Assurance	Enclosure 4
5.	**Communications Feedback / Membership Activity** Rich Brown, Head of Communications	Assurance	Enclosure 5
6.	**Membership Engagement Strategy proposal** Rich Brown, Head of Communications	Assurance	Enclosure 6
7.	**Governor and Membership Administration / Meet Your Governor** Rich Brown, Head of Communications	Assurance	Verbal
8.	**Governor Conference – 9th September 2025** Sally Brook Shanahan, Director of Corporate Affairs	Assurance	Enclosure 8
9.	**Feedback from Governors** Chair / All	Update	Verbal
10.	**Any Other Business**		Verbal
11.	**Date of Next meeting** **Date:** 7th October 2025 **Time:** 17:30–19:00 **Venue**: Boardroom, Level 1, King's Mill Hospital		

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COUNCIL OF GOVERNORS - MEMBERSHIP & ENGAGEMENT ACTION TRACKER
1st April 2025

| Present: L.Barrett (Chair), D.Walters, D.Wilson, J.Stubbings, K.Stewart, L.Dales, N.Cooper, N.Slack, P.Kirby, P.Gregory, R.Brown, S.Bradshaw (actions) Apols: A.Jackson, B.Eddy, J.Dove, J.Wyatt, R.Scott, S.Musson, S.O'Neill, T.Burton, V.Desai, S.Brook Shanahan Absent: I.Holden | **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 23/19	03/10/2023	Aims and objectives for Trust membership to be discussed at the next Governor Forum	Membership & Engagement	None	~~09/01/2024~~ ~~02/07/2024~~ ~~01/10/2024~~ ~~Jan 2025~~ 01/07/2025	R Brown / S Brook Shanahan		**Update 09/01/2024** To be included as a topic for discussion at the governor conference on 16th April 2024. Review action at July meeting **Update 10/07/2024** Membership Strategy on agenda for July M&E meeting **Update 16/07/2024** Membership Strategy to be developed **Update 26/09/2024** In-train with Membership Strategy being developed **Update 18/3/2025** Callout made for governors to join strategy working group. Awaiting response from governors to identify date. **Update 01/07/2025** Strategy item on the agenda. Action complete..	Green
M&E 23/23	03/10/2023	Consider having "You said, We did" posters / digital display boards in main public areas of hospital.	Membership & Engagement	None	~~02/07/2024~~ ~~01/10/2024~~ ~~Jan 2025~~ 01/07/2025	R Brown		**Update 09/01/2024** To be included in discussion relating to Meet Your Governor at the governor conference on 16th April 2024. **Update 10/07/2024** Action to be carried forward - to be considered from outcomes of 'Hot topics' work **Update 17/07/2024** **Governors are requested to submit any positive examples of change to Rich Brown** **Update 26/09/2024** No information received. Will be picked-up as part of Membership Strategy work. **Update 18/3/2025** As above, pending date being confirmed for working group. **Update 01/07/2025** Added to Membership and Engagement Work Programme, pending outcomes being identified.	Amber

M&E 24/04	16/07/2024	Consider engaging with local radio to promote membership of the Trust - Peter Gregory to provide contact details for someone at Newark Radio	Membership & Engagement	None	~~01/10/2024~~ ~~Jan 2025~~ 01/07/2025	R Brown		**Update 17/07/2024** Contact details provided by Peter Gregory to Rich Brown, who will engage with Newark radio station **Update 26/09/2024** Rich will engage with Newark Radio as part of Membership Strategy and future governor recruitment efforts **Update 18/3/2025** Action ongoing: Newark Radio approached to promote governor elections, which they did. Newark Radio will continue to be engaged as part of ongoing governor work. **Update 01/07/2025** Newark Radio engaged through election campaign; ongoing contact will be maintained as part of BAU engagement activity over the coming year. Action complete.	Green
M&E 24/06	16/07/2024	Working group to be established to develop Membership Strategy	Membership & Engagement	None	~~01/10/2024~~ 01/07/2025	R Brown		**Update 26/09/2024** Verbal update to be provided to the meeting on 1st October 2024 **Update 18/3/2025** Callout made for governors to join strategy working group. Awaiting response from governors to identify date. **Update 01/07/2025** Action complete (See Action 23/19)	Green
M&E 24/08	16/07/2024	Consider sending MYG feedback to NEDs, noting this could form part of the Lead Governor report or M&E report for Full CoG meeting	Membership & Engagement	None	01/10/2024	R Brown		**Update 01/10/2024** MYG feedback presentation to be sent to NEDs after each M&E meeting, with a note to ask any questions at CoG under M&E feedback item. **Update 23/12/2024** Will share final report with NEDs, once we've added subsequent feedback (following sessions conducted since the last report was sent) and once Janine and Jayne Taylor have been briefed on the results from a Trust perspective. **Update 01/07/2025** Proposal to feed-up MYG Discharge Lounge to full CoG once received by M&E Forum.	Red
M&E 24/10	01/10/2024	Consider adding question re: disabilities to Trust membership form	Membership & Engagement	None	~~07/01/2025~~ 07/10/2025	R Brown		**Update 23/12/2024** Request made to Civica; awaiting response. **Update 18/3/2025** Action on-hold. Trust exploring exit plan for Civia to save circa £15,000pa. Communications Team to action this once replacement system has been identified/implemented.	Grey
M&E 24/11	01/10/2024	Consider different methods of engaging with potential Trust members, for example, breakfast meetings for community groups, engaging with EDI network to reach staff members' families, etc. as part of the Membership Strategy.	Membership & Engagement	None	~~07/01/2025~~ 01/07/2025	R Brown		**Update 23/12/2024** Being built into Membership Strategy work. **Update 18/3/2025** As above, pending date being set for Membership Strategy workshop. **Update 01/07/2025** Pending finalisation of M&E Strategy.	Amber
M&E 25/01	01/04/2025	Consideration to be given to offering online meetings or hybrid meetings. Governors aware this will not apply to Full CoG meetings.	Membership & Engagement	None	01/07/2025	S Brook Shanahan		**Update 01/07/2025** Verbal update to be provided.	Amber
M&E 25/02	01/04/2025	Ballot pack e-mail from UK Engage has gone into Junk mail. Send e-mail to Trust members and staff informing them to check junk mail	Membership & Engagement	None	08/04/2025	R Brown		**Update 01/07/2025** Action complete.	Green
M&E 25/03	01/04/2025	Communications Team to review membership duties, in light of resignation of Communications Officer responsible for supporting membership and engagement agenda. Review pending Trust recruitment decision on recruitment to this vacancy. Governors to send ideas to Rich Brown where self-service possible.	Membership & Engagement	None	01/07/2025	R Brown		**Update 01/07/2025** To be discussed at 01/07/2025 Meeting.	Amber

Approvals

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Council of Governors – Membership & Engagement Group - Cover Sheet

Subject:	Council of Governors 2025 elections review	Date:	24 June 2025
Prepared By:	Rich Brown, Head of Communications		
Approved By:	Rich Brown, Head of Communications		
Presented By:	Rich Brown, Head of Communications		

Purpose			
Review of the effectiveness of the Trust's 2025 Council of Governor elections, including by evaluating areas of good practice, identifying lessons learned and areas for improvement in future Trust elections.	Approval		
	Assurance	Y	
	Update	Y	
	Consider	Y	

Strategic Objectives					
Provide outstanding care in the best place at the right time	Empower and support our people to be the best they can be	Improve health and wellbeing within our communities	Continuously learn and improve	Sustainable use of resources and estates	Work collaboratively with partners in the community
	Y		Y	Y	

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	Insufficient financial resources available to support the delivery of services	
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

None

Acronyms

NHS = National Health Service

Executive Summary

As a NHS Foundation Trust, Sherwood Forest Hospitals is required to elect public and staff governors who will ensure accountability, hold Non-Executive Directors to account and help ensure the voices of the local communities we serve are considered in the running of our services.

The Trust's latest Council of Governor elections took place in spring 2025, where the Trust sought to appoint 10 governors to the Trust's Council of Governors.

This paper reviews the effectiveness of that election, including by evaluating areas of good practice from this year's election. The paper also identifies lessons learned and areas for improvement that will be considered for future Trust elections.

Key considerations made in this paper:

- **Background to the Council of Governor elections**

- **The results of the 2025 Council of Governor elections**

- **How this year's governor elections were communicated**

- **The impact of running a digital-only election on voter turnout**

- **Financial savings achieved by running a digital-only election**

- **Key lessons learned from the 2025 Council of Governor elections**

- **Looking ahead to the 2026 Council of Governor elections**

A summary of key actions proposed in this paper are as follows:

- **Add action to 2026 Council of Governor elections project plan to seek assurance from election providers about the steps they have taken to mitigate emails being sent to junk mailboxes.**

- **Ensure that reviews of governor constituencies are undertaken following future changes to the Trust's constituency boundaries**

- **Ensure that correct government postcode checker data is used when verifying trust membership information in future**

- **Ensure that further 'dip tests' of membership data are conducted prior to membership information being sent to election providers in future**

- **Include wording in pre-election messages to strongly recommend prospective governors to attend information sessions prior to candidates submitting statements of nominations to stand for election.**

- **Where statement of nominations are submitted without a prospective candidate having attended a pre-election information session, proactive contact will be made with each candidate to arrange a conversation to help them to understand the level of commitment involved in becoming a Trust governor.**

Recommendations

The Council of Governors Membership & Engagement Forum is asked to NOTE and COMMENT on the recommendations set out in this report.

The Council of Governors Membership & Engagement Forum is asked to TAKE ASSURANCE that the good practice and lessons learned from the 2025 Council of Governor elections are to be taken forward to into the 2026 Council of Governor elections process.

Background to the Council of Governor elections

As a NHS Foundation Trust, Sherwood Forest Hospitals is required to elect public and staff governors who will ensure accountability, hold Non-Executive Directors to account and help ensure the voices of the local communities we serve are considered in the running of our services.

The latest Council of Governor elections took place in spring 2025, where the Trust sought to appoint 10 governors to the Trust's Council of Governors.

The results of the 2025 Council of Governor elections

The 2025 Council of Governor elections concluded with all vacancies having been filled on the Trust's Council of Governors, prior to the subsequent resignation of one of the newly-appointed Trust governors for personal reasons.

The results of the election are summarised by constituency as follows:

- **Rest of England**
  One of our serving Trust governors, Dean Wilson, took-up the governor vacancy in the 'Rest of England' constituency, following a change in the Trust's constituency boundaries.

- **Mansfield, Ashfield and surrounding wards**
  Three more of the Trust's serving governors – Liz Barrett, Neal Cooper and Jane Stubbings – were re-elected for another term, alongside newly-elected governors Nabeel Khan and Julie Kirkby. [Full election results for the Mansfield, Ashfield and surrounding wards constituency are available here](#).

  A sixth candidate from this year's election, Iain Peel, has taken-up a vacancy in this constituency that was created following Dean Wilson's move to the Trust's 'Rest of England' constituency.

- **Newark, Sherwood and surrounding wards**
  New governors Michael Creamer and Ann Gray were appointed to two vacancies in this constituency. This seat was uncontested as only two candidates applied to stand for two vacancies in this constituency. [Election results for the Newark, Sherwood and surrounding wards are available online here](#).

  Unfortunately, Michael Creamer decided to resign his position after the election results were announced due to personal reasons. It is intended that this vacancy will be considered at the Trust's next Council of Governor elections in 2026.

- **Staff governors**
  In addition to the seven public governors listed above, this year's election also elected two staff governors, as Mitchel Speed from the Trust's Improvement Faculty became our latest staff governor. He joins senior nurse Justin Wyatt, who was elected for another term in April's election, and the Trust's Head of Therapy Services, Samantha Musson, in completing our new-look line-up of staff governors. [This year's staff governor election results are available in full here](#).

Elsewhere, former Nottinghamshire County Councillor Bethan Eddy has now left the Trust's Council of Governors, following the latest Nottinghamshire County Council elections in May.

How this year's governor elections were communicated

This year's Trust Council of Governor elections were communicated through a 80-point communications and action plan to ensure extensive promotion of this year's election among the Trust's public and staff members, with public communications targeting the wider community.

That action plan is included in appendix 4.1 for information.

The impact of running a digital-only election on voter turnout

A breakdown of voter turnout for the 2025 Council of Governor election is provided below:

Constituency	Eligible voters	Total votes	Electorate turnout (%)
Mansfield, Ashfield & surrounding wards	2,187	158	**7.22%**
Staff	6,283	379	**6.03%**

Note: Voter turnout data is not provided for the 'Newark, Sherwood & surrounding wards' and 'Rest of England' constituencies, as these seats were uncontested in this year's election.

By comparison, election turnout for previous years' Trust Council of Governor elections are provided below:

Voter turnout in public constituencies in previous years

Constituency	Year	Eligible voters	Total votes	Electorate turnout (%)
Mansfield, Ashfield & surrounding wards	**2025**	2,187	158	**7.22%**
Rest of England	**2023**	10,604	773	**7.29%**
Ashfield	**2022**	4,311	496	**11.51%**
Mansfield	**2022**	4,450	481	**10.81%**

Note: The boundary changes in the Trust's public constituencies mean it is not possible to accurately compare voter turnout by constituency from one election to the next.

While declining voter turnouts are clearly a concern, Sherwood does not appear to be alone in this respect, as national trends suggest declining voter turnout nationally.

Turnout in NHS Foundation Trust governor elections have fallen from around 20% of public members in some trusts in the 2010s to levels similar to those we have experienced as a trust in our most recent elections.

Interestingly, public turnout among members casting their votes in the Rest of England constituency in the 2023 election (10.38% e-voter turnout) far surpassed the voter turnout of those casting their votes by post (7.12%).

Of the 579 votes cast by post, 62 votes (10.7% of all postal votes cast) were considered invalid. Of the votes cast electronically, no votes were discounted as being invalid.

Voter turnout in staff constituencies in previous years

Year	Eligible voters	Total votes	Electorate turnout (%)
2025	6,283	379	**6.03%**
2023	5,472	530	**9.69%**
2022	5,372	685	**12.75%**

Financial savings achieved by running a digital-only election

The cost of running Sherwood's 2023 Council of Governor elections amounted to approximately £20,000, with final costs having been requested from the Trust Finance team.

In comparison, the 2025 Council of Governor elections cost the Trust just £3,900.80, with the entirety of costs comprised of supplier costs to UK Engage who delivered the election on behalf of the Trust. The move to an electronic-only election meant that no money was spent on print or postage.

The savings secured between the 2023 and 2025 elections will make a vital contribution towards the financial efficiencies that the Trust must make this financial year.

Key lessons learned from the 2025 Council of Governor elections

Emails from UK Engage being sent to members' junk mailboxes

During the election process, it was noted by large numbers of both public and staff members that emails inviting members to vote (including messages containing links to electronic ballot packs) were being sent direct to users' junk inboxes.

While actions were taken by the Trust to mitigate this – including sending emails from the Trust's own, more trusted @nhs.net email addresses and highlighting the need to check junk mailboxes in trust-issued communications – there is no doubt this will have impacted on voter turnout.

There are limited options available to the Trust that would guarantee that emails from external election suppliers are not sent direct to junk mailboxes for the Trust's public members.

Once this issue had been identified, further actions were taken by the Trust to request that the emails sent by *UK Engage* could be 'whitelisted' for staff members receiving emails to their

@nhs.net mailboxes so they would not be sent to Trust inboxes. This request to national NHS colleagues was not successful, however.

The Trust has sought assurance on the steps it has taken to give its emails the best possible chance of avoiding users' spam filters; they have confirmed that their systems have been subjected to rigorous authentication processes to identify their emails as trusted. However, no approach is guaranteed and the Trust's emails to members appear to have fallen foul of this.

While it is not possible to guarantee this issue could ever be totally overcome, the Trust will work with the Nottinghamshire Health Informatics Service (NHIS) and potential suppliers in future elections to mitigate this issue wherever possible.

Recommendation:

- **Add action to 2026 Council of Governor elections project plan to seek assurance from election providers about the steps they have taken to mitigate emails being sent to junk mailboxes.**

Governors and members not being assigned to the correct constituency

During the course of the election, issues with some public members not receiving their ballot packs were also highlighted to the Trust.

On investigation of the issue, it was established that members of the Trust's 'Mansfield, Ashfield and surrounding wards' constituency had been mistakenly excluded from receiving ballot packs.

While initial findings assumed this had been due to a human error, it was later confirmed that an issue with the government's postcode checker had inadvertently excluded members living in the Newstead Abbey ward of Gedling Borough due to that database not reflecting the change of name to this ward. The error meant that members living in the Newstead Abbey ward were wrongly designated to the Rest of England constituency, meaning they did not receive a ballot pack as no election was running in that trust constituency.

Regardless of the cause of the issue, the error resulted in 87 members from the Newstead Abbey ward (Gedling Borough including Ravenshead) and eight members from the Welbeck ward (Bassetlaw) not receiving their electronic ballot packs as planned. While far from ideal, the issue was calculated to be affecting just 3% of the total eligible members from our constituency of Mansfield, Ashfield and surrounding wards.

Following consultation with UK Engage as the Trust's specialist advisers for running the election, they were satisfied with the Trust's plans to continue the election as planned.

To mitigate the impact of this, the Trust contacted affected members to explain the issue and to invite them to vote. This email was sent from UK Engage, as well as from a NHS Mail account to ensure it would not sit in junk mailboxes unnoticed. That email was subsequently followed-up with further reminders to give members every chance to vote before polls closed.

Investigating the above issue also identified that one of the Trust's serving governors, Dean Wilson, has also mistakenly listed as a public governor in the new 'Mansfield, Ashfield and surrounding wards' constituency following the re-drawing of constituency boundaries. In fact, he resides in the 'Rest of England' constituency under the re-drawn constituency boundaries. To remedy this, the election was allowed to run its course as planned. On conclusion of the election

and following advice from UK Engage, Dean Wilson accepted the opportunity to move into the correct 'Rest of England' constituency in accordance with article 7.13.2.2 of the Trust's constitution, with Iain Peel being appointed to the resulting additional vacancy in the 'Mansfield, Ashfield and surrounding wards' constituency.

Recommendations:

- **Ensure that reviews of governor constituencies are undertaken following future changes to the Trust's constituency boundaries**

- **Ensure that correct government postcode checker data is used when verifying trust membership information in future**

- **Ensure that further 'dip tests' of membership data are conducted prior to membership information being sent to election providers in future**

These recommendations have been built into the 2026 Council of Governors election plan included in appendix 4.2.

Resignation of new governor before induction

While all vacancies were filled following the close of the poll in this year's election, not all seats on the Trust's Council of Governors remain filled, due to the resignation of one of the newly-elected governors, Michael Creamer, due to personal reasons.

Although every effort had been made to encourage prospective candidates to attend one of the pre-election information events to learn more about the level of commitment involved in being a governor, attendance at these sessions can only be recommended and cannot be mandated.

Despite not being able to mandate this, the Trust will take proactive steps in future elections to encourage attendance at these sessions to ensure that prospective candidates understand the level of contribution required from governors.

Recommendation:

- **Include wording in pre-election messages to strongly recommend prospective governors to attend information sessions prior to candidates submitting statements of nominations to stand for election.**

- **Where statement of nominations are submitted without a prospective candidate having attended a pre-election information session, proactive contact will be made with each candidate to arrange a conversation to help them to understand the level of commitment involved in becoming a Trust governor.**

Looking ahead to the 2026 Council of Governor elections

Requirements for the 2026 Council of Governor elections

Sherwood Forest Hospitals will be required to conduct its next Council of Governor elections in 2026, with the results of that election needing to be declared before six serving Trust governors reach the end of their term of office on 6 July 2026.

In addition, those elections will consider one vacancy in the 'Newark, Sherwood and surrounding wards' constituency that was left vacant following the withdrawal of Michael Creamer after the results of the 2025 Council of Governor election results were declared.

To make best use of resources, the Trust will also use these same elections as an opportunity to elect a 'governor in waiting' in anticipation of Dean Wilson reaching the end of his term of office on 31 October 2025.

In total, the 2026 Council of Governor elections will consider eight positions on the Trust's Council of Governors, as set out below:

Constituency	Governor	Reason for vacancy
Mansfield, Ashfield & surrounding wards	Tracy Burton	Reaching end of first term; eligible to stand for re-election
	John Dove	Reaching end of first term; eligible to stand for re-election
	Pam Kirby	Reaching end of first term; eligible to stand for re-election
Newark & Sherwood & surrounding wards	Peter Gregory	Reaches end of first term; eligible to stand for re-election
	Shane O'Neill	Reaches end of first term; eligible to stand for re-election
	Vacancy	Vacancy following failure to elect at 2025 election
Rest of England	Dean Wilson	Reaching end of first term on 31 October 2026; eligible to stand for re-election. Position to be considered as part of spring 2026 election in anticipation.
Staff	Samantha Musson	Reaches end of first term; eligible to stand for re-election

Expressions of interest from prospective governors

Before the 2026 Council of Governor elections, contact will be made with each serving governor whose position will be considered in the forthcoming election to understand whether they intend to stand for re-election.

In addition, communications about the 2025 Council of Governor elections included an 'expression of interest' form for Trust members to register their interest about becoming a Trust governor in future. To date, four members (three members of the public and one staff member) have registered their interest to become a Trust governor in future.

Both groups will be proactively contacted ahead of the 2026 election to encourage nominations to stand in the forthcoming election.

Separate communications will also be targeted towards the following groups to maximise interest in standing for election to become a Trust governor at the 2026 election:

- Wider Trust membership

- Members of the public

- Candidates who were unsuccessful in being elected in 2025; and

- Attendees of our prospective governor information sessions

A comprehensive project plan incorporating both project and communications actions is provided in appendix 4.2 for COMMENT. This document will be regularly reviewed and updated as the actions are updated in the run-up to the 2026 Council of Governor elections.

Key recommendations

The Council of Governors Membership & Engagement Forum is asked to NOTE and COMMENT on the recommendations set out in this report, with the key recommendations summarised below:

- **Add action to 2026 Council of Governor elections project plan to seek assurance from election providers about the steps they have taken to mitigate emails being sent to junk mailboxes.**

- **Ensure that reviews of governor constituencies are undertaken following future changes to the Trust's constituency boundaries**

- **Ensure that correct government postcode checker data is used when verifying trust membership information in future**

- **Ensure that further 'dip tests' of membership data are conducted prior to membership information being sent to election providers in future**

- **Include wording in pre-election messages to strongly recommend prospective governors to attend information sessions prior to candidates submitting statements of nominations to stand for election.**

- **Where statement of nominations are submitted without a prospective candidate having attended a pre-election information session, proactive contact will be made**

with each candidate to arrange a conversation to help them to understand the level of commitment involved in becoming a Trust governor.

Those recommendations have been factored into the draft project and communications action plan in appendix 4.2 to ensure they are considered as part of planning for the 2026 Council of Governor elections.

The Council of Governors Membership & Engagement Forum is asked to TAKE ASSURANCE that the good practice and lessons learned from the 2025 Council of Governor elections are to be taken forward to into the 2026 Council of Governor elections process.

Communications plan: 2025 Council of Governors elections

Background

As a NHS Foundation Trust, Sherwood Forest Hospitals holds elections to ensure accountability and representation of the local communities it serves. By electing governors from the public, patients and its own staff, the Trust is able to strengthen its connection with the communities it serves by allowing the local communities we serve to influence the work of their local hospitals.

Sherwood Forest Hospitals' next Council of Governors election must be held before Wednesday 30 April 2025.

This project will seek to elect 10 governors to the Trust's Council of Governors in the following constituencies:

Constituency	Governor	Reason for vacancy
Mansfield, Ashfield & surrounding wards	Liz Barrett, Lead Governor	Due for re-election; intending to stand again.
	Neal Cooper	Due for re-election; intending to stand again. Nomination received.
	Ruth Scott	Due for re-election; not planning to stand for re-election.
	Jane Stubbings	Due for re-election; intending to stand again. Nomination received.
	Vacancy	Vacant following the passing of John Wood
Newark & Sherwood & surrounding wards	Ian Holden	Reached maximum tenure; not eligible for re-election
	Vacancy	Position vacant following resignation of Karen Nadin
Rest of England	Vacancy	Position vacant following creation of Rest of England constituency
Staff	Vikram Desai	Due for re-election; did not stand for re-election.
	Justin Wyatt	Due for re-election; has submitted a nomination to stand again.

Objectives of this project

- **To elect governors to all 10 vacancies on the Trust's Council of Governors at this election**

- **To elect a Council of Governors that is representative of the communities we serve:**
  For 15% of all Statements of Nominations for this election to come from candidates who identify as non-White British, in-line with the demographics of the Mid-Nottinghamshire area our hospitals serve (85% White British).

- **To maximise voter turnout at this election using the newly-introduced digital voting process, while minimising digital exclusion from the voting process**
  Baseline from the Trust's 2023 Council of Governor elections:
  – Rest of East Midlands constituency: 7.87%
  – Staff constituency: 9.68%

- **Run a Council of Governors election that incurs minimal costs while achieving the above objectives**
  Baseline: £20,000 for the Trust's 2023 Council of Governor elections

Election timeline

A summary of the anticipated timeline for this election is provided below, noting that this timeline may be subject to change following consultation with the company facilitating this election on the Trust's behalf:

TASK	DATE
Publication of Notice of Election Including UK Engage contacting eligible members	Thursday 27 February 2025
Ratification of change to Trust Constitution at Public Board meeting	Thursday 6 March 2025
Sherwood to submit the membership data to UK Engage Including deadline for members to register and add their email addresses	Monday 17 March 2025
Deadline for Receipt of Nominations	Monday 17 March 2025, 12noon
Publication of Statement of Nominations	Tuesday 18 March 2025
Deadline for Candidate Withdrawals	Thursday 20 March 2025, 11.59pm
Submission of membership data to UK Engage	Wednesday 26 March, 5pm
Notice of Poll / Issue of Ballot Packs	Tuesday 1 April 2025
Close of poll	Monday 28 April 2025, 5pm
Declaration of result	**Tuesday 29 April 2025**

Final total of nominations made

Constituency	Number of vacancies	Confirmed nominations received	Outcome
Mansfield, Ashfield & surrounding wards	5	6	Contested election; five candidates appointed to this constituency. Iain Peel appointed to resulting Rest of England vacancy
Newark & Sherwood & surrounding wards	2	2	Uncontested seats; appointments made direct to each seat. Michael Creamer eventually withdrew, leaving one position vacant.
Rest of England	1	0	Dean Wilson transferred into Rest of England constituency
Staff	2	5	Two staff governors appointed

Last updated: 17 June 2026

Appendix one: Project planner and action tracker

TASK	TIMESCALE	OWNER	STATUS	NOTES
BEFORE THE PROCESS BEGINS				
Confirm election timeline • Confirm timeline with Sally • Inform Liz Barrett as lead governor of timelines • Inform Bethan Eddy that timelines will overlap with Nottinghamshire County Council election, making clear that NHS England guidelines allow for this • Rich B. to send out email to Graham, Dave and Liz with update on the timeline	TBC	All	Complete	
Include update on Graham's report to Board	February 2025 Board	Rich Brown	Complete	
Sally to propose change to constitution to disqualify members with no email address	6 March 2025	Sally Brook Shanahan	Complete	
Update membership so that members match new ward boundaries: • Meet with Simon Woodward to confirm access to postcode look-up to confirm new ward boundaries • Enact changes in database	25 February 2025	Andros/Rich/ Simon Woodward	Complete	
Confirm indicative figures to UK Engage by constituency, including email vs non-digital split	25 February 2025	Andros/Rich/ Simon Woodward	Complete	
Submit public membership data to UK Engage	26 February 2025	Andros/Rich	Complete	

TASK	TIMESCALE	OWNER	STATUS	NOTES
Request initial staff information from People Information • Cross-check staff members against public database; may need Simon Woodward's support with enacting this	17 March 2025	Andros	Complete	
Update paper membership sign-up forms Note: Paul Robinson is included on the current version	ASAP	Andros	Complete	
Renew UK Engage contract to support Trust elections	ASAP	Rich/Sally	Complete	
Renew CIVICA Engage contract to support underpinning membership database	ASAP	Rich/Sally	On hold	
Cleanse membership database to remove members with no recorded email address Note: Consider using volunteers to call members within target age groups to retain younger members, prior to database cleanse	ASAP	Andros	Complete	
Confirm arrangements for securely transferring membership data to UK Engage	26 February 2025	Andros/Rich /Jaki Taylor /UK Engage	Complete	26/2 – UK Engage provided secure portal to upload data to.
Request final staff membership list, cleanse against public database and submit to UK Engage	TBC	Andros	Complete	
Produce 'before and after' graph to show membership demographics pre- and post- database cleanse	ASAP	Andros	Complete	
Request support from governors who aren't standing in this year's election		Andros / Liz	Complete	
Request support from outgoing governors		Andros / Liz	Complete	
Contact existing governors to understand whether they're planning to stand for election	TBC	TBC	Complete	
Check with UK Engage rules around serving/standing governors representing at *Meet Your Governor* sessions	ASAP	Andros	Complete	25/2 – UK Engage comfortable that governors continue engaging during election period, as long as governors are not using engagement sessions to canvas for votes.

TASK		TIMESCALE	OWNER	STATUS	NOTES
CIVICA transition:					
Verbal agreement from Sally to shut-down CIVICA Engage			Rich / Andros	Complete	
Setting up new membership solution DPIA form to Information Governance Working Group			Rich / Andros	On hold	
Create new registration form using Microsoft Forms			Andros / Sam	On hold	
Create new 'unsubscribe' form using Microsoft Forms			Andros / Sam	On hold	
Document processes for signing-up new members on *The Bible* *E*.g. how we delete people off the MS Form once registered, how we unsubscribe people, how we compare the staff database, welcome emails to new members, etc			Andros	On hold	
MAXIMISING NUMBER OF PROSPECTIVE CANDIDATES REGISTERING THEIR INTEREST					
Confirm dates for information sessions for prospective candidates Suggested dates, awaiting confirmation from attendees: **Public dates** • Public governors: Friday, 7 March, 17:30 - 18:30 on Teams • Public governors: Wednesday, 12 March, 17:30 - 18:30 on Lecture Theatre 1, Level 0 (Kings Mill Hospital) **Staff dates:** • Staff governors: Monday, 10 March, 11:30 - 12:30 on Teams		ASAP	Andros/Rich Sally/Liz	Complete	3/2 – Andros/Rich to identify new webinar dates 25/2 – Dates now confirmed.
Promote election to the public	Update Trust website with details	ASAP	Andros	Complete	
	Mention on Chair's report to Public Board	TBC	Rich/ Graham Ward	Complete	
	Confirm public-facing graphics	ASAP	Andros	Complete	

TASK	TIMESCALE	OWNER	STATUS	NOTES
Dedicated e-shot to the Trust's public members	TBC	Andros	Complete	4/3 – Timescale TBC to push webinars to maximum effect.
Promote on Trust social media	ASAP	Andros	Complete	Initial posts have gone live regarding notice of election. More on the pipeline.
Share with local Facebook community group leaders	ASAP	Andros	Complete	
Consider paid social media advertising for target groups	ASAP	Andros	Cancelled	4/3 – Cancelled, due to Trust's financial position.
Promote on clinic screens, Emergency Department waiting room, Daffodil Café, etc.	ASAP	Andros	Complete	
Media release	ASAP	Andros	Complete	
Sell-in media release to local broadcast media, to include: – **Mansfield 103.2FM** Complete – **Newark Radio** Rich spoke to Adrian, Peter Gregory's contact. Will include details on his shows. – **BBC Radio Nottingham** RB approached 7 March 2025; not interested in covering. – **Mansfield Chad** [Covered online here](#). – **Newark Advertiser**. – **BBC East Midlands Today** RB called and texted Rob	ASAP	Rich	Complete	

TASK	TIMESCALE	OWNER	STATUS	NOTES
Sissons, 7 March. No interest. – **Notts TV** news@nottstv.com; andrew.topping@nottstv.com – **ITV Central** RB called and emailed Gary Newby, 7 March. Not interested. – **Local Democracy Reporting Service** 7/3 – Rich called/texted Joe Locker; no response.			Complete	
Ask following organisations to share on their channels: • Local PCNs • Local GP practices' PPGs • Nottingham and Nottinghamshire Healthwatch • Local councillors via our appointed governors, recognising this is not a political position • Nottingham and Nottinghamshire Healthwatch	ASAP	Andros	Complete	
Contact candidates who were unsuccessful in last elections	ASAP	Andros	Complete	
Call individuals who registered for last election's information sessions but did not register to stand at the election	ASAP	Sally/Liz	Complete	

TASK		TIMESCALE	OWNER	STATUS	NOTES
Promote election to Trust staff	Update Trust intranet with details, including on intranet homepage	ASAP	Andros	Complete	
	Team Brief appearance	4 March 2025	Samantha Musson	Complete	
	Newark Team Brief appearance	28 February 2025	Rich Brown	Complete	
	All staff email	ASAP	Andros	Complete	
	Sally to write *Looking Forward* blog, mentioning governor elections	7 March	Caroline/Sally	Complete	
	Promote on Trust staff Facebook page	ASAP	Andros	Complete	
	Promote on Trust staff screensavers	ASAP	Andros	Complete	
	Email candidates who were unsuccessful in last elections	ASAP	Andros	Not required	
	Email individuals who registered for last election but did not register to stand at the election	ASAP	Andros	Not required	
	Sally to discuss potential candidates within Execs' teams	ASAP	Sally	Complete	
	Promote with Trust's staff support networks to boost diversity	ASAP	Rich	Complete	
Webinars	Run webinars	Various	Andros/Rich Sally/Liz	Complete	
	Follow-up webinars with calls/contact to candidates to confirm interest	ASAP	Sally/Liz	Complete	
Data check	Double-check that all of those who have made nominations are in the data that we send to *UK Engage.*	21/03/2025	Andros	Complete	

TASK		TIMESCALE	OWNER	STATUS	NOTES
MAXIMISING VOTER TURNOUT Note: Only registered members can register to stand in the election					
Promote election to Trust staff	Update Trust intranet with details, including on intranet homepage	ASAP	Andros	Complete	
	Team Brief appearance	Various	Samantha Musson	Complete	
	Newark Team Brief appearance	February, March and April	Rich Brown	Complete	
	All staff email	-	Andros	Complete	
	Promote on Trust staff Facebook page	-	Andros	Complete	
	Promote on Trust staff screensavers	-	Andros	Complete	
Promotion to Trust's public members	Update Trust website with details	-	Andros/Rich	Complete	
	Mention on Chair's report to Public Board	-	Graham Ward	Complete	
	Confirm public-facing graphics	-	Andros	Complete	
	Dedicated e-shot to the Trust's public members	-	Andros	Complete	
	Promote on Trust social media	-	Andros	Complete	
	Share with local Facebook community group leaders	-	Andros	Complete	
	Consider paid social media advertising for target groups	-	Andros	Cancelled	4/3 – Cancelled, due to Trust's financial position.
	Promote on clinic screens, Emergency Department waiting room, Daffodil Café, etc.	-	Andros	Complete	

TASK		TIMESCALE	OWNER	STATUS	NOTES
Explore availability of iPads for volunteers to support election process		TBC	Andros/Jo Thornley	Cancelled	
ONCE POLLS CLOSE // ANNOUNCING THE RESULTS					
Updating public communications	Update Trust website with details	-	Andros/Rich	Complete	
	Mention on Chair's report to Public Board	-	Graham Ward	Complete	
	Dedicated e-shot to the Trust's public members	-	Andros	Complete	
	Promote on Trust social media	-	Andros	Complete	
	Update Board of Directors and Council of Governors posters, displaying updated posters at all Trust sites	-	Rich	Complete	
Promote election to Trust staff	Update Trust intranet with details, including on intranet homepage	ASAP	Andros	Complete	
	Promote on Trust staff *Bulletin* e-newsletter	-	Andros	Complete	
	Promote on Trust staff Facebook page	-	Andros	Complete	
	Promote on Trust staff screensavers	-	Andros	Complete	
	Sally to discuss potential candidates within Execs' teams	ASAP	Sally	Complete	

Learnings and potential actions for next year

- Reach-out to other neighbouring trusts to encourage members to sign-up under the 'Rest of England' constituency

- Promote through Mid Nottinghamshire Place-Based Partnership

- Promote membership through local education providers, including West Notts College (to their 18+ students only), to ATTFE students and via the Nottingham Trent University Mansfield campus

- Add action to 2026 Council of Governor elections project plan to seek assurance from election providers about the steps they have taken to mitigate emails being sent to junk mailboxes.

- Ensure that reviews of governor constituencies are undertaken following future changes to the Trust's constituency boundaries

- Ensure that correct government postcode checker data is used when verifying trust membership information in future

- Ensure that further 'dip tests' of membership data are conducted prior to membership information being sent to election providers in future

- Include wording in pre-election messages to strongly recommend prospective governors to attend information sessions prior to candidates submitting statements of nominations to stand for election.

- Where statement of nominations are submitted without a prospective candidate having attended a pre-election information session, proactive contact will be made with each candidate to arrange a conversation to help them to understand the level of commitment involved in becoming a Trust governor.

Communications plan: 2026 Council of Governors elections

Background

As a NHS Foundation Trust, Sherwood Forest Hospitals holds elections to ensure accountability and representation of the local communities it serves. By electing governors from the public, patients and its own staff, the Trust is able to strengthen its connection with the communities it serves by allowing the local communities we serve to influence the work of their local hospitals.

Sherwood Forest Hospitals' next Council of Governors election must be held before 6 July 2026.

This project will seek to elect eight governors to the Trust's Council of Governors in the following constituencies:

Constituency	Governor	Reason for vacancy
Mansfield, Ashfield & surrounding wards	Tracy Burton	Reaching end of first term; eligible to stand for re-election
	John Dove	Reaching end of first term; eligible to stand for re-election
	Pam Kirby	Reaching end of first term; eligible to stand for re-election
Newark & Sherwood & surrounding wards	Peter Gregory	Reaches end of first term; eligible to stand for re-election
	Shane O'Neill	Reaches end of first term; eligible to stand for re-election
	Vacancy	Vacancy following failure to elect at 2025 election
Rest of England	Dean Wilson	Reaching end of first term on 31 October 2026; eligible to stand for re-election. Position to be considered as part of spring 2026 election in anticipation.

Staff	Samantha Musson	Reaches end of first term; eligible to stand for re-election
TOTAL VACANCIES	10	

Objectives of this project

- **To elect governors to all eight vacancies on the Trust's Council of Governors at this election**

- **To elect a Council of Governors that is representative of the communities we serve:**
For 15% of all Statements of Nominations for this election to come from candidates who identify as non-White British, in-line with the demographics of the Mid-Nottinghamshire area our hospitals serve (85% White British).

- **To maximise voter turnout at this election using the digital voting process, while minimising digital exclusion from the voting process**
Baseline from the Trust's 2025 Council of Governor elections:

    - Mansfield, Ashfield and surrounding wards constituency: 7.22%
    - Staff constituency: 6.03%

- **Run a Council of Governors election that incurs minimal costs while achieving the above objectives**
Baseline: £3,900.80for the Trust's 2025 Council of Governor elections

Election timeline

A summary of the anticipated timeline for this election is provided below, noting that this timeline may be subject to change following consultation with the company facilitating this election on the Trust's behalf:

TASK	DATE
Publication of Notice of Election Including Election provider contacting eligible members	TBC, noting that model election guidelines state 42 working days between polls opening and polls closing
Ratification of change to Trust Constitution at Public Board meeting	
Sherwood to submit the membership data to Election provider Including deadline for members to register and add their email addresses	
Deadline for Receipt of Nominations	

TASK	DATE
Publication of Statement of Nominations	
Deadline for Candidate Withdrawals	
Submission of membership data to Election provider	
Notice of Poll / Issue of Ballot Packs	
Close of poll	
Declaration of result	**Before 6 July 2026**

Appendix one: Project planner and action tracker

TASK	TIMESCALE	OWNER	STATUS	NOTES
BEFORE THE PROCESS BEGINS				
Confirm election timeline • Confirm timeline with Sally • Inform Liz Barrett as lead governor of timelines • Cross-check timeline against any local election timelines that may impact publicity during pre-election period and appointments to appointed governor roles • Rich B. to send out email to Graham, Dave and Liz with update on the timeline	TBC	All	Not started	
Include update on Graham's report to Board	TBC	Comms/ Chair	Not started	
Update membership so that members match new ward boundaries: • Meet with Simon Woodward to confirm access to postcode look-up to confirm new ward boundaries • Ensure that correct government postcode checker data is used when verifying trust membership information in future • Ensure further 'dip tests' of membership data are conducted prior to membership information being sent to election providers in future • Enact changes in database	TBC	Comms/ Simon Woodward	Not started	
Reviews governors' constituencies prior to election and confirming vacancies, including following changes to the Trust's constituency boundaries	TBC	Comms	Not started	

TASK	TIMESCALE	OWNER	STATUS	NOTES
Confirm indicative figures to election provider by constituency, including email vs non-digital split	TBC	Comms/Rich/ Simon Woodward	Not started	
Submit public membership data to election provider	TBC	Comms/Rich	Not started	
Request initial staff information from People Information Cross-check staff members against public database; may need Simon Woodward's support with enacting this	TBC	Comms	Not started	
Review design of paper membership sign-up forms	ASAP	Comms	Not started	
Seek quotes for election provider contract to support Trust elections To include seeking assurance from election providers about the steps they have taken to mitigate emails being sent to junk mailboxes.	ASAP	Rich/Sally	Not started	
Confirm and agree contract for election provider contract to support Trust elections	ASAP	Rich/Sally	Not started	
Cleanse membership database to remove members with no recorded email address Note: Consider using volunteers to call members within target age groups to retain younger members, prior to database cleanse	TBC	Comms	Not started	
Confirm arrangements for securely transferring membership data to Election provider	26 February 2025	Comms/ Information Governance	Not started	26/2 – Election provider provided secure portal to upload data to.
Request final staff membership list, cleanse against public database and submit to Election provider	TBC	Comms	Not started	
Request support from outgoing governors to promote election	TBC	Comms / Lead governor	Not started	
Contact existing governors to understand whether they're planning to stand for election	TBC	TBC	Not started	

TASK		TIMESCALE	OWNER	STATUS	NOTES
Document processes for signing-up new members on _The Bible_ _E_.g. how we delete people off the MS Form once registered, how we unsubscribe people, how we compare the staff database, welcome emails to new members, etc			Comms	Not started	
MAXIMISING NUMBER OF PROSPECTIVE CANDIDATES REGISTERING THEIR INTEREST					
Confirm dates for information webinars for prospective candidates Suggested dates, awaiting confirmation from attendees: **Public dates** • TBC **Staff dates:** • TBC Include wording in pre-election messages to strongly recommend prospective governors to attend information sessions prior to candidates submitting statements of nominations to stand for election.		ASAP	Comms/Rich Sally/Liz	Not started	
Promote election to the public	Update Trust website with details	TBC	Comms	Not started	
	Mention on Chair's report to Public Board	TBC	Comms/Chair	Not started	
	Confirm public-facing graphics	TBC	Comms	Not started	
	Dedicated e-shot to the Trust's public members	TBC	Comms	Not started	

	TASK	TIMESCALE	OWNER	STATUS	NOTES
	Promote on Trust social media	TBC	Comms	Not started	
	Share with local Facebook community group leaders	TBC	Comms	Not started	
	Consider paid social media advertising for target groups	TBC	Comms	Not started	
	Promote on clinic screens, Emergency Department waiting room, Daffodil Café, etc.	TBC	Comms	Not started	
	Media release	TBC	Comms	Not started	

	Sell-in media release to local broadcast media, to include:
	
	  – **Mansfield 103.2FM**
	    TBC
	
	  – **Newark Radio**
	    TBC
	
	  – **BBC Radio Nottingham**
	    TBC
	
	  – **Mansfield Chad**
	    TBC
	
	  – **Newark Advertiser**
	    TBC
	
	  – **BBC East Midlands Today**
	    TBC
	
	  – **Notts TV**
	    TBC
		ASAP	Comms	Not started	

TASK		TIMESCALE	OWNER	STATUS	NOTES
	– **ITV Central** TBC – **Local Democracy Reporting Service** TBC				
	Ask following organisations to share on their channels: • Local PCNs • Local GP practices' PPGs • Nottingham and Nottinghamshire Healthwatch • Local councillors via our appointed governors, recognising this is not a political position • Nottingham and Nottinghamshire Healthwatch	TBC	Comms	Not started	
	Contact candidates who were unsuccessful in last elections	TBC	Comms	Not started	
	Call individuals who registered for last election's information sessions but did not register to stand at the election	TBC	Sally/Lead governor	Not started	
	Reach-out to other neighbouring trusts to encourage members to sign-up under the 'Rest of England' constituency	TBC	Comms	Not started	

TASK		TIMESCALE	OWNER	STATUS	NOTES
	Promote through Mid Nottinghamshire Place-Based Partnership	TBC	Comms	Not started	
	Promote elections through local education providers, including: • West Notts College (to their 18+ students only) • ATTFE students • Nottingham Trent University Mansfield campus	TBC	Comms	Not started	
Promote election to Trust staff	Update Trust intranet with details, including on intranet homepage	TBC	Comms	Not started	
	Promote on *Bulletin* staff e-newsletter	TBC	Comms	Not started	
	Promote to Trust leaders on the *Leaders' Forum* briefings	TBC	Comms	Not started	
	Team Brief appearance	TBC	Sally/Staff governor	Not started	
	Newark Team Brief appearance	TBC	Comms	Not started	
	All staff email	TBC	Comms	Not started	
	Sally to write *Looking Forward* blog, mentioning governor elections	TBC	Comms/ Sally	Not started	
	Promote on Trust staff Facebook page	TBC	Comms	Not started	
	Promote on Trust staff screensavers	TBC	Comms	Not started	
	Email candidates who were unsuccessful in last elections	TBC	Comms	Not started	

TASK		TIMESCALE	OWNER	STATUS	NOTES
	Email individuals who registered for last election but did not register to stand at the election	TBC	Comms	Not started	
	Sally to discuss potential candidates within Execs' teams	TBC	Sally	Not started	
	Promote with Trust's staff support networks to boost diversity	TBC	Comms	Not started	
Webinars	Run webinars	TBC	Comms/Sally/Lead governor	Not started	
	Follow-up webinars with calls/contact to candidates to confirm interest	TBC	Sally/Lead governor	Not started	
Data check Double-check that all of those who have made nominations are in the data that we send to Election provider.		TBC	Comms	Not started	
Confirm prospective governors have attended information webinar or had conversation on time commitments Where statement of nominations are submitted without a prospective candidate having attended a pre-election information session, proactive contact will be made with each candidate to arrange a conversation to help them to understand the level of commitment involved in becoming a Trust governor.		TBC	Sally/Lead governor/Comms	Not started	
MAXIMISING VOTER TURNOUT Note: Only registered members can register to stand in the election					
Promote election to Trust staff	Promote on *Bulletin* staff e-newsletter	TBC	Comms	Not started	
	Update Trust intranet with details, including on intranet homepage	TBC	Comms	Not started	
	Team Brief appearance	TBC	Staff governor	Not started	

TASK		TIMESCALE	OWNER	STATUS	NOTES
	Newark Team Brief appearance	TBC	Comms	Not started	
	Promote to Trust leaders on the *Leaders' Forum* briefings	TBC	Comms	Not started	
	All staff email	TBC	Comms	Not started	
	Promote on Trust staff Facebook page	TBC	Comms	Not started	
	Promote on Trust staff screensavers	TBC	Comms	Not started	
Promotion to Trust's public members	Update Trust website with details	TBC	Comms	Not started	
	Mention on Chair's report to Public Board	TBC	Comms/Chair	Not started	
	Confirm public-facing graphics	TBC	Comms	Not started	
	Dedicated e-shot to the Trust's public members	TBC	Comms	Not started	
	Promote on Trust social media	TBC	Comms	Not started	
	Share with local Facebook community group leaders	TBC	Comms	Not started	
	Consider paid social media advertising for target groups	TBC	Comms	Not started	4/3 – Cancelled, due to Trust's financial position.
	Promote on clinic screens, Emergency Department waiting room, Daffodil Café, etc.	TBC	Comms	Not started	
Explore availability of iPads for volunteers to support election process		TBC	Comms/Jo Thornley	Not started	

TASK		TIMESCALE	OWNER	STATUS	NOTES
ONCE POLLS CLOSE // ANNOUNCING THE RESULTS Not started					
Updating public communications	Update Trust website with details	ASAP after election closes	Comms	Not started	
	Mention on Chair's report to Public Board	ASAP after election closes	Comms/Chair	Not started	
	Dedicated e-shot to the Trust's public members	ASAP after election closes	Comms	Not started	
	Promote on Trust social media	ASAP after election closes	Comms	Not started	
	Update Board of Directors and Council of Governors posters, displaying updated posters at all Trust sites	ASAP after election closes	Comms	Not started	
Promote election to Trust staff	Update Trust intranet with details, including on intranet homepage	ASAP after election closes	Comms	Not started	
	Promote on Trust staff *Bulletin* e-newsletter	ASAP after election closes	Comms	Not started	
	Promote on Trust staff Facebook page	ASAP after election closes	Comms	Not started	
	Promote on Trust staff screensavers	ASAP after election closes	Comms	Not started	

Evaluation

Constituency	Number of vacancies	Confirmed nominations received	Outcome
Mansfield, Ashfield & surrounding wards	3	TBC	TBC
Newark & Sherwood & surrounding wards	3	TBC	TBC
Rest of England	1	TBC	TBC
Staff	1	TBC	TBC
TOTAL VACANCIES	10		

Learnings and potential actions for next year

- TBC – TO BE ADDED TO DURING PROJECT LIFESPAN

**Outstanding Care,
Compassionate People,
Healthier Communities**

**NHS
Sherwood Forest Hospitals**
NHS Foundation Trust

Council of Governors – Membership & Engagement Group - Cover Sheet

Subject:	Communications Feedback / Membership Activity	Date:	24 June 2025
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.		**Approval**	
		Assurance	
		Update	Y
		Consider	Y

Strategic Objectives					
Provide outstanding care in the best place at the right time	Empower and support our people to be the best they can be	Improve health and wellbeing within our communities	Continuously learn and improve	Sustainable use of resources and estates	Work collaboratively with partners in the community
Y	Y		Y	Y	Y

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	Insufficient financial resources available to support the delivery of services	
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
The appended report provides an update on membership engagement and activity for the last quarter, including updates on: • **Member communications and engagement during the quarter** • **An analysis of member representation is detailed in the report** • **A brief look ahead to planned membership activity planned during the next quarter**

Staffing update from the Communications Team

As a reminder: the Trust's former Membership and Engagement Officer, Christine Moody, left the Trust in 2024.

The decision to redistribute department funding to part-fund a Communications Officer role to support the Trust's membership engagement were rejected by the Trust's Vacancy Control Panel in March 2025.

The Membership and Engagement Officer post has now been disestablished from the Trust's establishment, with the funding for the role having been removed to support the Trust to deliver the significant financial savings it needs to make.

While some core duties will continue to be supported alongside other Trust activity as part of the 'business as usual,' the removal of this dedicated resource necessitates a review of how membership engagement is delivered in future – noting that there is no longer a dedicated resource within the Trust Communications Team to support membership engagement activity.

While arrangements for this are considered, please forward all requests to Richard Brown, Head of Communications, by emailing richard.brown60@nhs.net

Membership communications and engagement activity

Membership engagement activity supported by the Trust Communications Team over the past quarter has focused on the running of the Council of Governor elections, which concluded in late April. A comprehensive review of that process has been provided under a dedicated agenda item and accompanying enclosures.

Producing the *Trust Matters* e-newsletter

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. The latest edition was sent on Wednesday 24 June 2025.

The next edition is now being prepared for distribution in July 2025, with subsequent editions to be shared each month in August and September 2025.

***Meet Your Governor* activity**

No *Meet Your Governor* feedback forms have been shared with the Trust Communications Team during the past quarter.

As updated at the last Membership and Engagement Forum, *Meet Your Governor* activity has been focused on the 'hot topic' of hospital discharge over recent months.

Discussions at the July meeting of the Council of Governors Membership and Engagement forum should consider how to take forward the previously-communicated plan to support *Meet your governor* sessions focused on 'hot topics' without a dedicated Communications Team resource to support this.

Discharge Lounge *Meet your Governor* 'hot topics' session

Between July and November 2025, governors undertook a series of 'hot topic' *Meet your Governors*, focusing conversations on patients' experience of using the Trust's Discharge Lounge.

The final report summarising the findings of those questions is now available and has been provided in enclosure 5.1. These findings have been shared back with service leads for consideration.

Planned membership and engagement activity in 2025

Return of ongoing programme of '*Meet your governor*´ engagement sessions

The Communications Team will support governors to resume their ongoing *Meet your Governor* engagement sessions, following the discussion on how to facilitate this without a dedicated Communications Team in place.

Coffee and Connect sessions

Members of the Trust have been invited to a new series of patient engagement sessions that are being run by the Trust.

The Trust's new 'Coffee and Connect' online Patient and Carer Experience Forums have been launched by the Trust's Patient Experience Team as a welcoming space for patients and members of the public to give their views and share ideas on how to make visiting the Trust's hospitals a great experience for all.

The meetings will be held on the first Tuesday of every month at 4pm via Microsoft Teams, with the first session scheduled for Tuesday 1 July.

Patients, service users, carers and staff are all welcome to join and those attending can choose to attend one-off sessions or to the full programme of sessions. Details of each session will be emailed to each of the Trust's 3,000+ public members before each session.

The sessions are a good example of how Trust members can be engaged in patient engagement that is taking place in the wider trust.

2026 Council of Governor elections

Planning is already underway to support the 2026 Council of Governor elections process – a process that must conclude before a number of governors' terms of office expire on 6 July 2026.

Details of how the Communications Team will be delivering that process are included in the dedicated agenda item on governor elections at the July meeting of the Trust's Council of Governors Membership & Engagement forum

Member representation

The current public membership total stands at 3,693. A brief analysis of the gender, age demographics, ethnicity, socioeconomic groupings and constituencies is provided below:

- **Gender**
  Males are still underrepresented among the Trust's membership, with a total of 1,422 male members across all constituencies. Males currently make-up just 38.51% of the Trust's membership.

- **Age group**
  Just 88 (2.38%) of the Trust's membership are aged under 22, with young people remaining significantly underrepresented among the Trust's membership.

- **Ethnicity**
  Of the Trust's 227 public members who have declared their ethnicity, just 7.3% identify as non-white British. This compares to 13.40% across the East Midlands area who are classed as non-White British, according to 2021 Census data. There remains no members who identify as gypsies, despite the area having a notable gypsy population.

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

  - 2,239: Mansfield, Ashfield and surrounding wards
  - 834: Newark & Sherwood surrounding wards
  - 615: Rest of England
  - 5: Unassigned due to data quality issues; to be corrected

Appendix one of this report below contains a more comprehensive dashboard of public membership data.

Mapped analysis of the Trust's membership and governors

Governors previously requested that a mapped analysis of the Trust's membership be provided to assure the Council of Governors that the Trust membership was reflective of the Trust's patient base. The request was also made to show governors' home addresses.

That analysis is being updated, following changes to Trust constituency boundaries. The updated information will be presented at a future meeting of the Trust's   Council of Governors Membership & Engagement Forum.

Appendix one: Dashboard of public membership data

Data	Local population data by volume	Local Census data by (%)	Local Census data by (%), adjusted to remove under 16s	Members	% of total membership
Total population	4,947,180	-	-	-	-
Total public membersv	-	-	-	3,693	-
Total members with email addresses (#)	-	-	-	-	-
Breakdown by consituency	**Population by constituency**				
Mansfield, Ashfield and surrounding wards (Was 'Rest of East Midlands')	-	-	-	2,239	60.63%
Newark, Sherwood and surrounding wards (Was 'Newark and Sherwood')	-	-	-	834	22.58%
Rest of England	-	-	-	615	16.65%
Out of Trust area	-	-	-	-	-
Public membership breakdown by demographic					
Gender					
Male	2,449,272	49.51%	-	1,422	38.51%
Female	2,497,908	50.49%	-	2,168	58.71%
Transgender	-	-	-	1	0.03%
Unspecified	-	-	-	102	-
Age profile					
0-16	969,345	19.59%	-	4	0.11%
17-21	298,874	6.04%	7.51%	84	2.27%
22-29	489,649	9.90%	13.31%	128	3.47%
30-39	618,319	12.50%	19.39%	307	8.31%
40-49	584,196	11.81%	9.05%	308	8.34%
50-59	687,913	13.91%	11.66%	480	13.00%
60-74	825,787	16.69%	15.84%	997	27.00%
75+	473,097	9.56%	10.44%	997	27.00%
Not stated	-	-	-	388	10.51%
Ethnic Origin					
White - English, Welsh, Scottish, Northern Irish, British	3,883,712	78.50%	-	2,895	78.39%
White - Irish	28,729	0.58%	-	10	0.27%
White - Gypsy or Irish Traveller	3,556	0.07%	-	0	0.00%
White - Other	143,635	2.90%	-	54	1.46%
Mixed - White and Black Caribbean	40,443	0.82%	-	2	0.05%
Mixed - White and Black African	8,824	0.18%	-	7	0.19%
Mixed - White and Asian	21,723	0.44%	-	4	0.11%
Mixed - Other Mixed	15,343	0.31%	-	11	0.30%
Asian or Asian British - Indian	168,979	3.42%	-	29	0.79%
Asian or Asian British - Pakistani	48,941	0.99%	-	32	0.87%
Asian or Asian British - Bangladeshi	13,259	0.27%	-	6	0.16%
Asian or Asian British - Chinese	24,433	0.49%	-	6	0.16%
Asian or Asian British - Other Asian	37,936	0.77%	-	6	0.16%
Black or Black British - African	41,801	0.84%	-	44	1.19%
Black or Black British - Caribbean	28,926	0.58%	-	6	0.16%
Black or Black British - Other Black	10,807	0.22%	-	4	0.11%
Other Ethnic Group - Arab	9,747	0.20%	-	0	0.00%
Other Ethnic Group - Any Other Ethnic Group	15,999	0.32%	-	6	0.16%
Not stated	400,387	8.09%	-	571	15.46%

Key findings

Key findings

- Five sessions ran between August and November, with seven governors taking part

- 30 conversations were recorded with patients about the Trust's discharge process

- The majority (90%) of feedback was from patients, with just 3% from carers and 6% from family members

- All of those spoken to spent time in the Discharge Lounge

Key findings

Overall experience

- The majority of patients (86%) reported a good or very good experience of Sherwood Forest Hospitals' services

Very good	11
Good	15
Neither good nor poor	4
Poor	0
Very poor	0
Don't know	0

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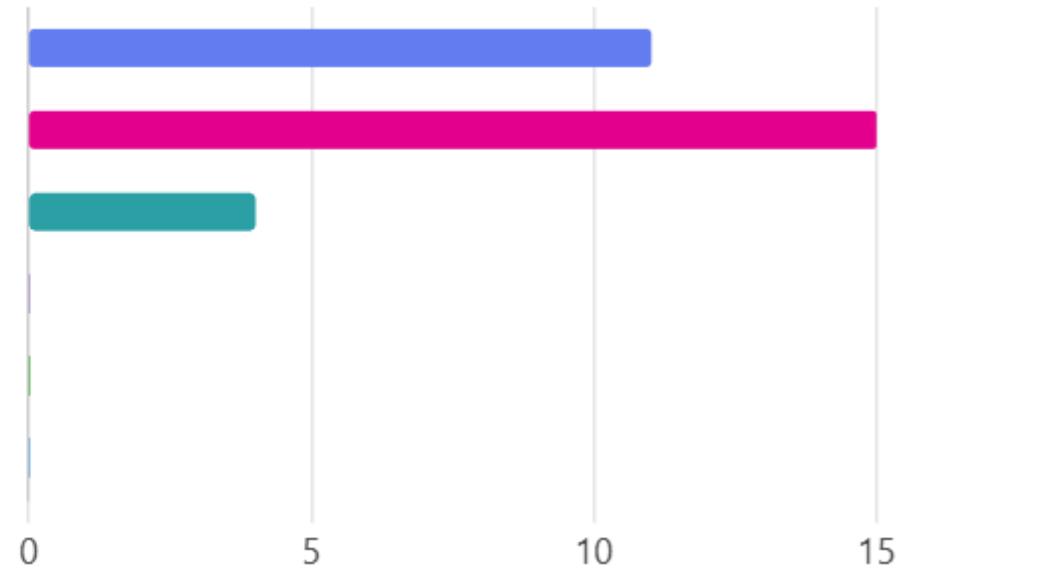
Key findings

Planning for patients' discharge

- The majority of patients (78%) said hospital staff took their family/ home situation into account when planning their discharge

- A similar number (72%) said hospital staff discussed any further health or social care services they may need after leaving hospital

- The majority (56.6%) said that staff communicated their discharge plan and delays with them

Did hospital staff take your family or home situation in to account when planning your discharge?


22%

78%

- Yes   21
- No   6
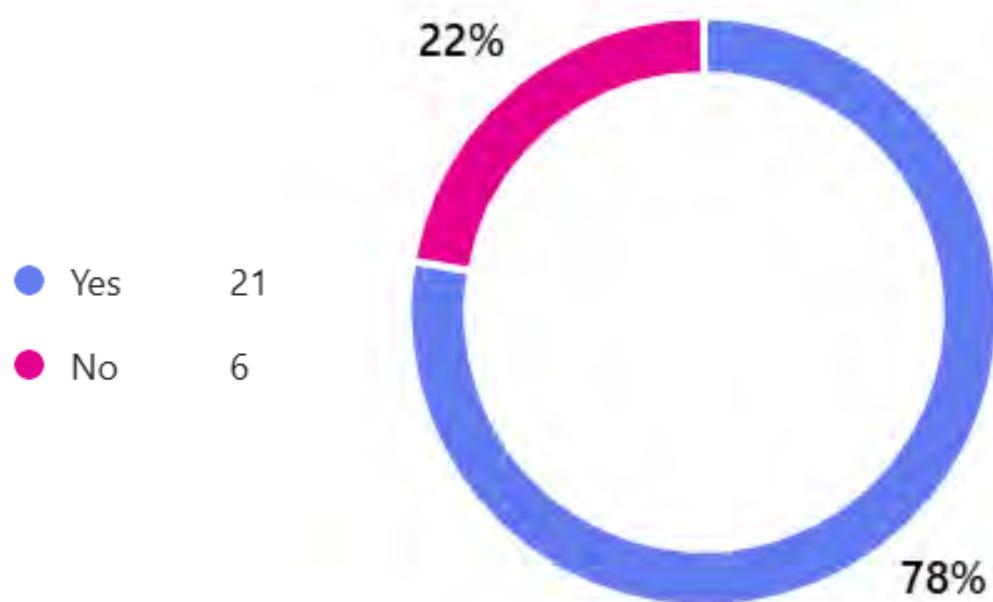
Key findings

Experience of the Trust's Discharge Lounge

14. How long has your stay on the Discharge Lounge been so far?

- Less than four hours — 15
- More than four hours — 9
- Less than 12 hours — 3
- More than 12 hours — 3

10%
10%
50%
30%
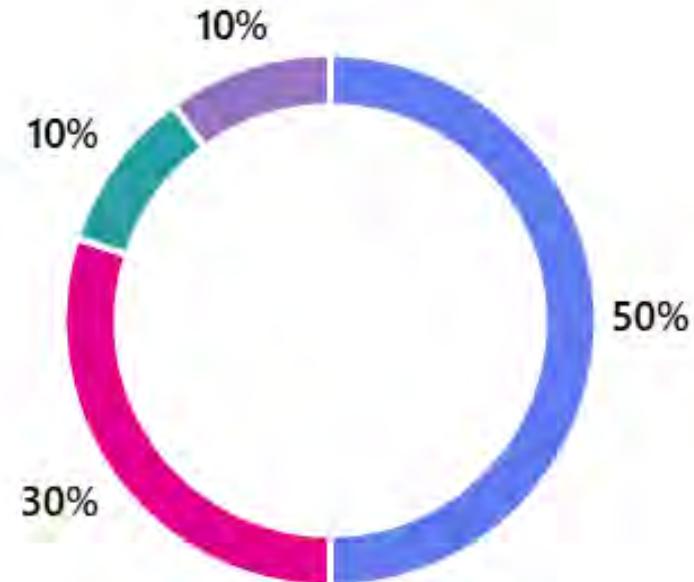
Key findings

Experience of the Trust's Discharge Lounge

- 87% rated their experience of using the Trust's Discharge Lounge at King's Mill Hospital as very good or good. Two people (7%) rated their experience as poor

- 93% said they were happy with the cleanliness of the Discharge Lounge

- The seating in the Discharge Lounge was rated 4.44 out of 5 for comfort

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Key findings

Other findings:

- 27 of 33 respondents (90%) reported being happy with the food they had

- Three new members were signed-up as a result of these sessions

- Two patients gave feedback about other topics, with their feedback provided opposite

"Struggled to sleep in the hospital overnight due to noise from other patients, despite being given a quiet room. Delays with discharge due to delays with medication. Significant delays with drugs being made-up, even with the patient offering to pay for medication to be delivered by taxi."

"discharge takes a lot of information I thought"

Thank you for listening
Any questions?

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Council of Governors – Membership & Engagement Group - Cover Sheet

Subject:	Membership Engagement Strategy proposal	Date:	24 June 2024
Prepared By:	Rich Brown, Head of Communication		
Approved By:	Rich Brown, Head of Communication		
Presented By:	Rich Brown, Head of Communication		

Purpose			
To propose a framework for future Trust membership engagement activity.		**Approval**	
		Assurance	
		Update	
		Consider	Y

Strategic Objectives

Provide outstanding care in the best place at the right time	Empower and support our people to be the best they can be	Improve health and wellbeing within our communities	Continuously learn and improve	Sustainable use of resources and estates	Work collaboratively with partners in the community
		Y			

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	Insufficient financial resources available to support the delivery of services	
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

None

Acronyms

None

Executive Summary

Enclosure 6.1 proposes a draft strategy as a framework for future Trust membership engagement activity. The document is shared for governors to COMMENT on.

High-level recommendations; this is not a detailed action plan of what activity will be undertaken when.

This also describe how the activity will be delivered – this must be subject to a separate conversation.

Design to be finalised

How this strategy will be developed and

Action plan

Strategy working group

Membership & Engagement Forum

Council of Governors

The purpose of this membership strategy

- Demonstrate Sherwood Forest Hospitals' commitment to maintaining an engaged membership that represents all of the communities it serves.

- Re-imagine what it means to be a member and a governor of Sherwood Forest Hospitals, demonstrating the value that both roles offer individuals and the Trust in helping to improve patient care across the Trust's hospitals.

- Make clear the measurable steps that will be taken to make that commitment a reality over the next three years

How we will make that commitment happen

Our high-level approach

We will focus our efforts by prioritising membership engagement activities in the following areas:
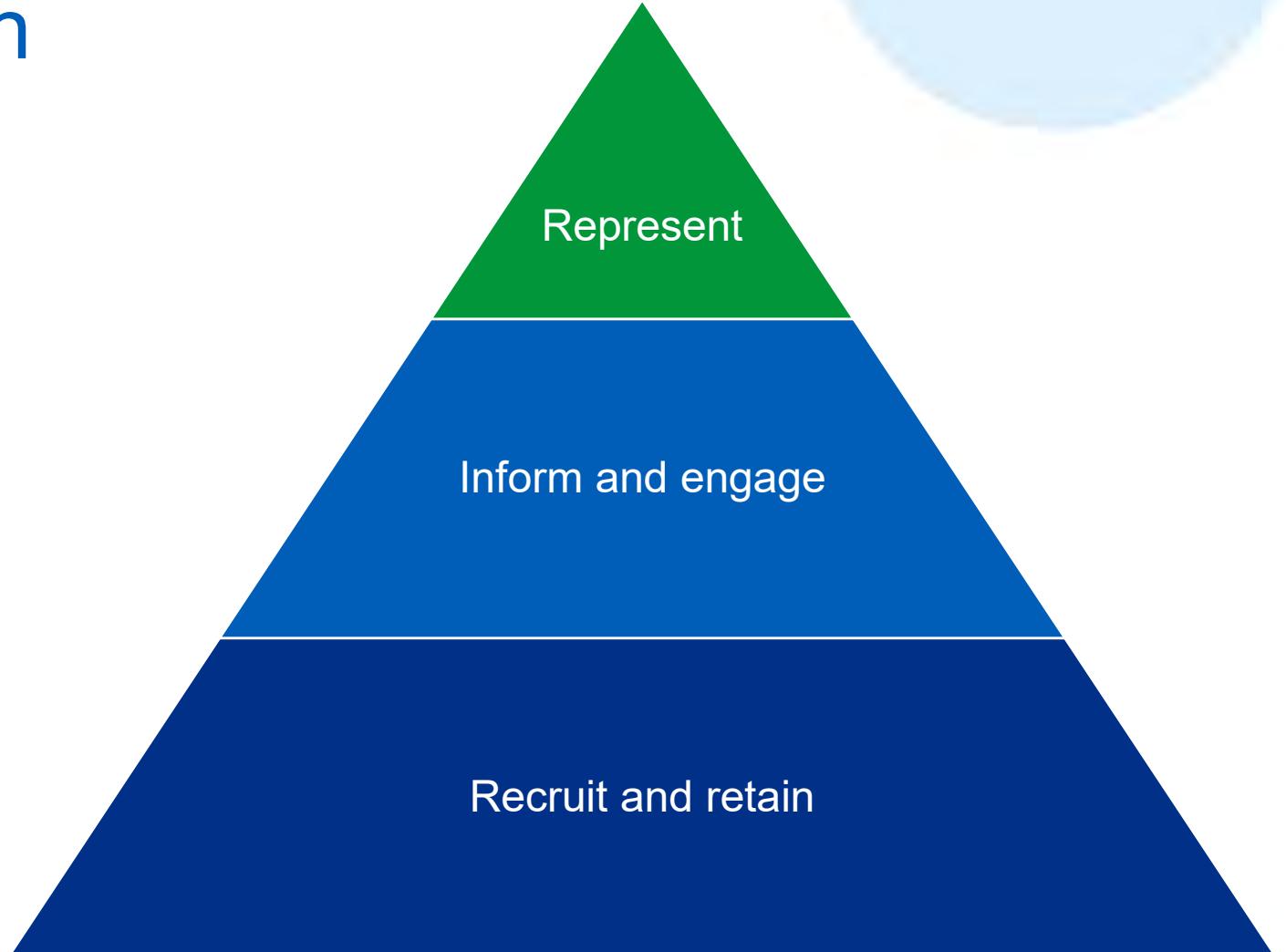
Recruit and retain

We will create an attractive membership offer that recruits digitally-engaged members who represent the diverse communities we serve

What it will take to make this happen

- We will create and promote an attractive membership offer that makes clear what part members can play in improving care across our hospitals.

- We will create more opportunities for targeted recruitment and engagement within the diverse communities we serve.

How we will measure our progress

- Total Trust public members exceeding the minimum number (680) set out in the Trust's Constitution.

- Representation of the Trust's membership, relative to the demographics of the Mid-Nottinghamshire population we serve

- Retention rate of Trust members (%)

Inform and engage

We will harness members' passion for their local hospitals by keeping them informed and engaging them in meaningful activity that genuinely help to improve Trust services

What it will take to make this happen

- Regularly update members on the Trust's work through our monthly *Trust Matters* e-newsletter

- Make members an integral part of how the Trust engages with patients and the wider communities it serves by linking membership engagement to business-as-usual Trust engagement activity

- Generate meaningful, structured and actionable insight to help Trust services through a programme of regular governor-led engagements – including engagements focused on designated 'hot topics'

How we will measure our progress

- Number of members reading *Trust Matters*

- Numbers of recorded engagement opportunities

- Numbers of people engaged through governor-led engagement activity

- Turnout (%) at Council of Governor elections

- % of feedback received from members within minority groups

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Represent

We will look to inspire more members to explore how they can represent the views of local communities by themselves becoming a Trust governor

What it will take to make this happen

- Elect and appointment governors to every seat on the Trust's Council of Governors, minimising the number of vacancies

- Elect and appoint governors to the Trust's Council of Governors who are representative of the communities we serve

- Succession plan for future Council of Governor elections by identifying the potential governors of tomorrow

How we will measure our progress

- Number of vacancies on the Trust's Council of Governors

- Number of registrations of interest to stand as a governor at future elections

- Number of statements of nominations received during each Council of Governor elections

- % of candidates from underrepresented groups standing at each Council of Governor election

- Representation of serving governors, relative to the Mid Nottinghamshire population we serve

How we will measure our progress

Measuring our progress

One-page infographic/dashboard to be created showing key metrics – and identifying the gap to achieving our objectives:

Recruit and retain	Inform and engage	Represent
Total public members	Number of members reading *Trust Matters*	Number of vacancies on the Trust's Council of Governors
Confirmation that public members exceed minimum number (680)	Numbers of recorded engagement opportunities	Number of registrations of interest to stand as a governor at future elections
Total staff members	Numbers of people engaged through governor-led engagement activity	Number of statements of nominations received during each Council of Governor elections
Demographics of Trust membership	Turnout (%) at Council of Governor elections	% of candidates from underrepresented groups standing at each Council of Governor election
'Gap' to achieving representation	% of feedback received from members within minority groups	Representation of serving governors, relative to the Mid Nottinghamshire population we serve
Retention rate of trust members (%)		

Governor Conference 2025

Date: Tuesday 9th September 2025
Time: 17:00 – 20:00
Venue: Boardroom, Level 1, King's Mill Hospital

	Time	Item	Paper
1.	17:00	**Welcome and Opening Comments** Liz Barrett, Lead Governor / Sally Brook Shanahan, Director of Corporate Affairs / Graham Ward, Chair	
2.	17:10	**NHS and Trust Changes (including impact on patient care)** Presenter TBC	Presentation
3.	17:50	**Making Every Contact Count – potential for governor engagement** Paula Longdon, Associate Director of Strategy and Partnerships	Presentation
4.	18:20	**Violence & Aggression Update** Presenter TBC	Presentation
5.	18:45	**Further opportunities for governor engagement with the Trust's Charity** Ken Godber, Head of Charity Development and Corporate Partnerships	Presentation
6.	19:10	**Membership Engagement Strategy Launch** Rich Brown, Head of Communications	Presentation
7.	19:30	**Questions and Discussion** All	Discussion
8.	19:50	**Closing Remarks** Liz Barrett, Lead Governor / Sally Brook Shanahan, Director of Corporate Affairs / Graham Ward, Chair	Verbal