

Council of Governors 10.30 am

Tuesday 1st December 2015

Conference Room 7, The Curve

***Registration & Coffee from 10.00 am**

Agenda

- | | | |
|-----|---|--------|
| 1. | Welcome and Introductions | AM |
| 2. | Apologies for Absence | AM |
| 3. | Declaration of Interest | AM |
| 4. | Minutes of the Previous Meeting – 29 th September 2015
(To Approve) | AM |
| 5. | Matters Arising From Previous Meeting | AM |
| 6. | Chair's Report
(To Note) | AM |
| 7. | Service User and Carer Experience and Engagement (presentation)
(To Note) | GG |
| 8. | CQC Presentation
(To Note) | NT/ACM |
| 9. | Notes of the Nominations Committee Held 10 th November 2015
(To Note) | MC |
| 10. | Draft Chair Appointment Candidate Pack
(To Note) | ACM |
| 11. | Membership Engagement Strategy
(For Discussion) | AB/SN |
| 12. | Lead Governor Update
(To Note) | AB |
| 13. | Any Other Business | |
| 14. | Date and Time of Next Meeting 29th February 2016, Joint Board and Council of Governors
10.30 am, Conference Room 7, The Curve | |

Report to: Council of Governors

Date of Meeting: 1st December 2015

Item Title: Declaration of Interest

Agenda Number: 3

Accountable Person: Alan Maden, Chair

Recommendation: To Note

Executive Summary:

All members of the Council of Governors are required to disclose any material interest that they, their spouse or partner has and these will be recorded in the register of interests of governors

Interests should be declared:

- ⇒ On the declaration of interests form
- ⇒ At the Council of Governors' meeting if they have an interest in any of the items to be considered

Governors are asked to complete and return the declaration of interest form to: Steph Neville, Head of Corporate Affairs

Report to: Council of Governors

Date of Meeting: 1st December 2015

Item Title: Minutes of the Previous Meeting Held –
29th September 2015

Agenda Number: 4

Accountable Person: Alan Maden, Chair

Recommendation: To Approve

Executive Summary:

The Council of Governors is asked to receive and approve the minutes of the previous meeting held on 29th September 2015.

UNRATIFIED

**COUNCIL OF GOVERNORS MEETING, TUESDAY 29 SEPTEMBER 2015,
10.30am, ROOM 1, TRUST HEADQUARTERS**

Present:

Malcolm Cowen	-	Vice Chair/Non-Executive Director
Iris Emery	-	Service User and Carer Governor
Jonathan Elster	-	Public: Salford Governor
Alan Mitchell	-	Appointed: Trafford Governor
John McLellan	-	Public: Salford Governor
Anne Broadhurst	-	Lead Governor
Fareed Bashir	-	Staff Governor: Medical
Desmond Bradley	-	Public: Bolton Governor
Cllr Anne Cunliffe	-	Appointed: Bolton Governor
Sylvia Seddon	-	Public: Trafford Governor
Sarah McDonald	-	Staff Governor: Non Clinical
Rob Beresford	-	Public: Other North West Governor
Eddie Murdoch	-	Staff: Non Clinical Governor
Margaret Willis	-	Service User and Carer Governor
Les Allen	-	Public Bolton Governor
Julie Turner	-	Staff Governor: Non Clinical
Jennifer Carlisle	-	Staff Governor: Nursing
Phil Saxton	-	Public: Other North West Governor

In Attendance:

Bev Humphrey	-	Chief Executive
Terry McDonnell	-	Non Executive Director
Julie Jarman	-	Non Executive Director
Kathy Doran	-	Non Executive Director
Steve Colgan	-	Medical Director
Andrew Maloney	-	Director of HR and Governance
Gill Green	-	Director of Operations & Nursing
Neil Thwaite	-	Director of Development & Performance/Deputy CE
Kim Saville	-	Deputy Director of Service and Business Development
Caroline Vining	-	Marketing and Communications Manager

66/15 APOLOGIES FOR ABSENCE

Alan Maden	-	Chair
William Gallagher	-	Public: Bolton Governor
Margaret Riley	-	Service User and Carer Governor
Joanne Wilson	-	Service User and Carer Governor
Ismail Hafeji	-	Director of Finance and IMT
Hazel Carter	-	Public: Trafford Governor
Peter Baimbridge	-	Public: Salford Governor
Anthony Bell	-	Non Executive Director
Andrew Greenhalgh	-	Service User and Carer Governor
Wilf Davidson	-	Appointed: Cloughside College Governor
Steph Neville	-	Head of Corporate Affairs

67/15 DECLARATIONS OF INTEREST

There were no declarations of interest.

68/15 MINUTES OF THE PREVIOUS MEETING HELD ON 7th JULY 2015

The minutes of the meeting held on 7 July 2015 were approved as an accurate record.

69/15 MATTERS ARISING

Chief Executive, Bev Humphrey confirmed the date of the Trust's CQC inspection visit to be the week commencing 8 February 2016.

70/15 CHAIR'S REPORT

The Vice Chair, Malcolm Cowen, presented the Chair's report to the Council of Governors.

The meeting noted that the new clinical information system (PARIS) had been "rolled out" across the Trust, with the transfer of over six million electronic files. Jonathan Elster, Public Governor for Salford, commented positively on the change but advised that some staff had concerns about data inputting. Jonathan asked that communications continue with staff in the weeks post implementation. Gill Green, Director of Operations and Nursing identified this as one of the biggest changes undertaken by the Trust had undertaken, taking two years to plan. Lots of different communication mechanisms were used during roll-out such as workshops, PC screen information and newsletters. Gill Green confirmed that the roll out had gone relatively smoothly and staff will continue to be supported through the transition.

Steve Colgan, Medical Director advised that any issues being experienced with PARIS were temporary. The Council of Governors noted that the previous system (ICIS) had developed over ten years and it will take a while for staff to get used to PARIS. Steve Colgan suggested that, in a matter of weeks, staff will be much more familiar with the system.

Eddie Murdoch, Staff Governor, said he and his colleagues had been using PARIS and, even though it is a new system, staff were working together and helping each other. Eddie also acknowledged the level of support received from IM&T.

Anne Broadhurst, Lead Governor asked if it was easier to identify carers on PARIS. Gill Green confirmed there was a specific 'tile' for carers.

The Chair's Report also included a bulletin about the new training and education facility (The Curve). Malcolm Cowen explained that all future Council of Governor meetings would take place in The Curve and that The Curve would also be the base for Trust Headquarters. It was confirmed that the opening of The Curve would take place on Monday 9 November 2015 as part of the Annual Member's Meeting and the annual staff value awards.

The meeting **noted** the Chair's Report.

71/15 QUARTERLY BRIEFING FOR THE EXTERNAL CONTEXT AND GMW POSITION

Bev Humphrey shared the first of a quarterly briefing ('Newsbrief'), which has also been sent to all Trust staff. Bev Humphrey provided an overview of the national picture, highlighting the current forecast deficit of approximately £20billion. The Government has committed to investing £8billion of 'new money' in new ways of working, such as the health and social care 'vanguard' sites (of which Salford is one), to help address this deficit.

Bev Humphrey explained that the government has also established a national Mental Health Taskforce, chaired by Paul Farmer (Chief Executive of MIND), with whom GMW already has a good relationship.

Regionally, Bev Humphrey described the new arrangements set out by Devolution Greater Manchester. By December 2015, Greater Manchester must submit a clinically and financially sustainable Strategic Plan to the Government. A recent analysis of locality plans, which will inform the Strategic Plan, shows a forecast deficit of £2billion. This means that some difficult decisions will need to be made in coming months. The Trust is working hard to make sure GMW and mental health are fully represented in all Devolution Manchester discussions. A significant amount of work is ongoing to develop a Greater Manchester Mental Health Strategy, which is connecting directly into regional level work around employment, housing and children's welfare.

Locally, Bev Humphrey reported that the Trust had achieved all its end of year financial and performance targets. GMW is one of a reducing number of trusts who are in such a strong financial position. This success is due in part to the robust financial planning process, which looks at least two years in advance of the present position.

Bev Humphrey stated that following a successful tender, the Trust had retained 'Unity', the substance misuse service in Cumbria, which GMW has delivered over the last four years. The new contract imposes significant financial pressure on the service, and an organisational change process is underway to address this. Staff will be supported through, and engaged in, any changes.

Finally, Bev Humphrey reported that the Trust continues to be involved in discussions regarding the future delivery of mental health services in Manchester. The Council of Governors noted that MMHSCT (Manchester Mental Health and Social Care Trust) withdrew its application to become an NHS Foundation Trust in 2013 and is not sustainable in its current form. MMHSCT has now entered the NHS Trust Development Authority's Transactions Approval Process, which aims to deliver a sustainable solution for the city.

Sylvia Seddon, Public Governor for Trafford, expressed concern that financially sound trusts may be called upon to help trusts, such as MMHSCT, manage their debts.

Terry McDonnell, Non-Executive Director suggested that change was on the way and GMW has to be at the forefront of this.

Anne Broadhurst enquired how Foundation Trusts are expected to manage complex organisations successfully when the private sector fail. Bev Humphrey acknowledged the reference to Circle's experience at Hinchingsbrooke.

The Council of Governors **noted** the briefing.

72/15 MANCHESTER MENTAL HEALTH SERVICES DEVELOPMENT

Following on from Bev's briefing regarding MMHSCT, Neil Thwaite delivered a presentation outlining the TDA's Transactions Approval Process, Monitor's regulatory framework and the role of the Competition and Markets Authority (CMA). Neil Thwaite also summarised the Trust's understanding of MMHSCT's current position. The Council of Governors noted that MMHSCT's CQC inspection report had not been published yet.

Neil Thwaite stated that a Mental Health Strategies independent review of MMHSCT, published in 2013, identified significant challenges including fragmented provision of services and a reliance on out of area beds. Neil Thwaite advised that since GMW has implemented its redesigned Acute Care Pathway, the Trust has had no out of area placements. Neil Thwaite also reminded the Council of Governors of the support already being provided to MMHSCT to reduce out of area placements, through the provision of rehabilitation beds for Manchester residents at Bramley Street. Plans are also in progress to additional capacity for Manchester at Charles House.

The Council of Governors noted that the NHS Trust Development Authority (TDA) are expected to make a decision on the approach to delivering a sustainable solution for Manchester mental health services in November 2015. This follows a series of workshops facilitated by KPMG over summer with key stakeholders. The TDA's solution may take the form of an acquisition following an open procurement process.

Phil Saxton, Public Governor for Other North West, asked whether a partnership might be considered for MMHSCT rather than a legal merger or acquisition. Jonathan Elster also asked whether trusts like GMW or Pennine Care might be invited to support improvements at MMHSCT. Neil Thwaite, Director of Development & Performance and Deputy Chief Executive advised that it is unlikely that MMHSCT could be "turned around" at this stage in its current form.

Phil Saxton enquired whether private companies might be able to take part in a tender process, if the TDA backed this approach. Bev Humphrey confirmed that they probably would.

In response to a query from Jonathan Elster regarding MMHSCT's financial position, Neil Thwaite advised that, if a procurement approach was taken, organisations would have the opportunity to undertake comprehensive due diligence to understand any risks.

Anne Broadhurst asked about the implications for MMHSCT staff, if the Trust was acquired by another organisation. Neil Thwaite advised that staff would transfer in accordance with an organisational change process.

Neil Thwaite went on to discuss the strategic context and explain how a potential procurement process would fit into the Devolution Manchester agenda.

Rob Beresford, Public Governor for Other North West asked what would happen if another organisation was not interesting in acquiring MMHSCT. Neil Thwaite replied that if the Trust Development Authority believed that was a possibility, they would be unlikely to go to tender and would go straight to acquisition.

Neil Thwaite explained that, if a procurement approach was taken and the Trust participated, this would be classed as a 'significant transaction' for the organisation. Governors have a statutory duty to approve significant transactions at Gateway 4 of the Transactions Approval Process. Neil Thwaite advised that it will be key to identify the benefits of a transaction for service users in terms of quality, innovation and financial efficiencies. The governors shared their thoughts on potential benefits.

Bev Humphrey asked the Governors for their early thoughts on the MMHSCT situation. Julie Jarman, Non-Executive Director, suggested that the risks of not participating in a procurement process should be considered.

John McLellan, Public Governor for Salford expressed concerns that to save money, staff numbers at MMHSCT may need to be reduced. Bev Humphrey stated that a lot of resources were spent by MMHSCT on rent as they do not own any buildings. John McLellan also asked if these buildings were no longer rented, would clients be pushed out of services. Bev Humphrey stated this was a complex process but there were a lot of opportunities to deliver improvements for service users.

Jonathan Elster stated that strong leadership would benefit MMHSCT's frontline staff. Bev Humphrey agreed, suggesting that staff need a clear direction of travel with which they can engage.

Alan Mitchell, the Appointed Governor for Trafford said that if the TDA pursued a procurement this was a great opportunity for GMW. In response to a question from Alan Mitchell, Neil Thwaite confirmed MMHSCT's income to be in the region of £106million. Alan Mitchell raised a question as to the capacity and skills required to pursue an acquisition. Neil Thwaite advised that consideration was being given to this and referenced a recent

King's Fund review of NS mergers and acquisitions. Bev Humphrey stated that a procurement process would be resource-intensive and that Governors would be consulted before significant resource was spent.

The Council of Governors discussed competition and whether the TDA might seek to 'carve up' MMHSCT. Bev Humphrey advised that the latter had been considered previously but discounted.

Phil Saxton stated there had to be change and strongly supported the notion of GMW continuing to be involved in activity to deliver a sustainable solution for Manchester. This was seconded by Anne Broadhurst.

Malcolm Cowen summarised the discussions, stating that if the TDA decide to undertake a formal procurement process this could be a real opportunity for GMW.

Those members of the Council of Governors present **voted** unanimously to support continued engagement in the TDA's transactions process.

73/15 REPORT OF THE NOMINATIONS COMMITTEE

Andrew Maloney, Director of HR and Corporate Services presented a paper which proposed the extension of Alan Maden's term to March 2016 instead of retiring in December 2015. Anne Broadhurst supported this and said it would be wise in light of the critical pieces of work taking place over the coming months. Phil Saxton said this was a very sensible compromise as consistency was needed. The Council of Governors was asked to vote on whether to extend Alan Maden's term of office to March 2016.

The Council of Governors **noted** the report and voted unanimously to extend Alan Maden's term of office to March 2016.

74/15 SERVICE USER AND CARER ENGAGEMENT

This item was postponed as the Manchester discussions had taken a significant amount of time.

75/15 FIT AND PROPER PERSONS TEST

Andrew Maloney presented a report which confirmed the proper checks for all members of GMW's Trust Board had taken place following the Francis Report. The Declaration of Interests for all directors was completed and reported to Trust Board on 30th March 2015. The report provided the Governors with assurance that GMW are compliant in this area.

The Council of Governors **noted** the report

76/15 LEAD GOVERNOR UPDATE

Anne Broadhurst reported that Margaret Willis, Service User and Carer Governor for Bolton had asked Anne to formally thank Alan Maden, Julie Jarman, Steph Neville, Head of Corporate Affairs and Gill Drummond, Dementia Quality Lead for the opportunity to volunteer at Woodlands Hospital in Little Hulton. Margaret Willis said she was very proud to be volunteering there and that the staff and patients were wonderful.

Anne Broadhurst also highlighted two events which she thought may be of interest – a Citizen Panel hosted by Salford Clinical Commissioning Group on 9th October 2015 which was going to discuss Devolution Greater Manchester.

The second event was for carers obtaining lasting power of attorney which was being hosted by Pannone Solicitors. Anne Broadhurst had all the details if anyone was interested.

The Council of Governors **noted** the update.

77/15 SCHEDULE OF MEETINGS

Malcolm Cowen presented the schedule of the Council of Governor meetings for the coming year.

The Council of Governors **noted** the schedule.

78/15 ANY OTHER BUSINESS

There was no other business.

79/15 DATE AND TIME OF NEXT MEETING

The next meeting of the Council of Governors would be held on:

Tuesday 1st December 2015, 10.00 am, Conference Room 7, The Curve

Report to: Council of Governors

Date of Meeting: 1st December 2015

Item Title: Chairs Report

Agenda Number: 6

Accountable Person: Alan Maden, Chair

Recommendation: To Note

Executive Summary:

The Council of Governors is asked to receive and note the Chairs Report

**Meeting of the Council of Governors
Tuesday 1st December 2015
Chairs Report**

1. Introduction

This report provides the Council of Governors with details of the items for noting by the Council over the past few weeks since its last meeting.

2. Sixth Recovery Academy Prospectus Launched

The Autumn/Winter Recovery Academy prospectus is now available with over 45 courses on offer to service users and their supporters (family, friends, carers) as well as healthcare staff. New for this term are courses that teach the fundamentals of British Sign Language, provide insight into Autism and Post Traumatic Stress Disorder (PTSD) as well as guidance for looking after your health and wellbeing and completing job applications. We already have over 2,300 students registered with the Academy and this figure is growing all the time.

Since the new prospectus was launched on 1 October we've had over 830 course bookings. If you are interested in attending any of the courses, please follow this link <http://www.gmw.nhs.uk/recovery> to the prospectus.

3. Trafford Home Office Innovation Mental Health Project Recognised

Last month (19 – 21 October) our work, in partnership with Greater Manchester Police and the Safer Trafford Partnership, was shared on an international stage. Trafford Home Office Innovation Mental Health project was identified as being of significant interest and generated an invitation for those involved to present their work at the 25th International Annual Problem-Oriented Policing (POP) conference, which took place in Portland, USA.

Over 450 delegates from the USA, Canada, New Zealand and Europe were able to learn how the project has successfully reduced demand on the police and other emergency services and providers.

4. GMW Scores Highly in National Patient Survey

Last month (21 October), we celebrated the results of the annual community mental health survey which saw the Trust receive the highest score nationally for helping service users understand what is important to them.

The survey involves all mental health trusts in England and people aged 18 years and over were eligible to take part if they were receiving treatment for a mental health condition. Questions spanned all aspects of their care including planning, organising, who they see, crisis care and treatment.

GMW's results are positive, indicating that service users were happy with the care they received and the majority had a good experience. In comparison to other trusts, GMW performed well and are in the top 20% for organising care. None of the survey results rate GMW services poorly compared to other trusts.

5. New provider of Military Veteran's Service

GMW has been awarded the contract to provide mental health services for military veterans in Cheshire and Merseyside. The service, which started at the beginning of this month (1 November), will work with veterans to deliver specialist care with a focus on improving psychological wellbeing, increasing social networks and supporting long-term recovery.

GMW will also be working in partnership with the leading mental health charity for veterans, Combat Stress, to ensure timely, effective clinical treatment and welfare support is provided to veterans who suffer from ongoing psychological issues, resulting from their time as a serving Armed Forces member.

To coincide with the new service we have launched a new course in this term's Recovery Academy prospectus looking at [Post Traumatic Stress Disorder \(PTSD\)](#).

A new brand is currently being developed with the first branding workshop taking place on Friday (27 November) with representatives from GMW working alongside Military Veterans to create a new look and logo for the service.

6. Devo drive set to make whole of Greater Manchester more dementia-friendly

A new partnership, Dementia United, was launched recently (13 November), which recognises dementia as a devolution priority for Greater Manchester. Ambitions were outlined to transform the experiences of the 22,000 people who will be living with dementia by 2020 in Greater Manchester.

Dementia United – led by Sir David Dalton of Salford Royal NHS Foundation Trust, Alzheimer's Society and Greater Manchester health and social care devolution team – is a vehicle to help experts and patients come together to look at ways of improving all aspects of daily life for people living with dementia in the region. We are proud to say that GMW is a part of Dementia United, making Greater Manchester the best place in the world for dementia care.

- Full details and proposed five-year plan for Greater Manchester expected by March
- People across Greater Manchester asked to get involved now and share views

For more information and to give your views on dementia care, please visit: www.dementiaunited.net

7. Celebrating carers

Our latest carers newsletter (*Who Cares?*) was issued on Friday 20 November to coincide with national Carers Rights Day. We know just how important it is to get the right information at the right time when people are in a caring role, so the newsletter provides information about Recovery Academy courses that can help as well signposting carers to local carer groups, services available and national information about their rights. We also promoted GMW's carers event, which takes place on 29 January 2016, where carers are invited to get their voice heard and communicate in a way that will help us develop future services for people who care for someone.

**Alan Maden
Chair
December 2015**

Report to: Council of Governors

Date of Meeting: 1st December 2015

Item Title: Service User and Carer Engagement

Agenda Number: 7

Accountable Person: Gill Green, Director of Operations and Nursing

Recommendation: To Note

Executive Summary:

The Council of Governors is asked to note a presentation on Service User and Carer Engagement.

Council of Governors Nominations Committee

Title of Meeting	Nominations Committee
Name and Job Title of Chair	Malcolm Cowen, Vice-Chair
Membership	Anne Broadhurst, Lead Governor (Service User & Carer: Carer) Julie Turner, Governor (Staff: Non-clinical) Sylvia Seddon, Governor (Public: Trafford) Alan Mitchell, Governor (Appointed: Trafford) Les Allen, Governor (Public: Bolton)
Apologies	None received
In Attendance	Andrew Maloney, Director of HR and Corporate Affairs Kim Saville, Deputy Director of Service and Business Development (Company Secretary with effect from 16 th November 2016)
Date of Meeting	10 th November 2015
Items for Discussion	<p>1. Draft Chair Candidate Information Pack</p> <p>The Nominations Committee met in September 2015 and agreed an extension to the current Chair’s tenure until end of March 2016.</p> <p>Andrew Maloney provided an overview of the draft Chair Candidate Information Pack for the new appointment. Key areas for the Nominations Committee’s consideration are the person specification, role outline and time commitment. Remuneration reflects other Trusts.</p> <p>The Nominations Committee reviewed the Pack and recommended the following amendments/additions:</p> <ul style="list-style-type: none"> • Letter from the Appointment Panel – reference to be made to integration agenda • About the Trust – reference to be made to political landscape as candidates will need to demonstrate political astuteness • The Role – responsibilities to include acting as an Ambassador for the Trust • Person Specification – experience required in leading significant change programmes across sectors • Eligibility – with reference to para 25 of the constitution, eligibility to include membership of the Trust’s service user and carer constituency • Tenure and Termination – reference to ongoing review of performance to be incorporated in termination clause

	<p>Andrew Maloney outlined the process and timescales for appointment. Subject to agreement by the Nominations Committee, the Appointment Pack will be considered by the Board on 30th November and Council of Governors on 1st December. The Nominations Committee's recommendation on candidates will be taken to the joint Board of Directors/Council of Governors meeting on 29th February 2016. Noted that an interim solution may be required after the end of March 2016.</p> <p>Imelda Barrington will be in contact to set dates for short-listing as soon as possible.</p> <p>Kim Saville will circulate an amended version of the Application Pack to members of the Nominations Committee by the end of the week.</p>
Any Other Business	None to note
Date of Next Meeting	To be arranged in line with timescales for Chair's appointment

Report to: Council of Governors

Date of Meeting: 1st December 2015

Item Title: CQC Presentation

Agenda Number: 8

Accountable Person: Neil Thwaite, Deputy CEO/Director of
Development and Performance

Andrew Maloney, Director of HR and Corporate
Services

Recommendation: To Note

Executive Summary:

The Council of Governors is asked to note the CQC Presentation

Report to: Council of Governors

Date of Meeting: 1st December 2015

Item Title: Notes of the Nominations Committee Held 10th
November 2015

Agenda Number: 9

Accountable Person: Malcolm Cowen, Vice Chair

Recommendation: To Note

Executive Summary:

The Council of Governors is asked to receive the notes of the Nominations Committee held 10th November 2015.

Council of Governors Nominations Committee

Title of Meeting	Nominations Committee
Name and Job Title of Chair	Malcolm Cowen, Vice-Chair
Membership	Anne Broadhurst, Lead Governor (Service User & Carer: Carer) Julie Turner, Governor (Staff: Non-clinical) Sylvia Seddon, Governor (Public: Trafford) Alan Mitchell, Governor (Appointed: Trafford) Les Allen, Governor (Public: Bolton)
Apologies	None received
In Attendance	Andrew Maloney, Director of HR and Corporate Affairs Kim Saville, Deputy Director of Service and Business Development (Company Secretary with effect from 16 th November 2016)
Date of Meeting	10 th November 2015
Items for Discussion	<p>1. Draft Chair Candidate Information Pack</p> <p>The Nominations Committee met in September 2015 and agreed an extension to the current Chair’s tenure until end of March 2016.</p> <p>Andrew Maloney provided an overview of the draft Chair Candidate Information Pack for the new appointment. Key areas for the Nominations Committee’s consideration are the person specification, role outline and time commitment. Remuneration reflects other Trusts.</p> <p>The Nominations Committee reviewed the Pack and recommended the following amendments/additions:</p> <ul style="list-style-type: none"> • Letter from the Appointment Panel – reference to be made to integration agenda • About the Trust – reference to be made to political landscape as candidates will need to demonstrate political astuteness • The Role – responsibilities to include acting as an Ambassador for the Trust • Person Specification – experience required in leading significant change programmes across sectors • Eligibility – with reference to para 25 of the constitution, eligibility to include membership of the Trust’s service user and carer constituency

	<ul style="list-style-type: none"> • Tenure and Termination – reference to ongoing review of performance to be incorporated in termination clause <p>Andrew Maloney outlined the process and timescales for appointment. Subject to agreement by the Nominations Committee, the Appointment Pack will be considered by the Board on 30th November and Council of Governors on 1st December. The Nominations Committee’s recommendation on candidates will be taken to the joint Board of Directors/Council of Governors meeting on 29th February 2016. Noted that an interim solution may be required after the end of March 2016.</p> <p>Imelda Barrington will be in contact to set dates for short-listing as soon as possible.</p> <p>Kim Saville will circulate an amended version of the Application Pack to members of the Nominations Committee by the end of the week.</p>
Any Other Business	None to note
Date of Next Meeting	To be arranged in line with timescales for Chair’s appointment

Report to: Council of Governors

Date of Meeting: 1st December 2015

Item Title: Draft Chair Candidate Pack

Agenda Number: 10

Accountable Person: Andrew Maloney, Director of HR and Corporate Services

Recommendation: To Note

Executive Summary:

The attached draft Chair Candidate Information Pack sets out the role requirements, person specification, eligibility criteria and Terms and Conditions for individuals interested in applying for the role of Chair of the Trust. An application process is also outlined, including timescales. Applications will be sought by 22nd January 2016.

The Council of Governors' Nomination Committee will be responsible for identifying suitable candidates for the position of Chair during February 2016. The Nominations Committee has reviewed and commented on the attached draft Pack and approval will be sought from the full Council of Governors on 1st December 2015.

It is proposed that the Nominations Committee make a formal recommendation to the Council of Governors at the joint Trust Board and Council of Governors meeting on 29th February 2016. The Council of Governors will then be in a position to fulfil their statutory duty and appoint a new chair.

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Fit and Proper Persons Declaration	TBC

DRAFT

Letter from the Appointment Panel

Dear Candidate,

Appointment of Chair, Greater Manchester West Mental Health NHS Foundation Trust

Firstly, thank you for showing an interest in this important appointment for the Foundation Trust. This is an exciting and demanding opportunity to influence and shape the future of our services and we hope that if you believe that you have the right skills and experience you will be encouraged to apply.

The NHS is facing an unprecedented challenge ahead that requires it to continue to deliver high quality services, with increasing demands and expectations from the public within an environment of financial constraint. Whilst challenging, it is creating opportunity for innovation and service redesign, new and interesting stakeholder relationships and, for this Trust, opportunities to grow the breadth and geography of services we provide. Locally, across Greater Manchester, the new Government Devolution deal is accelerating the pace for change and we are actively engaged in shaping the future direction of this programme of work and importantly the future shape of mental health services in Greater Manchester. We are also committed to delivering more integrated care and are a key member of Salford's Healthier Together vanguard, which aims to transform the health and social care system in Salford and promote greater independence.

Since the Trust was authorised as a Foundation Trust in 2008 we have grown and developed into one of the highest performing NHS Foundation Trusts nationally. We currently have the highest ratings possible in terms of our Governance and our financial sustainability from our independent regulator, Monitor. We also continue to be registered without conditions with our healthcare regulator, the Care Quality Commission. We have an ambitious 5 year strategic service development strategy aimed at ensuring the Trust continues to innovate and win new business, develop our current services so they continue to deliver high standards for our service users, involve and engage our key stakeholders and to ensure we have a sound financial plan so that we can continue to drive our capital investment programme.

We are therefore looking to appoint a Chair with the right character and a wide breadth of skills and experience who will ensure the Trust continues to take forward its' strategic plans and who can provide effective strategic oversight and leadership to the Board of Directors.

If you believe you could be the right person then please do apply.

Yours faithfully,

Malcolm Cowen

Vice Chair

Chair of the Nominations Committee

Anne Broadhurst

Lead Governor

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About the Trust

We provide a wide range of NHS services across a large and disparate geographical footprint covering Greater Manchester, the wider North West and beyond. Services provided include community and inpatient mental health services, adult and adolescent forensic mental health services, adolescent psychiatry services, mental health and deafness services, community and inpatient alcohol and drugs services, and offender health services. We employ around 2800 staff, across over 60 sites, and have an annual income in the region of £160 million.

As a result of our diverse service portfolio, we operate within a complex commissioning framework. Our key commissioners are the local Clinical Commissioning Groups (CCGs) across Bolton, Salford and Trafford and NHS England through its specialised commissioning function. Effective partnership working with commissioners and other providers is critical to managing this and to ensuring that we remain at the forefront of local planning.

Our vision is to deliver '*Improved Lives and Optimistic Futures for People Affected by Mental Health and Substance Misuse Problems*'. Our vision is underpinned by six strategic objectives:

- To promote recovery by providing high quality care and delivering excellent outcomes
- To work with service users and carers to achieve their goals
- To engage in effective partnership working
- To invest in our environments
- To enable staff to reach their potential and innovate
- To achieve sustainable financial strength and be well-governed

And, our values, which articulate what we stand for as an organisation and how we will work together to achieve the best for our staff and patients:

- We are welcoming and friendly
- We are caring and kind
- We value and respect
- We work together
- We go the extra mile

Recognising the economic challenges facing the NHS as a whole, the political landscape in Greater Manchester and the increasing pressure on services, our plans to deliver our vision and objectives are focused on achieving long-term sustainability through:

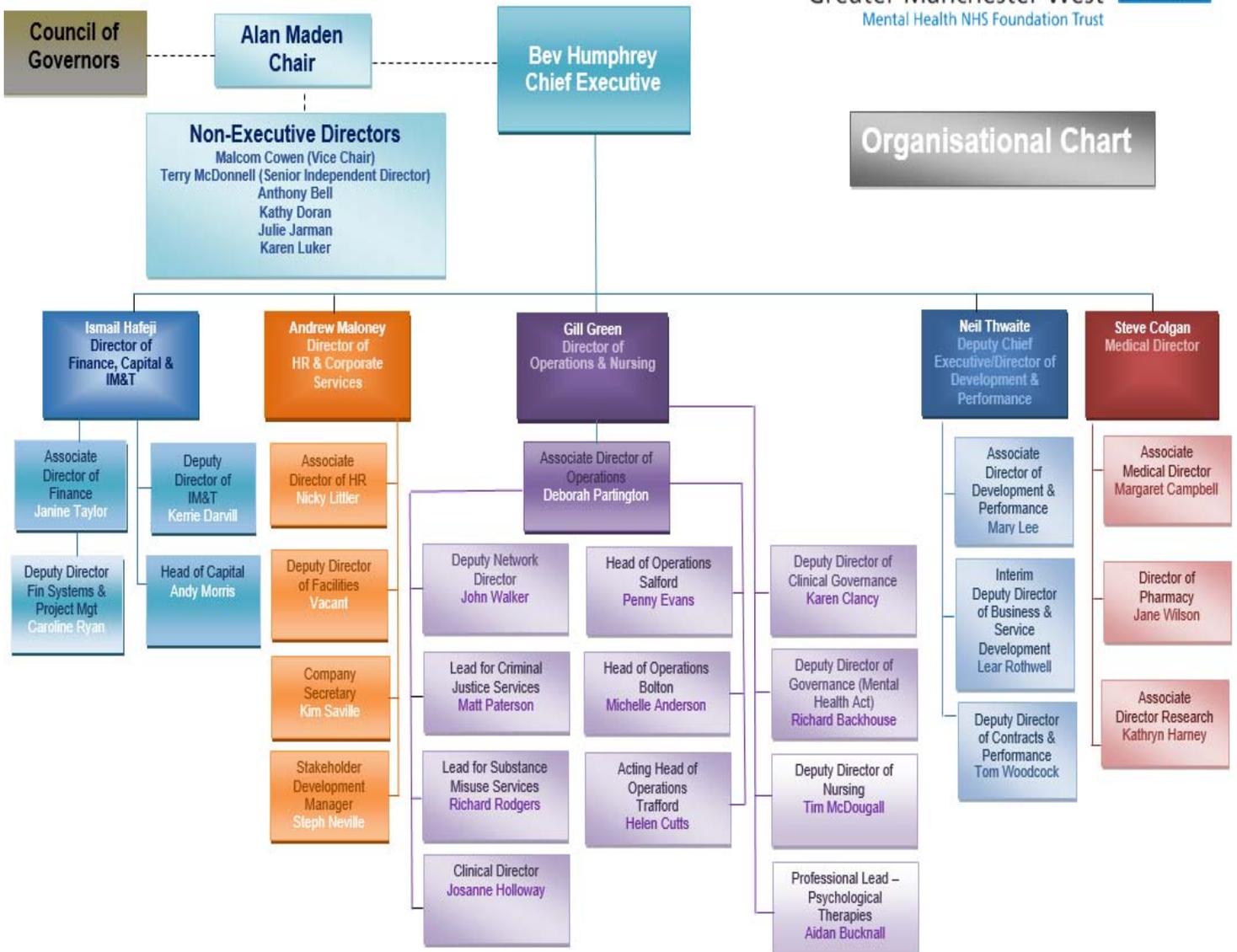
- Promoting and delivering quality and performance agendas
- Continuously reviewing and improving our clinical services, including acting on patient feedback
- Evaluating and responding to tender opportunities
- Developing new partnerships and contracting models that enable, for example, integration
- Strengthening existing relationships
- Promoting recovery through education
- Undertaking proactive workforce planning, development and management
- Continuing to fully engage in Devolution Greater Manchester, ensuring that mental health is fully and fairly represented
- Strengthening our infrastructure
- Supporting the redesign of mental health services in Manchester
- Delivering our financial plan

Find out more

You can find out more about the Trust by visiting www.gmw.nhs.uk

Management Structure

Organisational Chart



The Role

JOB TITLE	Trust Chair
ACCOUNTABLE TO	Council of Governors
LOCATION	Trust Headquarters, Prestwich, Manchester
SALARY	£41,370 per annum - commitment of an average of 3 days per week

General

The Chair's main role is to provide clear strategic leadership of the Board of Directors and the Council of Governors. They need to be able to set the Trust Board's agenda and lead the other Non-Executive Directors (NEDs) in holding the Executive Directors to account for the effective and efficient operation of the Foundation Trust in accordance with its Terms of Authorisation, the Foundation Trust Constitution and its Provider Licence.

The Chair will also ensure that the Trust Board plays a full and active role in the development and determination of the Foundation Trust's strategy, ensuring it provides high quality health services in partnership with key stakeholders and uses the financial and other resources available to it as efficiently and effectively as possible.

Core responsibility and accountability

Effective leadership of the Board of Directors and Council of Governors ensuring there is a cohesive working relationship between the two.

Ensuring the agenda for the Board of Directors takes full account of the important strategic issues and the key risks facing the Trust.

Ensuring that the Board of Directors identifies the key risks facing the delivery of its strategic objectives and determines its approach and attitude to the effective oversight and management of those risks.

Ensuring the Board collectively apply sufficient challenge and scrutiny to ensure significant decisions taken have been sufficiently tested.

Ensuring that constructive relationships based on trust and mutual respect exist between Executive and Non-Executive Directors, elected and appointed members of the Council of Governors and between the Board of Directors and the Council of Governors.

Ensuring that the Board of Directors set an open and transparent culture for the Trust and that Directors individually uphold the Trust values in their actions.

Ensuring the highest standards of integrity, probity, candour and corporate governance throughout the Trust and particularly at the Board of Directors.

Developing productive working relationships with all Executive Directors, the Chief Executive in particular, providing support, guidance and advice.

Ensuring that the Board of Directors comply with the Fit and Proper Persons Regulations.

Ensuring that there is annual evaluation of the collective and individual performance of Directors, the Trust Board and its' sub-committees, acting upon the results.

Acting as an ambassador for the Trust, promoting the organisation's vision and values.

Ensuring effective communication and engagement with Governors, members and other key stakeholders ensuring that the Board of Directors are aware of the views of those that commission or use the Foundation Trusts services.

Liaising and consulting with the Lead Governor on Trust Board performance and operations.

Ensuring governors have the knowledges and skills they require to undertake their role.

Leading the Board of Directors in establishing an effective decision making process and acting as the guardian of the due process.

Understanding the role of the Board, its' corporate governance framework including the scheme of delegation and standing financial instructions, the role of the Executives and the Non-Executives.

Taking account of their own development needs through self-reflection and feedback, particularly in relation to the effective operation of the Board.

Person Specification

Strategic Direction	<ul style="list-style-type: none"> • Proven leadership skills in a complex organisation with the ability to engender respect from others • The ability to think and plan for the long term, balancing opportunity and risk • Ability to analyse complex strategic issues and to resolve challenging problems • Experience of leading significant change programmes across different sectors
Service User Focus	<ul style="list-style-type: none"> • A proven track record of commitment to service users, carers and the community • High level understanding and interest in health and social care issues • Commitment to NHS values and principles
Holding to Account	<ul style="list-style-type: none"> • Experience of high level accountability and experience of holding others to account • Clear understanding of the legal duties, liabilities and responsibilities of Non-Executive Directors • Ability to probe and challenge constructively
Effective Influencing and Communication	<ul style="list-style-type: none"> • Highly developed interpersonal and communications skills • Politically astute, with the ability to grasp key issues and relationships between interested parties • Proven ability in chairing Board level committees and public forums
Team Working	<ul style="list-style-type: none"> • Ability to manage and develop the Board to effectively function as a team • Ability to utilise the collective skills of the entire Board to achieve its' strategic objectives • Experience of leading diverse senior teams on strategic issues
Intellectual Flexibility	<ul style="list-style-type: none"> • Ability to lead and quickly adapt to change in a complex health and social care system • Strong knowledge of corporate governance and the legal duties and liabilities of Boards • Ability to analyse and make sense of complex business and financial data

Eligibility

To be eligible for appointment as Chair, the Trust's Constitution dictates that suitable candidates MUST be a member of one of the Trust's Public Constituencies, as follows, or be a member of the Trust's Service User and Carers' Constituency.

Public Constituency	Qualification
Bolton	Residents of the Metropolitan Borough of Bolton
Salford	Residents of the City of Salford
Trafford	Residents of the Metropolitan Borough of Trafford
North West England	Residents of Greater Manchester (other than Bolton, Salford or Trafford), Cumbria, Lancashire, Cheshire or Merseyside

Terms and Conditions

Appointment

The Council of Governors appoints the Chair of the Trust by a process of open competition as set out in the Constitution

Tenure

The tenure of appointment shall initially be for a 3 year period.

Remuneration

Remuneration is set at £41,370 per annum for an average of 3 days per week. Remuneration of the Chair is reviewed and set by the Council of Governors. The post is a public appointment and not subject to the provisions of employment contract law. This post is non-pensionable.

Disqualification

A person may not serve as chair of the Trust if he/she is disqualified for any reason set out in the Constitution, Monitor's Provider Licence or the Fit and Proper Persons Regulations.

Termination

The Chair may be removed from appointment in accordance with the Constitution. The Chair's performance will be subject to ongoing review.

Application and Selection Process

Before making an application, please ensure that you satisfy the Constitutional requirements detailed in the eligibility section above.

Candidates wishing to apply will need to submit the following:

- A CV with a full employment history including details of any gaps in employment and any previous non-executive director appointments.
- A supporting statement giving evidence and examples of your experience and ability to meet the criteria set out within the role outline and person specification.
- A statement of conflicts of interest: if you, your spouse, dependants, business partner or associate have any business interest, or other activities, which are, or could be perceived as, a conflict of interest with the activities of this organisation, you should declare that in your application.
- A completed “Fit and Proper Person” declaration form.
- A completed Equality and Diversity Monitoring Questionnaire. This form is confidential and will not be disclosed to anyone assessing your application or involved in the selection process.
- Indicate on your application two referees, one of which should be your most recent employer. Please only provide referees who you consent to us approaching prior to interview.
- Please also provide telephone and e-mail contact details.

Your full application should be submitted to (e-mail address to be agreed).

The deadline for receipt of applications is 5.00pm on 22nd January 2016.

The recruitment timetable is as follows:

Activity	Timescale
Closing date for applications	22 nd January 2016
Shortlisting	By 5 th February 2016
Interactive session (1 st stage assessment process – involving invited audience of Council of Governors and Board of Directors)	Week commencing 15 th February 2016
Formal interview panel:	Week commencing 22 nd February 2016
Recommendation to Joint Council of Governors and Trust Board	29 th February 2016

Note: The above timescales may be subject to review once the detail of the shortlisting and selection process is confirmed.

Report to: Council of Governors
Date of Meeting: 1st December 2015
Item Title: Membership Engagement Strategy
Agenda Number: 11
Accountable Person: Anne Broadhurst, Lead Governors
Steph Neville, Stakeholder Manager
Recommendation: For Discussion

Executive Summary:

The attached draft Strategy has been developed for Governors of the Trust to help them meet one of their statutory duties in representing the interest of members.

It has been prepared by a Governor Working Group using examples of engagement from elsewhere, Monitor's guidance already considered by the Council of Governors and KPMG survey of FT Governors.

The document is presented in its draft form and comments are requested by 4th January 2016 to steph.neville@gmw.nhs.uk. By its nature it is a working document to be led and monitored by the Governors Working Group with updates at each Council of Governors meeting and report annual to the Annual Members Meeting.

Recommendation:

The Council of Governors is asked to:-

1. Note the contents of the draft Strategy and the Engagement and Development Plan 2015/16
2. Submit comments on the draft by the 4th January 2016 for formal approval of a final strategy by the Chair and Lead Governors
3. Agree the establishment of a Governor Working Group to progress the Engagement and Development Plan with regular reports on implementation to each Council of Governors meeting.

Greater Manchester West Membership Engagement Strategy

2016 – 2019

DRAFT



Foreword

This Strategy has been developed for governors of Greater Manchester West Mental Health Foundation Trust to help them represent the interests of members of the Trust and the public – this is one of the governors’ statutory duties.

Foundation Trusts are built on the principle of local accountability and it is fundamental that there is a good relationship between governors and the membership community – the success of a Trust very much lies in the success of the Governors role.

Here at GMW we have revised our membership strategy from the one written a number of years ago. In doing so we are focusing on the challenge of engaging with the 8000 members we already have and the wider population, looking at examples of engagement from elsewhere and guidance documents produced by Monitor – the most recent being *‘Representing the interests of members and the public’*.

The Strategy should help guide the approach of Governors in their role of engagement with local communities and, with increased confidence, help to improve services for our users and carers through understanding the needs of the community they serve. It also encourages Governors to build on their already formed networks, developing new ones, to work across organisational boundaries and in partnership with other like -minded organisations in the interests of service users, carers, local communities and the wider population.

It is not intended that the Strategy should become a document that sits on a shelf but that it becomes an iterative document, owned by Governors which is refined and developed as experience of engagement grows. The work that is underway in planning for the devolution of health and social care in Greater Manchester may well re-shape mental health services. It is vital that in the context of the changes ahead for the Trust and wider health and social care sectors that Governors are able to represent the interests of members of the Trust and the public.

The strategy sits alongside the Trusts two strategies for Service User Engagement and Volunteering and its Carers Strategy.

We look forward to proactively working on the three key priorities identified in the Strategy – the membership community, membership engagement and governor development at an exciting time of change for GMW.

Alan Maden, Chair
Anne Broadhurst, Lead Governor

Contents

1. Introduction
2. What is Membership?
3. Our Membership
4. Key Priorities
5. Membership Community
6. Membership Engagement & Governor Development
7. Playing a Key Community Role
8. Working with Other Membership Organisations
9. Evaluating Success
10. Glossary of Terms

Appendices

Appendix A - Membership Engagement and Governor Development Action Plan

1. Introduction

NHS Foundation Trusts (FT) were established as a new type of NHS Trust that was based upon a mutual organisation model. NHS Foundation Trusts (FTs) were created to devolve decision making from central government to local organisations and communities, with a strong and clear line of local democratic accountability. They created a new governance structure designed specifically for Foundation Trusts, which ensures the direct participation of local communities, and provides and develops healthcare according to the core NHS principles of free care, based on need and not ability to pay.

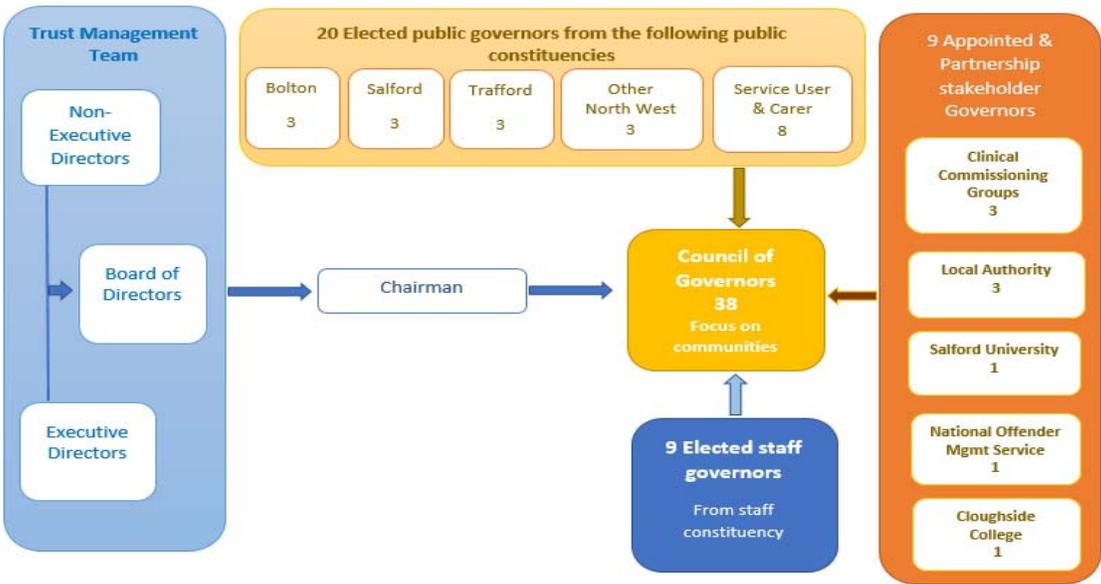
The governance structure of all Foundation Trusts is comprised of the following components:

Members: members of staff and the general public from the local community can join the Foundation Trust as Members. Members vote to elect Governors and can stand for election themselves.

Council of Governors: represents the interests of Foundation Trust Members and partner organisations in the local community, holds the Board to account for the performance of the Trust and exercises statutory duties. The composition of the Council of Governors is set out in the Constitution.

The Board of Directors: made up of Executive and Non-Executive Board members has collective responsibility for the performance of the Trust and exercises power on behalf of the Trust. The chair of the Board of Directors also acts as the chair of the Council of Governors.

The diagram below demonstrates the governance structure at Greater Manchester West as set out in the Constitution



Those living in constituencies that are served by the FT can become members. The Membership Community is made up of public (including service users and carers) and staff members. From these members, Governors are elected to sit on the Council of Governors to represent members' interests in the running of the organisation. Members are therefore given a bigger say in the management and provision of services within the FT. They are able to engage in establishing the direction of service provision and ensure that mental health and substance misuse services more accurately reflect the needs and expectations of local people.

The diagram below demonstrates the relationship between the FT and its serving communities:



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

As Governors are elected by Public, Service Users and Carers as well as Staff Members they are accountable to those Members. In turn, the Non-Executive Directors are accountable to the Governors; this chain of interlocking relationships drives the performance of the organisation and is the mechanism for local accountability.

Governors face both directions. On the one hand they are the link between the local community, and its' needs and views on services whilst on the other Governors have responsibility for communication from the Board of Directors to the local community. The success of a Foundation Trust very much lies in the success of the Governors' role in linking the Trust to the community.

2. What is Membership?

Being a Member of an NHS Foundation Trust provides the general public and staff with the opportunity to get involved with their local health services and participate and positively influence plans for the development of the Trust and its services for the benefit of service users and carers.

All NHS Foundation Trusts must legally have at least one public constituency (made up of people who live in the public constituency areas) and a staff constituency (made up of employees of the Trust). Membership to both the Public, Service Users and Carers and Staff constituencies is free, and Members of each constituency will have the right to elect one or more Members to become a Governor serving on the Council of Governors, in line with the Trust Constitution.

At the onset of GMW becoming a Foundation Trust in 2008, an additional constituency of Service Users and Carers was created to reflect their importance in the shaping of the Trust.

2.1 Public, Service Users and Carers Constituencies

Greater Manchester West has a membership community made up of Public, Service User and Carers aged 14 years and over who live in the area and Staff Members. The Public Constituencies are defined on the basis of one or more local government electoral areas and comprise of patients, carers and members of the public and aims to be representative of the communities of the Trust. The Service User and Carer Constituency requires members to have been in receipt of Trust services, either for themselves or someone they care for, in the preceding 5 years.

2.2 Staff Constituency

The staff constituency is made up from staff employed at the Trust who have been permanently employed for a continuous period of at least twelve months or have a contract of employment with a fixed term of at least twelve months. The Trust can allow members who have carried out functions for the Trust but are not employed by the Trust ie volunteers, academic staff, nurses and doctors who are employed by a recruitment agency. However to be eligible they must have carried out these functions at the Trust for at least twelve months.

2.2 Benefits of Membership

In line with the terms of the Trust Constitution, members of the Trust have the following rights and benefits to:-

- Be able to elect Governors;
- Be able to stand as a Governor;
- Receive regular information about our activities, such as newsletters;
- Provide opinions and be kept informed of plans for future developments;
- Be involved and consulted on issues such as changes and improvements to services;

- Act as an ambassador for their community or interest group;
- Attend member events;

In addition the Trust's Governors will be to:-

- Assist with developing relationships with other organisations;
- Represent and promote the Trust and its services;
- Explore opportunities for joint working with other organisations.

3. Our Membership

Greater Manchester West Mental Health NHS Foundation Trust provides a large range of services across a wide and disparate geographical footprint covering Greater Manchester, the wider North West and beyond. To reflect the diverse service portfolios and geography the Trust has a large Council of Governors with wide ranging knowledge and skills.

3.1 Public and Service User and Carer Members

In terms of public governors and service users and carers, we have a total of **20** elected by public members during Governor election processes with five key public constituencies covering over 5000 members as follows:-

- 3 Bolton
- 3 Salford
- 3 Trafford
- 3 Other North West
- 8 Service User and Carer

3.2 Staff Members

The Trust currently has around 3000 staff members with staff being automatically invited to become members, however, staff are free to "opt out" if they prefer. As with public members, staff members can also become more involved in the work of the Trust through its Council of Governors with staff members voting for staff governors during the election process.

There are currently 9 staff governors elected by the staff members.

3.3 Appointed and Partnership Stakeholder Governors

A total of 9 stakeholder governors are nominated from the following stakeholder organisations:-

Stakeholder Organisation	Number of Seats
Clinical Commissioning Groups	3
Local Authority Seats	3
Salford University	1
National Offender Management Service	1
Cloughside College	1

3.4 Current Position

Over recent years, the Trust has continued to monitor its membership in terms of numbers and representativeness through quarterly and annual reporting to the Board of Directors and to Monitor. Whilst over the years membership numbers have remained static at around 8000, the potential opportunity members can provide in terms of a ready pool of feedback, local knowledge and support whilst acting as ambassadors for the Trust's services has largely been underutilised and attempts at communicating with the existing membership has not had sufficient structure.

Governors are however the key link between the community and the Trust, ensuring that our Trust is rooted in its community, owned by the community and responds to community needs. Having a broad and representative membership community and a Council of Governors elected from and by our members is key to working together to better meet the needs of our communities. The Trust is afforded huge opportunities and benefits as a result of embracing new ways of operating and engaging with our members.

Although Governors are small in number they represent large constituencies. This can be daunting but the Trust making available a degree of dedicated resource and support will allow Governors to meet their statutory responsibility in being accountable to the local communities that elected them and the public.

Some of the 8000 members we currently have will choose to have a very active membership, whilst others will choose to only receive a newsletter. The level of engagement is up to the individual, and they can choose their level of engagement with the Trust such as:-



4. Key Priorities

As FTs are built on the principle of local accountability it is fundamental that there is a good relationship between governors and the membership community. This would benefit the Trust as the local community members move towards a shared understanding of the challenge the Trust faces and potential solutions.

Benefits of engagement for Governors and the Trust include:-

- Good engagement can make governance processes more effective;
- Enables Governors to meet statutory duty of understanding the views of members;
- Clarity of Governor role leading to more fulfilled and energised in their role

Engagement should have clear aims and objectives to target the approach to public engagement, making best use of resources. Governors are integral to the strategy, adding insights and experience from the community to shape its development.

Key priorities for Governor engagement with the membership base are:

- **Membership Community** – to uphold our membership community by addressing natural attrition and membership profile short-fallings;
- **Membership Engagement** – to develop and implement best practice engagement methods;
- **Governor Development** – to support the developing and evolving role of our Governors.

5. Membership Community

The Foundation Trust has a duty to ensure that it engages with its local communities and encourages local people to become members of the organisation, ensuring that membership is representative of the communities that it serves. Therefore, it is important for the Trust to undertake membership recruitment campaigns each year to address any membership profile imbalances (eg hard to reach groups, young members) and to compensate for natural attrition.

5.1 Membership

The benefits of Trust membership will be promoted using a variety of communication methods which include the Trust website, press releases, hosting and attending local events and membership newsletters framed by Governors.

5.2 Role of Governors

Trust Governors have an important role to play in member recruitment and engagement. They are our link with members (determining their needs/views on the delivery of services) and the Directors who make the decisions about services and hold responsibility for their delivery.

Governors have a responsibility to convey information from the Board of Directors to members about affordability, service plans and health improvement initiatives, and also to represent their public constituency at the Council of Governors. This helps to ensure that our Trust responds to community needs. Having a broad and representative membership community and a Council of Governors elected from and by our members, is key to this. We believe that the Trust is afforded huge opportunities and benefits as a result of embracing new ways of operating and engaging with our members.

The Council of Governors also play a role in key areas via advising on issues, assist in developing ideas, acting as a sounding board and as a critical friend and indeed with the continual review and revision of the Membership Strategy.

5.3 Membership Aim

Whilst the Trusts main aim has been to have a representative membership, the publication of Monitor's guidance places greater emphasis on the need for Governors to represent the interests of members. GMW Governors were given important duties when we were first authorised in 2008. Since then the 2012 Health and Social Care Act gave Governors an expanded range of responsibilities. In 2013 the Francis Inquiry, and subsequent Keogh and Berwick Reports identified Governors as a vital channel for communications feedback from patients, service users and carers and the public to the Board of Directors.

In short public engagement is an increasingly important part of what Governors do.

5.4 Membership Engagement & Governor Development Action Plan

A Governors' Membership Working Group will be established to monitor progress against the agreed action plan and there will be an annual review by members of the Membership Strategy.

The Trust will endeavour to establish a more active membership with increased engagement from Governors which will demonstrate local accountability.

The Trust will seek to ensure meaningful membership through involvement, collaboration and empowerment. In order to achieve this, the Trust will develop plans which will include:

- Engagement with new staff members as part of the staff induction process;
- Explore new and effective ways of effectively communicating with our members;
- Governors to promote membership across their respective constituency;
- Benchmark with other FTs who have high levels of members' engagement.

To meet their statutory activities, Governors will need support and ongoing development. It is proposed that personal development plans for Governors be developed on a constituency basis. In this way targeted training and development plans can be identified and delivered to support Governors in maximising the opportunities for member engagement.

A membership engagement and Governor Development Plan is attached at Appendix A to guide the work of the Governors Working Group.

5.5 Resourcing Membership Development

The Trust has always recognised that the process of building a meaningful membership and securing active engagement with its communities requires a commitment of time and resources. The recent national reminder that it is one of the statutory requirements for Governors is to represent the interest of members of foundation trusts and the public has brought the focus onto the need for access to dedicated support. A Stakeholder Development Manager has been sited within the Corporate Services Directorate, which means that member communications will be handled with expertise from specialist staff. This realignment of responsibilities will also maximise Governors and the Trust's ability to develop key relationships with wider stakeholders, including the third sector, private sector and wider public sector to benefit the Trust in meeting the needs of its service users and members.

A recurrent resource for managing the member's database and additional resources to support the development of a Membership Engagement Plan has been identified centrally.

6. Membership Engagement & Governor Development

As a Trust we aim to ensure effective two-way communication and appropriate engagement with our members via a combination of Trust and Governor managed formal and informal communications.

6.1 Membership Engagement and Communication

We will focus on ways of regularly making contact with our members and will look at using a variety of communication methods including:

- Trust website on internet with a designated section for members;
- Email;
- Face to face through Trust events with Governors in attendance;
- E-newsletter produced quarterly;
- Twitter and Facebook;
- Media releases for local media.

It would be tempting to strive for additional members but the agreed priority will be to look at cost effective methods of engaging the large number of members we already have with their elected governors whilst also focussing on membership from hard to reach groups.

6.2 Opportunities for Membership Engagement and Involvement

There are various opportunities for members to become more involved with the Trust, below are some examples:

- Attending Governor constituency meetings;
- Attending Annual Members' Meeting;
- Trust promotional members' events
- Recruiting new members;
- Voting in Governor elections;
- Standing for election as Governor;
- Fundraising activities;
- Participating in surveys;
- Participation in consultation of Trust plans;
- Find out more about the work of the Trust;
- Join the Trust's volunteer services
- Attending Trust Recovery Academy courses.

6.3 Council of Governors

The Council Governors will need to:-

- Maintain and develop a programme of events;
- Review and develop membership materials and ensure the language is clear and accessible;
- Develop strategies to inform the wider public and stakeholders about the Trust;
- Evaluate the membership's response to different levels of information and methods of delivery;
- Use various communication methods to facilitate effective communication with

- members;
- Establish constituency meeting with members.

An agreed engagement plan is attached at Appendix A which will be monitored by the Governor Working Group with regular reports to the wider Council of Governors.

7. Playing A Key Community Role

We continue to work closely with our partners in local authorities, Clinical Commissioning Groups (CCGs), NHS England and partnership organisations. However, the Trust is aware that it needs to maximise the existing and seek new partnerships with like-minded organisations and key stakeholders in the community. In addition, it needs to ensure that the membership is fully aware of services provided by the Trust and that we maximise opportunities for positive public relations in the local community.

8. Working with Other Membership Organisations

We aim to develop a strong sense of shared purpose with other likeminded organisations to raise the profile of community activity and to share best practice with such partners on membership, co-operation and community relations.

We shall support our Governors to also help us strengthen existing links with local organisations and to create new ones.

9. Evaluation Process

The Trust supports the time, resources and infrastructure to enable the continued development of an effective membership function, the management of stakeholder relationships and ongoing recruitment, induction and development activities for members and Governors.

We shall review existing membership information and ensure that a comprehensive information pack is produced for new members about the Trust, and the role of a Foundation Trust Member. The Trust's membership database and community profiling data will be available for managing data and will be available for managing membership information.

The Council of Governors will review and refine the Membership Engagement Strategy to ensure the document is kept up to date and relevant. The intention is that the Strategy is owned and driven by the Council of Governors to fulfil its statutory duties of engagement with its membership community.

10. Glossary of Terms

Board of Directors	A Board of Directors is the executive body responsible for the operational management and conduct of the Trust, comprising Executive and Non- Executive Directors.
Constituency	Members of NHS Foundation Trusts are grouped into constituencies representing different types of Members.
Council of Governors	A group of Governors who are either elected by Members (Public Members elect Public Governors and Staff Members elect Staff Governors) or nominated by partner organisations. The Council of Governors is the Trust's direct link to the local community; the community's voice within the Trust in forward planning.
Executive Directors	Executive Directors are senior employees, for example the Chief Executive and Finance Director, of a NHS Foundation Trust who sit on the Board of Directors. Executive Directors have decision-making powers and a defined set of responsibilities, thus playing a key role in the day to day running of the Trust.
Members	People with an interest in the development and well-being of an NHS Foundation Trust are able to apply to become a member of the organisation.
Monitor	Monitor is independent from the Department of Health and is accountable to Parliament. Monitor is responsible for authorising, monitoring and regulating NHS Foundation Trusts.
Non-Executive Directors	Non-Executive Directors (NEDs) are appointed by Governors to sit on the Board of Directors of the NHS Foundation Trust. NEDs are not employees of the organisation, but do receive payment for their work.
Clinical Commissioning Groups	Organisations that allocate the money given to them by the government to all healthcare service providers in line with local delivery plans and priorities

Greater Manchester West – Membership Strategy 2015- 2018
Council of Governors – Membership Engagement Plan

Appendix A

Ref	Task/Activity Title	Task Description	Lead	Planned Completion Date	Status RAG
1	Membership Community	Development and approval of membership strategy owned by Governors to strengthen accountability to members	Governors	January 16	
2		Establish Governor Working Group to lead member communication	SN/Governors	December 15	
3		Member Newsletter	SN/Governors	December 15	
4		Development of membership welcome pack and toolkit for Governors	SN	February 16	
5		Audit of existing Governor networks with local or national organisations	SN	February 16	
6		Support Governors to strengthen existing links with local organisations and create new ones	SN/Governors	April 16	
7		Maximise opportunities for positive public relations across our communities	SN	Ongoing	
8		Explore partnerships with like-minded organisations and key stakeholders	SN	Ongoing	
9		Data cleansing, collection and membership analysis against constituencies	SN	Ongoing	
10		Maintain an accurate membership database that is secure, reflects the Constitution and supports elections and communication with members	SN	Ongoing	

Greater Manchester West – Membership Strategy 2015- 2018

Council of Governors – Membership Engagement Plan

Appendix A

Ref	Task/Activity Title	Task Description	Lead	Planned Completion Date	Status RAG
11	Membership Engagement	Define levels of membership involvement , survey existing members and explore Associate Membership for like-minded organisations		March 16	
12		Identify membership involvement opportunities eg taking part in surveys, volunteering, recruiting new members, standing for election		April 16	
13		<p>Development of Engagement Initiatives through:</p> <ul style="list-style-type: none"> • Website <ul style="list-style-type: none"> ▪ dedicated web page for staff and public constituencies ▪ dedicated web page for Governors with contact details for members ▪ dedicated membership email account • Briefings and Information – membership materials and welcome pack to promote, recruit and engage new members <ul style="list-style-type: none"> ▪ Governor Briefing Pack to facilitate engagement process and Governor Z cards ▪ Governors utilising own networks and community groups to promote, recruit and engage with members utilising Trust/Governor documents • Newsletters and News Alerts – Quarterly Governor Bulletins, interview, key Trust information and forward plans – via FT web pages and post to non-email members • Engagement Initiatives - Interactive Annual Members Meeting, <ul style="list-style-type: none"> ▪ Young Peoples Events – face to face through schools and colleges covering NHS careers and self-care and membership ▪ Governors in attendance at ‘Piggy back’ events to meet constituents ▪ Updates to seldom heard community groups – via Trust existing networks eg. carers leads, volunteers etc. • Governor constituency meetings – establish and support constituency meetings between Governors and their members 	<p>Trust Governors</p> <p>Trust</p> <p>Trust/Governors</p> <p>Governors</p> <p>SN/Governors</p> <p>SN/Governors</p> <p>SN/Governors</p>	<p>March 16 March 16</p> <p>March 16</p> <p>April 16</p> <p>Ongoing</p> <p>December 15</p> <p>Ongoing</p> <p>April 16</p>	

Greater Manchester West – Membership Strategy 2015- 2018
Council of Governors – Membership Engagement Plan

Appendix A

Ref	Task/Activity Title	Task Description	Lead	Planned Completion Date	Status RAG
21	Governor Development	Training and development – NHS context, About GMW, Governor Role through: <ul style="list-style-type: none"> ▪ Governor Development item on Council of Governor Agenda ▪ Skills and Knowledge Audit External e-learning ▪ External networking ▪ Constituency PDPs for Governors 	SN/Training & Development/ Governors	Ongoing May – Sept 16	
22		Governor support to Fundraising, promoting the Recovery Academy, Developing and delivering Recovery Academy course, Attending RA courses	Governors	Ongoing	
23					
24					
25					
	Evaluation	To review and refine Membership Engagement and governor development Plan owned by Governors	Governor Working Group	Ongoing	
		To keep under review recruitment from hard to reach groups to ensure	Governor Working Group	Ongoing	

Report to: Council of Governors

Date of Meeting: 1st December 2015

Item Title: Lead Governor Report – verbal update

Agenda Number: 12

Accountable Person: Anne Broadhurst, Lead Governor

Recommendation: To Note

Executive Summary:

The Council of Governors is asked to receive a verbal update from Anne Broadhurst, Lead Governor.