

Council of Governors Membership and Engagement Group Meeting

AGENDA

Date: Tuesday 13th January 2026

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 <i>To declare any pecuniary or non-pecuniary interests</i> Chair	Declaration	Verbal
3.	Action Tracker Chair	Approve	Enclosure 3
4.	Timeline for 2026 Governor Elections 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 Rich Brown, Head of Communications	Assurance	Enclosure 6
7.	Meet Your Governor Linda Dales, Appointed Governor / Rich Brown, Head of Communications	Assurance	Verbal
8.	Feedback from Governors Chair / All	Update	Verbal
9.	Any Other Business		Verbal
10.	Date of Next meeting Date: 7 th April 2026 Time: 17:30–19:00 Venue: Boardroom, Level 1, King's Mill Hospital		

Present: L.Barrett (Chair), D.Walters, I.Peel, J.Stubbings, J.Kirkby, K.Stewart, L.Dales, N.Khan, N.Cooper, P.Gregory, P.Kirby, S.O'Neill, T.Burton, R.Brown, S.Brook Shanahan, P.Longdon, S.Bradshaw (actions)

Apols: A.Jackson, A.Gray, D.Wilson, J.Dove, M.Speed, N.Slack, S.Musson, T.Burton

Absent: J.Doddy, J.Wyatt

Key

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

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

Item No	Date	Action	Committee	Sub Committee	Deadline	Action Lead	Governor Lead	Progress	Rag Rating
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 13/01/2026 07/04/2026	R Brown		Update 23/12/2024 Request made to Civica; awaiting response. Update 18/3/2025 Action on-hold. Trust exploring exit plan for Civica to save circa £15,000pa. Communications Team to action this once replacement system has been identified/implemented. Update 30/09/2025 Action still on hold Update 12/01/2026 Action still on-hold. Electronic form will be updated at the point we move to new supplier of membership system.	Amber
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 07/10/2025 13/01/2026	R Brown		Update 01/07/2025 To be discussed at 01/07/2025 Meeting. Update 03/07/2025 Conversations ongoing as part of Membership Engagement strategy development and refresh of Meet Your Governor Update 30/09/2025 Ongoing as part of membership strategy development conversations Update 10/10/2025 Update to be provided to January meeting, linked to agreement of Membership Strategy Update 12/01/2026 Update provided in report on Engagement Strategy for meeting on 13/01/2026 Complete	Green
M&E 25/08	07/10/2025	Themes from Meet Your Governor (MYG) sessions to be compiled and presented to next meeting.	Membership & Engagement	None	13/01/2026	R Brown	L Dales	Update required	Amber
M&E 25/09	07/10/2025	Plan a feedback session at a future meeting to reflect on experiences reported from the discharge lounge and assess the impact of feedback provided.	Membership & Engagement	None	TBC	R Brown		Update 12/01/2026 Rich to reach-out to UEC team and confirm date	Amber
M&E 25/10	07/10/2025	Governors to provide details of formal and informal networks to Paula Longden	Membership & Engagement	None	13/01/2026	All governors		Update required	Amber
M&E 25/11	07/10/2025	Opening hours for the Community Diagnostics Centre (CDC) to be established and reported back.	Membership & Engagement	None	13/01/2026	R Brown		Update 12/01/2026 Rich to provide verbal update to meeting on 13/01/2026	Amber

M&E 25/12	07/10/2025	Timeline for 2026 Governor elections to be shared at next meeting	Membership & Engagement	None	13/01/2026	R Brown		Update 12/01/2026 Item on agenda for meeting on 13/01/2026 Complete	Green
M&E 25/13	07/10/2025	Map showing demographic data to be included in Communications Feedback report for next meeting.	Membership & Engagement	None	13/01/2026	R Brown		Update 12/01/2026 To be circulated following meeting on 13/01/2026	Amber
M&E 25/14	07/10/2025	Governors who have not yet had flu vaccination and are prepared to have photo taken to help promote uptake of the vaccine to contact Rich Brown	Membership & Engagement	None	13/01/2026	R Brown	All governors	Update 10/10/2025 Confirmed governors are eligible for a free flu vaccine. Photos provided by 2 governors and these have been included in CEO blog. Complete	Green

Approvals

Council of Governors – Membership & Engagement Group - Cover Sheet

Subject:	Timeline for 2026 governor elections		Date:	13 th January 2026	
Prepared By:	Rich Brown, Head of Communications				
Approved By:	Sally Brook Shanahan, Director of Corporate Affairs				
Presented By:	Rich Brown, Head of Communications				
Purpose					
To update the Council of Governors Membership and Engagement Group on the anticipated timeline for the Trust's 2026 Council of Governor elections.			Approval		
			Assurance		
			Update	Y	
			Consider		
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	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					
NHS = National Health Service					
Executive Summary					
<p>Why these elections are taking place in 2026</p> <p>With legislation unlikely to be enacted to introduce Advanced Foundation Trusts before July 2026, Sherwood Forest Hospitals NHS Foundation Trust will be required to conduct its next Council of Governor elections in 2026. The results of that election needing to be declared before six serving public governors and one staff governor reach the end of their term of office on 6 July 2026.</p> <p>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.</p>					

The Committee is asked to consider and decide whether to make best use of resources, these same elections should be used as an opportunity to elect a ‘governor in waiting’ in anticipation of Dean Wilson reaching the end of his initial three-year term of office on 31 October 2025. Dean will, of course, be eligible to stand for re-election.

Purpose of this paper

The purpose of this paper is to update the Council of Governors Membership and Engagement Group on the anticipated timeline for the Trust’s 2026 Council of Governor elections.

Anticipated timeline for the Trust’s 2026 Council of Governor elections

Proceeding	Time	Target date
Publication of notice of election	Not later than the fortieth day before the day of the close of the poll.	22/04/2026
Final day for delivery of nomination forms to returning officer	Not later than the twenty eighth day before the day of the close of the poll.	04/05/2026
Publication of statement of nominated candidates	Not later than the twenty seventh day before the day of the close of the poll.	05/05/2026
Final day for delivery of notices of withdrawals by candidates from election	Not later than twenty fifth day before the day of the close of the poll.	07/05/2026
Written update to Council of Governors on election process	-	19/05/2026
Notice of the poll	Not later than the fifteenth day before the day of the close of the poll.	17/05/2026
Close of the poll	By 5.00pm on the final day of the election.	01/06/2026

Recommendations

- The Council of Governors Membership & Engagement Forum is asked to NOTE and COMMENT on the updates shared in this report, including noting the anticipated timeline for the Trust’s 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.

Background

With legislation unlikely to be enacted to introduce Advanced Foundation Trusts before July 2026, Sherwood Forest Hospitals NHS Foundation Trust will be required to conduct its next Council of Governor elections in 2026. The results of that election needing to be declared before six serving public governors and one staff governor 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.

The Committee is asked to consider and decide whether to make best use of resources, these same elections should be used as an opportunity to elect a 'governor in waiting' in anticipation of Dean Wilson reaching the end of his initial three-year term of office on 31 October 2025. Dean will, of course, be eligible to stand for re-election.

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

Lessons learned from the 2025 Council of Governor elections

The Trust's running of the 2026 Council of Governor elections will seek to incorporate lessons learned from the 2025 Council of Governor elections. These lessons learned were considered by the Membership and Engagement Group in July 2025.

- **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 statements of nomination 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.**

Expressions of interest from prospective governors received to date

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.

Planning for the 2026 Council of Governor elections

Anticipated timeline for the 2026 Council of Governor elections

The following timelines are anticipated for the 2026 Council of Governor elections, which have been set out in-line NHS England's model elections timeline.

This timeline works on the basis that the Trust will publish its Notice of Election on 22 April 2026 to announce the results of this year's election on 1 June 2026.

A full breakdown of anticipated timelines is provided below, with a written update due to be provided to the Council of Governors meeting on 19 May 2026:

Proceeding	Time	Target date
Publication of notice of election	Not later than the fortieth day before the day of the close of the poll.	22/04/2026
Final day for delivery of nomination forms to returning officer	Not later than the twenty eighth day before the day of the close of the poll.	04/05/2026
Publication of statement of nominated candidates	Not later than the twenty seventh day before the day of the close of the poll.	05/05/2026
Final day for delivery of notices of withdrawals by candidates from election	Not later than twenty fifth day before the day of the close of the poll.	07/05/2026
Written update to Council of Governors on election process	-	19/05/2026
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Ensuring best value in running this year's Council of Governor elections

In the last three Trust Council of Governor elections, the Trust has commissioned *UK Engage* to act as the Trust's specialist advisers and its Returning Officer to facilitate the running of the Trust's Council of Governor elections.

To ensure continued best practice and continued value for money, the Trust will seek quotes from a number of alternative suppliers – as well as *UK Engage* – in good time before this year's election. Soft market testing is already underway, supported by the Trust's Procurement Team.

Recommendations

- The Council of Governors Membership & Engagement Forum is asked to NOTE and COMMENT on the updates shared in this report, including noting the anticipated timeline for the Trust's 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.

Council of Governors – Membership & Engagement Group - Cover Sheet

Subject:	Communications Feedback / Membership Activity	Date:	13 th January 2026		
Prepared By:	Rich Brown, Head of Communications				
Approved By:	Rich Brown, Head of Communications				
Presented By:	Rich Brown, Head of Communications				
Purpose		Approval			
To provide an update on membership engagement and activity for the last quarter, covering the period October 2025 to January 2026.		Assurance	Y		
		Update			
		Consider			
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					
None					
Acronyms					
AGM = Annual General Meeting					
AMM = Annual Members' Meeting					
Executive Summary					
The appended report provides an update on membership engagement and activity for the last quarter, including updates on:					
<ul style="list-style-type: none"> 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 					

Membership communications and engagement activity

Continuing to share the regular Trust Matters e-newsletter

The Trust Communication team continues to produce the regular *Trust Matters* e-newsletter that is sent to all public members of the Trust who have consented to being contacted by email. The latest edition was sent in October 2025, with the e-newsletter having been viewed 231 times. The next edition is now being prepared for distribution in January 2026.

Reviewing *Meet Your Governor* activity and refreshing our membership and engagement strategy

No *Meet Your Governor* feedback forms have been shared with the Trust Communications Team during the past quarter, as governors' efforts have instead been focused upon reviewing the current format of *Meet Your Governor*.

Councillor Linda Dales is due to share a verbal update on this review at January's Council of Governors Membership and Engagement Forum meeting.

Coffee and Connect sessions

Members of the Trust have continued to be 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.

Details of each session will continue to be emailed to each of the Trust's 3,000+ public members before each session.

The sessions remain a good example of how Trust members can be engaged in patient engagement that is taking place in the wider trust – without having to generate additional activity for governors or the corporate services that support them.

Planned membership and engagement activity in 2026

Communications feedback/membership activity

The Trust's *Improving Lives* strategy is entering the second half of its tenure from April 2026 and, since it was released, there have been significant changes nationally and locally for the NHS.

The release of the *10-year Health Plan for England: Fit for the Future* identified three national shifts we must make in how we deliver our services:

- From treatment to prevention
- From analogue to digital
- From hospital to community

These changes mean we need to refresh the strategy delivery plan for 2026-2029. We want to ensure we are transformational and seek to integrate with others wherever it improves outcomes for our patients.

We are working with colleagues across the Trust during January and have heard from some of our local population about what's important to them in these three areas. We will be writing out to the Trust's members to seek more feedback shortly.

As governors, we ask whether you would also seek feedback as you go about your work with colleagues, patients and the local population to find out what is important to people in how we deliver our services relating to the three national shifts highlighted above.

Please return all feedback to Rich Brown, Head of Communications, on richard.brown60@nhs.net by 12 February.

2026 Council of Governor elections

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

A more comprehensive update linked to the Trust's 2026 Council of Governor elections is due to be presented to January's Council of Governors Membership and Engagement Forum.

Trust hosts Annual General Meeting (AGM) and Annual Members' Meeting (AMM)

The date has been set for the Trust's 2025/26 Annual General Meeting and Annual Members' Meeting, which is due to take place on Tuesday 21 September in the Education Centre at King's Mill Hospital.

Member representation

The current public membership total stands at 3,670. 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 1,410 male members across all constituencies. Males currently make-up just 38.42% of the Trust's membership.

- **Age group**

Just 81 (0.62%) of the Trust's membership are aged under 22, with young people remaining significantly underrepresented among the Trust's membership.

- **Ethnicity**

Of all of the Trust's public members who have declared their ethnicity, just 6.24% 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 remain no members who identify as gypsies, despite the area having a notable gypsy population.

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

Appendix one: Dashboard of public membership data

Data	Local population data	Local Census data by (%)	Local Census data by (%), adjusted to remove under 16s	Members	% of total membership
Total population	4,947,180	-	-	-	-
Total public members	-	-	-	3,670	0.00%
Total members with email addresses (#)	-	-	-	3,670	100.00%
Public membership breakdown by demographic					
<i>Gender</i>					
Male	2,449,272	49.51%	-	1,410	38.42%
Female	2,497,908	50.49%	-	2,156	58.75%
Transgender	-	-	-	1	0.03%
Unspecified	-	-	-	103	-
<i>Age profile</i>					
0-16	969,345	19.59%	-	1	0.03%
17-21	298,874	6.04%	7.51%	80	2.18%
22-29	489,649	9.90%	13.31%	120	3.27%
30-39	618,319	12.50%	19.39%	311	8.47%
40-49	584,196	11.81%	9.05%	306	8.34%
50-59	687,913	13.91%	11.66%	460	12.53%
60-74	825,787	16.69%	15.84%	997	27.17%
75+	473,097	9.56%	10.44%	1,012	27.57%
Not stated	-	-	-	383	10.44%
<i>Ethnic Origin</i>					
White - English, Welsh, Scottish, Northern Irish, British	3,883,712	78.50%	-	2,875	78.34%
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	1.47%
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%	-	5	0.14%
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%	-	45	1.23%
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%	-	566	15.42%

Council of Governors – Membership & Engagement Group - Cover Sheet

Subject:	Membership Engagement Strategy in anticipation of legislative change	Date:	13 th January 2026		
Prepared By:	Rich Brown, Head of Communication				
Approved By:	Sally Brook Shanahan, Director of Corporate Affairs				
Presented By:	Rich Brown, Head of Communication				
Purpose					
To update governors on the outcome of discussions to introduce a Trust membership engagement strategy and describe the impact that legislative change to introduced Advanced Foundation Trusts could have on this work.		Approval			
		Assurance			
		Update	Y		
		Consider			
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					
AFT = Advanced Foundation Trust FT = Foundation Trust NHS = National Health Service					
Executive Summary					
<p>The Membership Engagement Strategy was previously shared at the Council of Governors Membership and Engagement Group meeting in 2025. Governors had further opportunities to help shape the strategy at subsequent working group meetings, with the outcomes of those conversations having been incorporated as part of the appended draft strategy.</p> <p>The Government's announcement of its <i>10 Year Plan for Health</i> described the future role of foundation trusts – and the governors and memberships who govern them, as part of the government's intentions to introduce new Advanced Foundation Trusts.</p>					

While the full impact of these proposals are not yet known, this paper proposes an approach to continuing to engage the Trust's membership around a number of activities until more detail about those anticipated administrative changes become known.

Recommendations

The Council of Governors Membership & Engagement Group is asked to:

- NOTE the progress made in the development of the Membership Engagement Strategy to date, APPROVING the recommendation to leave this document 'in draft' until further details are brought forward on plans to introduce Advanced Foundation Trusts nationwide.
- COMMENT and APPROVE the recommendation to continue with the priority actions recommended in this report, in anticipation of more details being made available by government about their intentions to introduce new Advanced Foundation Trusts
- NOTE the update on the resource implication of the Trust's decision not to recruit to the dedicated Membership and Engagement Officer role within the Trust Communications Team

Outline of anticipated legislative changes to introduce Advanced Foundation Trusts

The *10 Year Health Plan for England* announced in 2025 set out the following intended changes to the legislative framework of Foundation Trusts in England, with the intention of creating eight new Advanced Foundation Trusts (AFTs) in a first wave and with all providers expected to transition to AFT status by 2035.

This segment is significant to NHS organisations who are already established as foundation trusts:

We will remove the requirement for FTs to have governors. While governors have provided helpful advice and oversight for some FTs, we expect the next generation of NHS FTs to put in place more dynamic arrangements to take account of patient, staff and stakeholder insight. This should include systematic measures of patient reported experiences and outcomes, as we detail in chapter 6.

As the Trust awaits the detail that will guide the implementation of the government's intention to introduce Advanced Foundation Trusts, a pragmatic approach is suggested as to how future engagement with members is undertaken over the coming months as we await further detail.

This paper proposes an approach to continue to engage the Trust's membership in a pragmatic way that captures the best of governors' engagement with the Trust's members and its patients, without introducing new infrastructure.

This approach is recommended to be adopted until full details of those changes become clearer.

Development of the Trust Membership Engagement Strategy

The Membership Engagement Strategy was previously shared with the Council of Governors Membership and Engagement Group meeting in 2025.

A working group was established to continue to develop the strategy and a number of subsequent working group meetings took place in late 2025 to help refine that strategy. The outcomes of those discussions were incorporated into the updated draft that is appended to this report.

As we wait for further clarity on the legislative framework that will guide the establishment of new Advanced Foundation Trusts, it is recommended that this document remains 'in draft' while we await further national guidance on the government's plans to introduce new Advanced Foundation Trusts.

Proposed approach to engaging the Trust's membership, in anticipation of legislative changes being brought forward

In lieu of further national guidance on the government's plans to introduce new Advanced Foundation Trusts, it is recommended that the Trust and the governors who govern them focus on the following activities set out within the draft Membership Engagement Strategy.

These actions have been identified as pragmatic activities that will continue to deliver the very best of the governors' engagement with the Trust's members, while recognising the long-term national direction of Foundation Trusts:

- **Continue to promote and encourage active engagement in planned Council of Governor elections, as required by the Trust's Constitution**
- **Continue to keep Trust members engaged and informed about Trust business through the continued issuing of bi-monthly *Trust Matters* e-newsletters**
- **Continue to support business-as-usual membership engagement activity through support for ongoing *Meet Your Governor* engagement sessions**
- **Continue to promote broader patient engagement activity to Trust members, including through attendance at ongoing *Coffee and Connect* sessions run by the Trust's Patient Experience Team**
- **Continue to maintain an active database of Trust members to facilitate the above activity**

Resource implications on the Trust Communications Team

At previous Council of Governors Membership & Engagement Group meetings, I have updated on the impact that the removal of the dedicated Membership and Engagement Officer post within the Communications Team has had on the Trust.

In light of the Trust needing to save £45.8million this financial year and in anticipation of the updates provided above, it is unrealistic to expect that this role will be recruited to in the foreseeable future.

The duties outlined above will continue to be delivered by remaining members of the Communications Team.

This reduction in resource will remain under review. It is recommended that an update on this position is brought back to the Council of Governors Membership & Engagement Group in July 2026 for a further update and discussion.

Recommendations

The Council of Governors Membership & Engagement Group is asked to:

- **NOTE the progress made in the development of the Membership Engagement Strategy to date, APPROVING the recommendation to leave this document 'in draft' until further details is brought forward on plans to introduce Advanced Foundation Trusts nationwide.**
- **COMMENT and APPROVE the recommendation to continue with the priority actions recommended in this report, in anticipation of more details being made available by government about their intentions to introduce new Advanced Foundation Trusts**
- **NOTE the update on the resource implication of the Trust's decision not to recruit to the dedicated Membership and Engagement Officer role within the Trust Communications Team**

Membership engagement strategy

IMPROVING
LIVES
Together

DRAFT



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

Governor on duty

Come along and meet your Governor. You can help them carry out their role effectively by:

- giving them your views.
- telling them how you think services could be improved.
- passing on ideas and suggestions you think would enhance care.
- letting them know what you want your local hospital to offer.

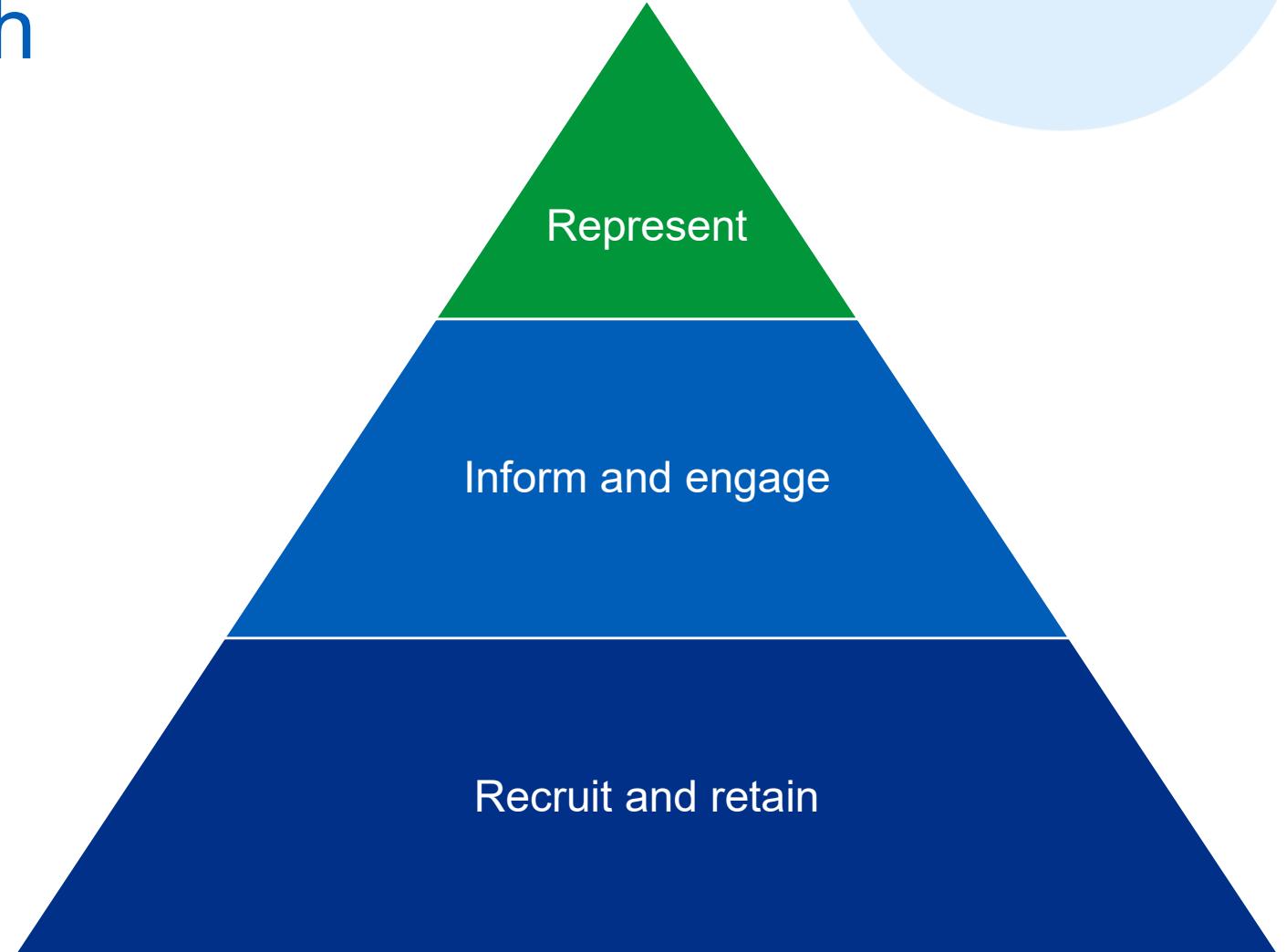


How we will make that commitment happen

STRATEGIC APPROACH

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 and governors 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.
- Reduce bounce-backs of Trust members' registered email addresses
- Representation of the Trust's membership, relative to the demographics of the Mid-Nottinghamshire population we serve
- Retention rate of Trust members (%)

STRATEGIC PILLAR

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'
- Undertake consultation with our members to understand what they value about being a Trust member – and what could make becoming a Trust member more appealing

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

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 <i>Trust Matters</i>	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 (%)		
Reduce bounce-backs of Trust members' registered email addresses		