



Shaping the Future

So that - together - we can Retain, Recruit and Re-engage

NHS Retirement Fellowship: SHAPING THE FUTURE together *to Retain, Recruit and Re-engage*

INTRODUCTION

At its meeting on 4 October 2018 the Board of Trustees decided to form a small group to develop a **Growth Plan** or an **End-of-Life Plan** for the Retirement Fellowship. It became ***The Planning for the Future Group***. It is referred to throughout this document as ‘the group’,

A survey of members in Autumn 2017 had achieved a good response to maintaining and developing the Fellowship. Since then membership figures have dropped considerably and, if that decline continues, the Fellowship will be faced with a decision about its future.

Some of the issues facing the Fellowship are a reduction in membership and the number of branches, removal of NHS grants, diminishing financial reserves and the fact that reserves are sufficient only for a short period.

PURPOSE OF THE GROUP

The group had been given a wide remit but one which did not exclude any possibilities for the future. Its purpose was to take all issues into consideration, produce proposals for a Growth Plan or End-of-Life Plan and to present them for initial consideration at the meeting of the Board of Trustees on 30 January 2019.



The group would be free to consider any possibilities, facilitated within the group and resourced by the Chief Executive. In addition to any other matters, the group was asked to consider the purpose of the Fellowship, its title, its structure, membership projections, financing including reserves held centrally and in Branches and its relationship to other similar organisations.

MEMBERSHIP OF THE GROUP

The group comprised:

Trustees (2): Honorary Treasurer/One other	Paul Farenden (Northants) Chris Kitchin (Herts) & Facilitator	paul.farenden@yahoo.co.uk chris.kitchin@tiscali.co.uk
Development Officer	John Toman (Wales)	jptoman@icloud.com
Regional Representative	Ros Lobo (London)	rosfl06@yahoo.co.uk
In attendance	Chief Executive	john.rostill@gmail.com

CONFIDENTIALITY

The group decided that as it could be considering a range of options for the future which might affect others, it would treat any ideas as confidential until it reported to the Trustees.

METHOD OF WORKING

The Chief Executive provided a wide range of **factual information** on which the group relied.



Using a facilitated process and in order to understand its potential membership, the group looked at **the world of the 50, 60 and 70 year old** in the context of Home, Wider family, Relationships and Work. This provided good perspectives from which to develop ideas. **Dreams were shared** looking at what the Fellowship could become in 3, 5 and 10 years time.

Dreams rather than nightmares included:

- being a flourishing, fun and influential organisation with better diversity in membership including ‘loads of men’
- developing more interest groups (e.g. Book Club, Photographic Group, Golf Classic sports, gym membership)
- nationally recognised by the NHS, used by it to combat isolation
- commercial sponsorship of the Fellowship and its activities
- developing health visits, study tours, exchanges and pre-retirement courses
- becoming a recognised part of the NHS (possibly losing its charitable status, but legal advice would be needed on this point)
- promoting a levy/supplement deduction from day one of employment to fund and develop retirement activities including the NHS Retirement Fellowship.

Stakeholders were identified and included (in no particular order):

- Charities (e.g. Association of Health Service Charities)
- Clinical Commissioning Groups
- Commercial partners

- Department of Health & Social Care (and its various agencies) which could include:
 - NHS England
 - NHS Improvement
 - Care Quality Commission
 - National Institute for Health and Care Excellence
 - Public Health England
 -  ○ NHS Digital
 - Human Fertilisation & Embryology Authority
 - Human Tissue Authority
 - NHS Counter Fraud Authority
 - Scottish NHS
 - Welsh NHS
- HealthWatch
- Health & Well-Being Boards
- Leagues of Friends
- Media
- NHS other organisations
- NHS Pensions
- NHS Employers
- Patient Groups (e.g. Patient Participation Groups)
- Professional bodies & Trade Unions (e.g. RCN, BMA, TUC, Unison)
- Retired health and social care staff
- Secretary of State
- Social care providers
- Voluntary groups (e.g. Leagues of Friends and their umbrella bodies)
- SilverLine
- National Pensioners Convention.

The social care equivalents would need to be included.

WORKSHOP FOR DEVELOPMENT OFFICERS & REGIONAL REPRESENTATIVES

The group had available to it the proceedings of the facilitated workshop held on 3 October 2018 at which Development Officers (DO) and Regional Representatives (RR) discussed recruitment and retention challenges, for Branches and the whole organisation. The DOs and RRs had met in the context of a number of new DO appointments, vacancies in some areas for both DOs and RRs, branches closing and membership numbers falling.

Three key themes had been identified:

- Communicating (internal and external)
- Identifying and sharing good practice [amongst DOS and RRs]
- Clarifying the NHS Retirement Fellowship ‘product’.

To support those themes, a number of suggestions had been made and were included, as appropriate, in the thinking of the group.

AUDIT, RISK AND INVESTMENT SUB-COMMITTEE

The Audit, Risk and Investment Sub-committee had met on 11 December 2018 and referred a number of issues to the group to take into consideration.

OTHER SUBJECTS FACING THE TRUSTEES

Over the last year, the trustees have been faced with legislation and good practice guidelines for charities generally. These have included:

- Charity Governance Code (Charities’ Steering Group)
- Guidance Note about Charity trustee standards for governance and leadership (The Governance Institute)
- Taken on Trust (Charities’ Steering Group)
- General Data Protection Regulations and the Data Protection Act 2018
- The (new) Risk Register
- Internal financial controls for charities, Guidance from the Charity Commission for England & Wales.



Work needed to be done to examine whether it was possible to bring together all the actions required in order to develop and maintain good governance and leadership – without overloading the trustees and the staff. That document would form the basis of a **Business Plan**.

UNIQUE SELLING POINTS OF THE NHSRF

The Unique Selling Points (USPs) of the Fellowship were identified, in no particular order at this stage:

The NHS is the largest employer in Great Britain, probably with the largest number of retirees, which leads to the Fellowship offering:

- A body of significant exclusive experience in health [and social] care
- Personal knowledge about retirement and what it means
- Story-telling to contribute to training
- The ability to contribute to health [and social] care providers an independent mind on quality of care e.g. through involvement in inspection programmes such as PLACE (Patient Led Assessment of the Care Environment), Care Quality Commission, HealthWatch inspections, PALS, Leagues of Friends.



THE 'PRODUCT' OFFERED BY THE FELLOWSHIP

The group considered the 'Product' that membership of the organisation could offer:

- **Meeting like-minded people** (the caring professions) and former colleagues, making friends, having fun and fellowship, combatting loneliness
- A major scheme for **discount purchasing** (using Fellowship Membership number: Health Service Discounts, Travel insurance, Boat cruises, Holidays)
- **A variety of types of membership:** branch membership, associate membership, 'Postal or national' membership, (if living remotely, or not wanting to attend a local branch)

In summary, *Live Life to the Full* and *Making your retirement work for you*.

KEY ORGANISATIONS FOR PROMOTION OF THE FELLOWSHIP

The following were identified as possible key targets to enable the promotion of the organisation and the recruitment of members:

- Advertising (eg HSJ Health Service Journal, The Oldie magazine, National Pensioners' Convention newsletter, SAGA magazine; advertorial)
- NHS Employers (including Chairs & Chief Executives of Trusts and Human Resource staff who could be given objectives to promote the Fellowship)
- NHS Pensions (at Pension forecast stage with leaflet and personal stories)
- Professional conferences (e.g. NHS Employers, Chartered Institute of Personnel and Development).

The social care equivalents would need to be included.

Other matters considered included:

- investigating the offer of awards to Trusts considered most successful in supporting and developing the Fellowship
- discussing whether all types of members should pay the same level of subscription
- identifying potential organisations to undertake research into member issues (eg for not joining, for joining, for leaving)
- considering the title and structure of the organisation
- considering the continuing use of reserves and identifying trigger points for the Trustees about the financial viability of the organisation.



RESEARCH

The Trustees had allocated a budget to research why, amongst other matters, people did not join or, having joined, then left. After due diligence a company was identified and approval given to proceed with that research, reporting to the group on 8 May 2019.

The key learning from that research was:

- **Awareness of the NHSRF is low.**
- **Proposition** (i.e. what is on offer) **is generally well received.** But work to be done on website. New logo is preferred by a majority.
- **Emphasis on transactional and financial benefits** of membership eg discounts and travel insurance.
- **NHSRF must raise awareness** much earlier in the retirement journey.

Key recommendations from the research:

- Build **awareness** at a younger age
- Have a **presence** at NHS retirement workshops
- New **logo** provides an opportunity to relaunch
- **Imagery** should better reflect the organisation, consider the word *Fellowship*
- **Discounts** can draw people into the Fellowship
- **Online membership** draws in younger retirees
- **Selection of activities** is crucial.

BRANDING

After due diligence, the Branding sub group identified a suitable company with charity sector experience. It had produced some initial thoughts, done further work and presented its developed ideas. There was a useful overlap of membership between the *Branding sub group* and the *Planning the Future Group*.

A variety of branding choices were considered, the National Council was consulted and the branding was formally adopted by the Trustees.

CONSOLIDATE PROPOSALS

The consolidated proposals of the *Planning for the Future Group*, the *Branding sub group* and those matters referred by the *Audit, Risk and Investment Sub-Committee* are to come together in a draft Business Plan for consideration by the Trustees.

DAY CONFERENCE

There are major challenges facing the Fellowship as outlined above. They are focused on **Membership, Communication** and **Governance**. The Trustees are legally required to monitor the health of the organisation, identifying break points where reductions in membership are critical to survival.

The Office of the Scottish Charity Regulator has published *Guidance and Good Practice for Charity Trustees*: www.oscr.org.uk/media/2728/v10_guidance-and-good-practice-for-charity-trustees.pdf

The Charity Commission for England and Wales has produced a *Charity Governance Code*: www.charitygovernancecode.org/en/pdf

A Day Conference had been organised for 25 June 2019 in Birmingham to ensure good communication of the issues facing the Fellowship and to involve Trustees, Regional Representatives and Staff.

What was the purpose?

To communicate a common message about the State of the Fellowship, work undertaken to address the future and seek suggestions for how to implement agreed actions.

Who was the audience?

Trustees, Regional Representatives and Staff.

How did it work?

Introduced by the Chair of Trustees (Margaret Moffat), a 'State of the Nation' address was delivered by the Chief Executive (John Rostill). Small groups worked on a number of issues and contributed to a process of implementing proposals. These would be incorporated in a draft Business Plan for the three years 2019-2022 and a draft Action Plan for 2019-2020. The Business Plan would be rolled forward one year at a time so that everyone could see the way ahead.



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What were the intended outcomes?

The intended outcomes of the Day Conference were:

- a common understanding of the issues facing the Fellowship;
- mutual ownership of those issues;
- an acceptance of working together to deliver the way ahead;

to ensure that *Shaping the Future* – together, we can *Retain, Recruit* and *Re-engage*.

BUSINESS PLAN and ACTION PLAN

Taking into account the main issues facing the Fellowship and referred to above, the key areas facing the organisation are **Membership, Communication** and **Governance**. These now form the framework for the Business Plan and Action Plan to be presented to the Board of Trustees on 18 September 2019 (see separate document).

TOOL KIT

As part of the process of re-branding and providing support for those challenged with moving the organisation forwards, a **Tool Kit** has been provided for download from the Fellowship website:

- Day Conference
 - Chairman's Introductory speech
 - Chief Executive's script for Setting the Scene presentation
 - PowerPoint presentation
- New Safeguarding Policy
- New Trustee Eligibility Declaration form
- Draft Induction Pack
- Branding templates for:
 - Letter heads
 - Business cards
 - Pop-Up banners



Also available from the Central Office are new Recruitment leaflets and Pop-Up banners