

## MEMBERSHIP STRATEGY

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## 1. Introduction

Our Trust currently provides specialist mental health, learning disability and community health services to a population of more than one million people across Coventry, Warwickshire and Solihull. It employs more than 4,000 staff and spends around £200m providing these services each year.

Our membership scheme is the principal means by which we aim to involve members of the public in the running of our organisation, in order to achieve and maintain a portfolio of high quality services. From their membership, all Foundation Trusts are required to maintain a governing body to be direct representatives of their constituency, stakeholders and the wider public.

We have updated this strategy to ensure it reflects the steps we have taken to respond to the feedback we received through previous engagement initiatives.

We began our application process in 2008, and so already have a healthy membership body of over 14,000 people, including our staff.

The details of how we intend to achieve the aims of this strategy, supporting members and governors, are set out in five action plans. These are:

- Member recruitment plan
- Maintaining our members' database
- Member communication plan
- Members Charter-developing active members
- Our Governors and our Council of Governors

## 2. Our members

Our members are an asset to our organisation. We want them to be active members, working with us to make our services as good as they can be. We would also like them to be advocates and champions of the services we provide.

The public have a great affection for their health services, and by becoming a member, people can have a greater influence on how our services are delivered and developed locally. Our vision is to work for the wellbeing of the people we serve, and be recognised as the best at what we do.

We aim to work with our members to:

- \* make our services more responsive to the needs of our communities;
- \* create understanding and awareness within the community about the services we provide,
- \* help us remove the stigma and discrimination so often associated with Mental Health and Learning Disabilities services we provide, for example.

Our membership stands at around 14,000 at the end of February 2015.

We believe that through our membership scheme, we can provide people with the satisfaction that they are contributing to the development of services that care for those in the community who have specific needs.

The Trust is actively pursuing a membership that reflects the makeup of our communities. We will demonstrate the benefits of becoming members, how they will be supported, kept informed, and how they can influence and participate in decisions about the services we provide. We will harness greater trust between the organisation and all its publics. We will support our members to become ambassadors / champions for the Trust in the communities in which they live, helping us generate support and awareness leading to the further development of our membership base and the reduction of stigma.

Broadly speaking, anyone interested in the services we provide who wants to find out more and contribute to making our services better, is welcome to become a member.

Members of the public across England, local people, patients and their carers, members of staff and people from other organisations with whom we work closely in partnership, can all become members. Members can stand for election to the Council of Governors and also vote in elections to the Council of Governors. At present, 14 public Governors will represent the public on our Council of Governors.

There are few specific requirements to becoming a member, and no special skills are needed. We believe that members can help us by contributing their Time; Expertise and Experience.

Members can help us remove the stigma and discrimination so often associated with Mental Health services and Learning Disabilities service we provide, for example. They can also support the Trust by advocating the take up of services which help us maintain our health, so reducing demand for hospital services. They can do this by enabling a greater understanding within the local community of services available, and of the issues faced by patients and their carers managing their own health.

Staff members already have a personal stake in the organisation. We are committed to continuously improve the ways we communicate and engage with our staff. The principle means of achieving this will be through the EAP programme. Our membership will seek further opportunities to work closely with EAP initiatives and the staff engagement team.

Like public members, staff will also be our ambassadors within their working environment and communities they live. Four Governors on the Council of Governors will represent staff members. We want a workforce that is respected and one that respects the organisation that they work for.

Mutual trust, understanding and loyalty between staff and the Trust’s managers will be crucial in building the Foundation Trust. We want a workforce that is proud to say it works for the organisation, encourages people to come and work for us and we want staff to feel they are valued.

We recognise that our members – and our response to them – can be categorised by their interest in our organisation, as follows:

<b>Category</b>	<b>Our response</b>
Activists	Offer opportunities to become actively involved in what we do
Vested interests	Aim to understand their views better and be clear about how/if we can help
CV builders	Provide genuine, appropriate, opportunities for development
Benevolents – public duty	Ensure our activity is linked to that of other community organisations
Experience – able to offer lived experience	Offer relevant opportunities to become involved in our services
Dormant – no desire for active involvement	Keep informed

**Our members: The Public Constituency**

This includes any member of the public including service users and carers. We have divided our Public membership into three constituencies: Coventry, Warwickshire and the Rest of England.

Full details are available in the Trust’s Constitution.

Its main focus will be all residents 14 years of age and over living in Coventry and Warwickshire. Those who are 14 or 15 years of age will need to get approval by a parent or guardian via signature in order to become a member of the Foundation Trust.

Service users, of both inpatient, community, or outpatient services and volunteers who support the organisation are actively encouraged to become members.

We want members in these constituencies to be representative of their communities in terms of age, gender, ethnic background and socio economic grouping.

People employed through NHS Professionals who work in Trust services are yet to be confirmed as Public members (currently as of Feb 2015 we believe this figure is 100+). This is currently under review with local and regional NHS Professionals staff who is seeking clarification on the process.

The following table demonstrates the current makeup of the Coventry and Warwickshire communities:

(The figures below are combination of census data 2011 and population projections-MES databases)

**Coventry & Warwickshire Demographics**

<b>Total Population Warwickshire 553,951</b>
Male 273,802= 49.43%
Female 280,149= 50.57%

<b>Total Population Coventry 331,474</b>
Male 165,745 = 50%
Female 165,728 = 50%

**Age Profile**

	<b>0-16</b>	<b>17-21</b>	<b>22-29</b>	<b>30-39</b>	<b>40-49</b>	<b>50-59</b>	<b>60-74</b>	<b>75+</b>
<b>Warwickshire</b>	106,285	31,119	50,439	66,250	80,704	74,730	94,129	49,215
	<u>19.19%</u>	<u>5.63%</u>	<u>9.29%</u>	<u>11.96%</u>	<u>14.57%</u>	<u>13.49%</u>	<u>16.99%</u>	<u>8.88%</u>

	<b>0-16</b>	<b>17-21</b>	<b>22-29</b>	<b>30-39</b>	<b>40-49</b>	<b>50-59</b>	<b>60-74</b>	<b>75+</b>
<b>Coventry</b>	69,127	29,822	48,439	43,937	41,463	35,670	40,035	22,981
	<u>20.85%</u>	<u>9.00%</u>	<u>14.61%</u>	<u>13.26%</u>	<u>12.51%</u>	<u>10.76%</u>	<u>12.08%</u>	<u>6.93%</u>

## Ethnicity

### Warwickshire

White	Mixed	Asian/Asian British	Black/Black British	Other
505,688	7,949	25,096	4,443	2,298
92.71%	1.46%	4.6%	0.81%	0.42%

### Coventry

White	Mixed	Asian/Asian British	Black/Black British	Chinese or Other
252,669	5,075	33,935	5,432	3,741
83.98%	1.69%	11.28%	1.81%	1.24%

Source: 2013 population projections, CACI Ltd.

## Wellbeing Acorn Group (ACORN)

### Warwickshire

Health Challenges (1)	At Risk (2)	Caution (3)	Healthy (4)
91,224	90,360	144,909	222,066

### Coventry

Health Challenges (1)	At Risk (2)	Caution (3)	Healthy (4)
45,831	125,053	105,477	53,592

## Carers

### Warwickshire (Warwickshire County Council)

People Providing Unpaid Care	Providing Unpaid Care 50 or more hours per week
53,221 (approx. 10% of the population)	9,444 = (approx. 18% of carers)

### Coventry (Coventry City Council)

People Providing Unpaid Care	Providing Unpaid Care 50 or more hours per week
31,760 (approx. 10% of the population)	6,500 = (approx. 20% of carers)

Source: ONS (2001) \*Figures may not sum due to rounding

## **Projected population figures for the Trust**

This strategy also recognises the significant increase in population the Trust may face in the medium to longer term. Arising from these projections, membership patterns will need to be kept in line with these trends.

The tables on the following pages highlight the projected numbers we can expect to see in terms of population and by age based on the 2015 - subnational population projections. Released by the Office for National Statistics (ONS) in March 2012 these cover a 27 year period up to 2037 and provide a breakdown of the official national population projections for England to regional, county, and local authority district level.

2012-based Subnational Population Projections (ONS)

Table 2: Local authorities and higher administrative areas within England  
5 year age groups, All Persons

Figures in thousands (to one decimal place)

Area	Age group	2015	2020	2025	2030	2037	Area	Age group	2015	2020	2025	2030	2037
Warwickshire	0-4	32	32	32	31	31	Coventry	0-4	24	26	27	27	28
Warwickshire	5-9	32	33	33	33	33	Coventry	5-9	22	24	25	26	26
Warwickshire	10-14	30	33	34	34	34	Coventry	10-14	18	21	23	24	25
Warwickshire	15-19	31	29	32	33	34	Coventry	15-19	23	22	26	28	29
Warwickshire	20-24	31	29	27	31	32	Coventry	20-24	35	34	33	37	39
Warwickshire	25-29	34	34	32	30	35	Coventry	25-29	28	31	30	29	33
Warwickshire	30-34	33	35	36	34	34	Coventry	30-34	25	27	29	29	29
Warwickshire	35-39	33	35	37	38	34	Coventry	35-39	21	24	26	28	26
Warwickshire	40-44	37	33	36	37	38	Coventry	40-44	20	20	23	25	26
Warwickshire	45-49	41	38	34	36	39	Coventry	45-49	21	20	20	22	25
Warwickshire	50-54	41	41	38	34	37	Coventry	50-54	20	21	20	19	22
Warwickshire	55-59	35	41	41	37	35	Coventry	55-59	17	19	20	19	20
Warwickshire	60-64	33	35	40	41	34	Coventry	60-64	14	16	18	19	17
Warwickshire	65-69	35	32	34	39	39	Coventry	65-69	14	13	15	17	18
Warwickshire	70-74	28	33	30	33	39	Coventry	70-74	12	13	12	14	16
Warwickshire	75-79	21	25	30	28	32	Coventry	75-79	9	10	12	11	13
Warwickshire	80-84	15	17	22	26	25	Coventry	80-84	7	8	9	10	10
Warwickshire	85-89	9	11	13	17	20	Coventry	85-89	4	5	6	6	7
Warwickshire	90+	6	7	9	12	19	Coventry	90+	3	3	4	5	7
Warwickshire	<b>All ages</b>	<b>556</b>	<b>573</b>	<b>590</b>	<b>605</b>	<b>624</b>	Coventry	<b>All ages</b>	<b>337</b>	<b>358</b>	<b>377</b>	<b>395</b>	<b>418</b>

2012-based Subnational Population Projections (ONS)

Table 2: Local authorities and higher administrative areas within England

5 year age groups, Males

Figures in thousands (to one decimal place)

Area Age Group 2015 2020 2025 2030 2037

Area Age group 2015 2020 2025 2030 2037

Coventry	0-4	13	13	14	14	14	Warwickshire	0-4	16	16	16	16	16
Coventry	5-9	11	12	13	13	13	Warwickshire	5-9	16	17	17	17	17
Coventry	10-14	9	11	12	12	13	Warwickshire	10-14	15	17	18	18	18
Coventry	15-19	12	11	13	14	15	Warwickshire	15-19	16	15	17	17	18
Coventry	20-24	18	18	18	20	21	Warwickshire	20-24	16	15	14	16	16
Coventry	25-29	15	16	16	15	17	Warwickshire	25-29	17	17	16	15	17
Coventry	30-34	13	15	16	15	15	Warwickshire	30-34	17	18	18	17	17
Coventry	35-39	11	13	14	15	14	Warwickshire	35-39	16	17	19	19	18
Coventry	40-44	10	10	12	13	14	Warwickshire	40-44	19	17	18	19	19
Coventry	45-49	10	10	10	12	13	Warwickshire	45-49	20	19	17	18	20
Coventry	50-54	10	10	10	10	12	Warwickshire	50-54	21	21	19	17	19
Coventry	55-59	9	10	10	10	10	Warwickshire	55-59	18	20	20	19	18
Coventry	60-64	7	8	9	9	9	Warwickshire	60-64	16	17	20	20	17
Coventry	65-69	7	7	7	8	9	Warwickshire	65-69	17	16	17	19	19
Coventry	70-74	6	6	6	7	8	Warwickshire	70-74	14	16	15	16	19
Coventry	75-79	4	5	6	5	6	Warwickshire	75-79	10	12	14	13	16
Coventry	80-84	3	3	4	5	5	Warwickshire	80-84	6	8	10	12	12
Coventry	85-89	2	2	2	3	3	Warwickshire	85-89	4	4	6	7	9
Coventry	90+	1	1	1	2	3	Warwickshire	90+	2	2	3	4	7
Coventry	All ages	169	181	191	202	214	Warwickshire	All ages	275	284	293	302	312



**2012-based Subnational Population Projections (ONS)**  
**Table 2: Local authorities and higher administrative areas within England**  
**5 year age groups, Females**  
**Figures in thousands (to one decimal place)**

Area      Age Group    2015    2020    2025    2030    2037

Coventry	0-4	12	13	13	13	14
Coventry	5-9	10	11	12	13	13
Coventry	10-14	9	10	11	12	12
Coventry	15-19	11	11	12	13	14
Coventry	20-24	17	16	16	18	19
Coventry	25-29	14	15	15	14	16
Coventry	30-34	12	13	14	14	14
Coventry	35-39	10	11	12	13	12
Coventry	40-44	10	10	11	12	12
Coventry	45-49	11	10	10	11	12
Coventry	50-54	10	10	10	10	11
Coventry	55-59	8	10	10	9	10
Coventry	60-64	7	8	9	10	9
Coventry	65-69	7	7	8	9	9
Coventry	70-74	6	7	6	7	8
Coventry	75-79	5	6	6	6	7
Coventry	80-84	4	4	5	5	5
Coventry	85-89	3	3	3	4	4
Coventry	90+	2	2	3	3	4
Coventry	All ages	168	177	185	194	204

Area      Age group    2015    2020    2025    2030    2037

Warwickshire	0-4	15	15	15	15	15
Warwickshire	5-9	16	16	16	16	16
Warwickshire	10-14	14	16	17	17	17
Warwickshire	15-19	15	14	16	16	16
Warwickshire	20-24	15	14	14	15	16
Warwickshire	25-29	17	17	16	15	17
Warwickshire	30-34	17	18	18	17	17
Warwickshire	35-39	17	17	18	18	17
Warwickshire	40-44	19	17	18	18	18
Warwickshire	45-49	21	19	17	18	19
Warwickshire	50-54	21	21	19	17	18
Warwickshire	55-59	18	20	21	19	18
Warwickshire	60-64	16	17	20	21	17
Warwickshire	65-69	18	16	17	20	20
Warwickshire	70-74	14	17	16	17	20
Warwickshire	75-79	11	13	16	15	17
Warwickshire	80-84	8	10	12	14	13
Warwickshire	85-89	6	7	8	10	11
Warwickshire	90+	4	5	6	8	12
Warwickshire	All ages	281	289	297	304	312

2012-based Subnational Population Projections (ONS)

Table 2: Local authorities and higher administrative areas within England  
5 year age groups, ALL Persons  
Figures in thousands (to one decimal place)

Area	Age Group	2015 2020 2025 2030 2037					2015 2020 2025 2030 2037									
		MALE					FEMALE					ALL PERSONS				
Solihull	0-4	6	6	6	6	6	6	6	6	6	6	12	13	13	13	13
Solihull	5-9	7	7	7	7	7	6	7	7	7	7	13	14	14	14	14
Solihull	10-14	6	7	7	8	8	6	7	7	7	7	12	14	15	15	15
Solihull	15-19	7	6	7	7	7	6	6	6	7	7	13	12	13	14	14
Solihull	20-24	6	5	5	5	6	5	5	5	5	6	11	10	10	11	11
Solihull	25-29	6	6	6	6	6	6	6	6	5	6	12	12	12	11	13
Solihull	30-34	5	6	6	6	6	6	6	6	6	6	11	12	13	12	12
Solihull	35-39	5	6	6	7	6	6	7	7	7	6	11	12	13	14	13
Solihull	40-44	7	6	6	7	7	7	7	7	7	7	14	12	13	14	14
Solihull	45-49	8	7	6	7	7	8	7	7	7	8	16	14	13	14	15
Solihull	50-54	8	8	7	6	7	8	8	7	7	7	16	16	14	13	14
Solihull	55-59	7	8	7	7	6	7	8	8	7	7	13	16	15	14	13
Solihull	60-64	6	6	7	7	6	6	7	8	8	6	12	13	15	15	12
Solihull	65-69	6	5	6	7	7	7	6	6	8	7	13	11	12	14	14
Solihull	70-74	5	6	5	6	6	6	6	6	6	7	10	12	11	12	14
Solihull	75-79	4	4	5	5	6	4	5	6	5	6	8	10	11	10	12
Solihull	80-84	3	3	4	4	4	4	4	5	5	5	6	7	8	10	9
Solihull	85-89	2	2	2	3	3	3	3	3	4	4	4	5	5	6	7
Solihull	90+	1	1	1	2	3	2	2	3	3	4	2	3	4	5	7
Solihull	All ages	102	105	108	111	114	108	111	114	117	121	210	216	222	228	235

**Percentage population change by age group, 2010 to 2035 (ONS)**

Age	% change 2010-2035										
	NW	N&B	Rugby	S-o-A	Warwick	Warwickshire	Coventry	C&W	Solihull	West Midlands	England
<b>0-4</b>	0%	8%	12%	8%	11%	8%	34%	19%	12%	8%	5%
<b>5-14</b>	6%	20%	27%	14%	21%	15%	13%	26%	19%	18%	17%
<b>15-29</b>	3%	11%	18%	13%	15%	13%	26%	19%	10%	12%	11%
<b>30-49</b>	-4%	10%	16%	6%	12%	9%	41%	21%	9%	10%	8%
<b>50-64</b>	-7%	0%	22%	6%	16%	7%	26%	13%	2%	3%	9%
<b>65-74</b>	43%	41%	63%	51%	48%	49%	39%	46%	40%	40%	50%
<b>75-84</b>	72%	64%	80%	88%	58%	72%	35%	59%	42%	50%	55%
<b>85+</b>	200%	196%	191%	221%	149%	190%	91%	155%	156%	150%	146%
<b>All ages</b>	11%	19%	30%	24%	23%	22%	36%	28%	18%	18%	19%

## Our members: The Staff Constituency

Staff members must be employed by the Trust under a contract of employment. This must have no fixed term or have a minimum fixed term of at least 12 months or someone who has been continuously employed by the Trust under a contract of employment for at least 12 months. Staff members cannot also be members in the public constituency. Any member of staff from our partner organisations who has worked on a permanent or fixed term contract for over 12 months, and is still working for the Trust, is eligible to become a member.

Anyone not meeting the above criteria may be eligible to join the public constituency.

We will have an ‘opt out approach’. All staff will become members automatically, unless they specify otherwise. By virtue of their employment, staff will have already demonstrated their commitment to supporting and improving services and membership will further strengthen this.

If a member of staff leaves the Trust’s employ, their membership will revert to the status of public member automatically. If they no longer wish to remain as a public member, they have to inform the membership office.

## 3. Our Membership Strategy

Once we are a Foundation Trust, our members and Governors have a formal role in helping us decide on ways to improve our services for all our users and carers.

However, we have not been waiting to achieve FT status before we start working towards this active and representative membership.

We believe the ways in which we can offer members meaningful opportunities to contribute include:

Offer	Vehicle
Involvement in services	Equal Partners Strategy / Assembly
Involvement in decisions	Council of Governors
Personal development within an organisational structure	Members’ activity programme
Compensation for expenses	Formal expenses scheme
Member reward	Discount shopping schemes
Benefits from association	Public acknowledgement of members’ and governors’ role

We keep members informed of our plans and about what is going on across the organisation, and seek members’ views on a range of issues. We want to plan and deliver our services ‘with’ our members, not just ‘for’ them.

The activity set out here strengthens and develops these relationships, by determining how they will be involved in the future.

We want this partnership to be one where members representing the communities we serve share in the development and ownership of our vision and principles, and help us continue to improve our services into the future.

This partnership will help us understand and respond to the needs of our communities. It will also give our communities a better understanding of the part we play in the health and wellbeing of the local population.

A membership office has been established to manage and co-ordinate membership, recruitment and retention. It will also maintain and manage the public membership database and access and co-ordinate election processes and will be the communication centre for Trust members.

The aims of the Trust membership office are to:

- Contribute to the development of members' knowledge, understanding and capacity to contribute
- Manage regular and proactive communication with members
- Be responsible for the recruitment and retention of members
- Support the membership process with accurate and timely administration, data and records management
- Support members with any interest they have in becoming a Governor,
- Help further develop Governors' understanding of the Trust
- Manage all elections arrangements
- Manage requests for data access

#### 4. Strategy purpose and aims

The purpose of our membership strategy is to ensure a sustainable active and representative membership. We want a membership body that is large enough to be representative of our diverse communities, of a size appropriate for an organisation like ours, but which is cost effective to maintain.

Our aim is to enable our members to participate in the work of the Trust. We will achieve this by striving to:

- Recruit members in line with agreed membership targets
- Maintain an accurate membership record
- Communicate with all our members in a timely and appropriate manner
- Develop an active and representative membership body
- Enable elections to take place to maintain a quorate effective Council of Governors

The specific challenges this membership strategy sets out to meet in any given period to come are to:

- Recruit to target levels, members from population groups currently under-represented in our existing membership
- Develop and involve our members in accordance with an engagement plan
- Successfully maintain a full complement of motivated Governors
- Once elected, ensure the support and resources are in place for Governors in order for them to fully appreciate and fulfil their role on the Council of Governors.

#### 5. Member recruitment

We will recruit new members in line with membership targets agreed by the organisation.

We already have strong links with many community organisations and these relationships are being used to campaign for increased membership. These include our service user networks, staff, partner organisations and of course our Governors.

We are also developing new links, with community groups, schools, colleges, universities, the voluntary sector, local business, libraries and other public services. We work with all these organisations to help us develop and build the Trust's membership base.

Recruitment began as part of the original consultation process in 2008. Since then, we have continued to use many different ways of maintaining and recruiting new members.

We use local media and other channels of communication with the general public as well as working with local authorities and voluntary sector organisations, and attending a wide range of community events.

The Trust uses a number of methods to aid recruitment and engagement, these include

- Targeted recruitment with service user, carer and community groups.
- Use of local media, highlighting membership and why we are aiming for FT status.
- Partner organisations' publications – including local authority, voluntary sector, CCG's, and user and carer groups.
- Membership application leaflets available throughout public areas, such as health centres and GP waiting rooms, and in Trust sites.
- Promotion at public events, annual public meetings, health awareness events; i.e. summer festivals across our area, Governor Information seminars across the region.
- Continued use of partnership working with minority ethnic, special interest, community and faith groups to contact the hard to reach groups and individuals through a series of events in cooperation with staff from the Engagement and Involvement and Equality and Diversity under the Equal Partners strategy.
- Promotion of membership via the Trust's website offering a range of information and materials also available in hard copy.
- Utilise more specific events in conjunction with outside groups and stakeholders to further enhance the Trust's membership, especially in the areas that we know to be low.  
For example, focussed recruitment campaigns at large public spaces i.e. shopping centres, or Colleges.
- The Foundation Trust Members Newsletter – Trust News
- Voluntary sector involvement – direct contact with all stakeholder /support groups ie Mind, Independent Advocacy services and Local Healthwatch groups
- Direct contact with our established user and carer groups via Engagement and Involvement team.
- Seek a major partnership where collaborative working will deliver joint benefits as well as health promotion within the community ie working on joint membership with other NHS Trusts.
- Use of the Trust's website especially redesigning the Trust pages and making greater use of interaction for our members to feel valued-(based on new design and platform)
- Identification of membership Champions, both staff and public
- Developing Governors information packs as part of their induction process.

Top priority will be given to ensuring the membership is representative of our community. This will be achieved through careful monitoring of our membership database and local population statistics, and tailoring our recruitment appropriately.

The Trust is committed to growing and maintaining its membership within sustainable limits, and targets set by the organisation. We will set annual incremental targets to be regularly monitored by our Council of Governors Membership sub group.

Our membership broadly reflects the population we serve and the demographic profile of the local population. However, as our membership has developed, we have identified a number of areas where we need to increase recruitment in order to ensure this remains the case.

Publication of the 2011 Census results and use of the CACI database through the MES dbase and regular ONS population projections afford us further opportunity to update our approach to maintaining and recruiting a representative membership body.

We continue to work with partner organisations to identify 'seldom heard' groups.

## 6. Maintaining our members' database

Maintaining a successful membership scheme begins with maintaining and developing an accurate and proactive membership record.

The Trust membership database is maintained principally by a Membership and Engagement Manager who sits within the Trust communications team.

The Trust employs Membership Engagement Services (MES) to maintain and advise on the effective running of our membership database. These arrangements are periodically reviewed. With MES, we have developed a membership database and from this we have established a register of members. The register meets the legal requirements for Foundation Trusts and will enable the organisation to monitor and demonstrate:

- Membership is representative of the community
- All members have equal opportunity to participate
- Assurance and evidence of membership growth
- Effective communication
- Active involvement of our members
- The reasons people become members and any specialist interests they may have

The register will be publicly accessible except where exclusions apply as detailed in The Public Benefit Corporation (register of members) Regulations 2004.

The Membership and Engagement Manager will be responsible for the ongoing management of the register.

## 7. Communicating and engaging with our members

Effective communication between the Trust and its members and Governors is a key objective of this strategy to ensure their continued commitment and engagement.

All communication will be conducted in line with the Trust communication strategy, and will be consistent with the organisation's distinct brand and its vision and values. The communication strategy outlines the aim of ensuring a group of active members and Governors.

Communication will be pro-active, two-way, and timely, and will aim to provide direct dialogue between members and Governors.

The membership communication plan describes how the Trust will achieve this, and details the different mechanisms that will be used.

Dedicated communications activity for members includes:

- Trust News quarterly newsletter
- Members pages on the Trust website



- Regular members' events
- Occasional bespoke communication
- Invitations tailored to members' expressed preferences
- Opportunities to engage at Trust and other community events
- Staff communication through regular channels, engagement through Equal Active Partners strategy.

E-communications, a members' area of the website, special events and a range of other communication tools will be used to achieve long term relationships and effective partnerships.

Our communication plan also describes how members will be involved in consultation processes and how feedback will be provided following consultation.

## 8. Member and Governor development

All members have the same rights, but their specific interests and motivations for becoming a member will be different. Members will want to have different levels of engagement and involvement with the organisation. However, we will keep all our members equally informed and updated, and offer opportunities for involvement equally.

Dialogue between the Trust's Governors and their members will be supported by a number of initiatives via the membership office, including use of Trust News newsletter, the distribution of minutes and associated papers, the use of email, internet and other electronic communications, annual public meetings, media relations and service awareness events, and the annual report including financial accounts.

The Trust will make arrangements to support Governors to communicate with members in their constituency.

Members' commitment can be sustained and built upon provided they feel valued, have a worthwhile role to play and providing the organisation invests in their development and engagement. Following recruitment, further mechanisms are still to be established to assess levels of satisfaction and the motivation members have for their role. This information will be sought, and will be used to develop intelligence and understanding between Governors and members.

Engagement with members will include:

- An annual survey of views including matters relating to care and service development.
- Specific initiatives to review and engage in plans for service development and change.
- Invitations for engagement in specific projects based on individuals' specialist interests, which are noted when they join.
- Involvement in health awareness events.
- Involvement in services through Equal Partners strategy activity.
- Involvement in assessing public documents and services i.e. leaflets, newsletters, reports and web design.
- Involvement of senior managers at specific meetings with members.
- General awareness / briefing material on the workings of the NHS, its priorities and direction and a helpline.
- A dedicated newsletter
- An annual members' meeting
- An Annual Report

Public and staff members will not be entitled to any payment or preferential care, clinical treatment or staff benefit through becoming a member. Likewise, people who choose not to become members will experience no disadvantage.



## 9. Our Governors and our Council of Governors

Our public consultation document for our Foundation Trust application set out arrangements for a governing body of Governors, chaired by the Trust Chair.

Full arrangements for the Council have been confirmed following consideration of all feedback received during the public consultation, and are set out in full in the Trust Constitution, approved by our Trust Board. To be subsequently approved by the Council itself.

The governing body will be made up of Governors elected by the public, some elected by staff, and some appointed by partner organisations. Governors elected by the public will exceed the remaining group of Governors.

Elections are independently managed by outside body (Electoral Reform Services), and a regular refresh of these management arrangements will be conducted by the Membership and Engagement Manager.

The Membership and Engagement Manager will work with the Trust Secretary to ensure appropriate arrangements for the formal and effective appointment of Governors.

The Trust Board Secretary will assist with ensuring appropriate arrangements are in place for quarterly meetings of the Council of Governors, one of which will be the Trust's Annual Members Meeting along with any other formal sub group/committee agreed by the Trust Board.

The detailed operation of the Council will be set out in the Constitution, and in a set of governance documents.

These documents will be designed to establish transparent ways of working in line with best practice nationally.

## 10. Playing a key community role

Our services are provided in partnership with a number of other strategic statutory partners, and effective relations with a range of voluntary sector organisations have been developed.

Our community services in particular are designed to help keep people out of hospital by encouraging them to care for their own health in an informed way.

Through our members, we aim to support this work by actively supporting and engaging with the government's Change4Life campaign aimed at improving people's health and wellbeing.

Our Trust cares for people who are amongst the most vulnerable and socially excluded in our society, and for all our services there are significant implications for their families and carers.

For example, the number of adults with learning disabilities is predicted to increase by 11% between 2001 and 2021. This would raise the number of people in England aged 15 and above with learning disabilities to over one million in 2021.

People with a learning disability are often misunderstood and often experience significant barriers to effective communication themselves. However, for many, more care and treatment is needed from our specialist learning disability services.

A range of health concerns in the general population carry a significant degree of stigma, and can present barriers to people accessing the services that might help them.

Our organisation aims to work to drive down the stigma associated with the conditions our service users experience.

We are a significant employer locally offering professional, semi professional and unskilled employment. Our staff are a powerful force for change in our communities, empowering individuals and groups alike through the care and support they provide, and, as members, urging people to defeat stigma and improve their wellbeing.

Our membership body will help build the profile of the organisation as being dedicated to challenging this stigma, through active support and engagement with the national Time to Change campaign.

By actively supporting these campaigns with its members, our Trust aims to make a real difference.

## 11. Evaluating this strategy

This strategy will be monitored and evaluated annually as we learn from our experiences and start to gain the views of our members. It will be part of the overall governance regime for the Foundation Trust.

The evaluation will encompass an assessment of performance against legal requirements, but will also take account of:

- The outcome of member surveys.
- The level of engagement of members throughout the year.
- The size of the membership and whether actual growth is in line with forecast growth.
- The views and comments of Directors and Governors.
- Response rates at elections.
- Whether membership reflects the makeup of the community.
- The management of the membership and Governor register.

Our Governors will be required to approve this strategy and any subsequent amendments proposed in the light of monitoring and audit. The Governors will ensure that the document remains relevant and effective; this will be achieved by regular reports to the Council of Governors.

Independent assessment of the delivery of this strategy will be supported and assurance provided with the assistance and involvement of our internal and external auditors.