

Sussex Community NHS Trust Membership Strategy



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1. Introduction

Sussex Community NHS Trust (SCT) is the main provider of community NHS healthcare across Brighton and Hove and West Sussex, and one of the largest community healthcare providers in the South of England area that stretches from Cornwall to Kent.

Our expert teams provide essential medical, nursing and therapeutic care to over 8,000 adults, children and families a day. In 2014/15 we spent £192m to care for our patients, and employed around 4,400 staff.

In 2012 we started our journey to become a NHS Foundation Trust (FT). We completed our public consultation in 2013, where our local community and first members were able to make their first contribution to our future. Following a Chief Inspector of Hospitals Inspection in December 2014 we were rated as 'GOOD' by the Care Quality Commission (CQC) in March 2015. SCT is scheduled to complete the Board to Board review conducted by the Trust Development Authority (TDA) in June 2015.

NHS foundation trusts are part of the NHS, and offer free care, based on patients' needs and not their ability to pay, in line with the core principles of the NHS. They are independent public benefit corporations with greater local public 'ownership' and accountability. Members of the local community have a direct say on how the trust is run and can become Governors to ensure the needs of the community are being addressed by the FT.

Becoming an NHS FT will enable us to engage with our communities in new ways and be more responsive to their needs. We believe this will help us to:

- Set our own priorities for improving care for our communities;
- Be more open and accountable to the people we work with;
- Strengthen our links with local people;
- Build on the work we have already done to make our services more sensitive to patients' needs and wants.

This strategy sets out who can become members of our trust, what being a member represents, how our membership will be divided into constituencies, how we will recruit members and ensure our membership reflects the demographics of our community, and how we will engage, support and develop our NHS FT membership.

2. Membership

As an NHS FT we will be accountable to our local communities through our members. Members are at the heart of NHS foundation trusts. As members and governors, local people, patients, staff and local partners will have a direct say in how we develop our services to meet the evolving needs of the community.

2.1. Benefits of Membership

In order to provide members with a role that supports our organisation in improving the services we offer we will:

- Offer free membership to eligible members of our community and staff;
- Divide members into constituencies in order to ensure communications contain relevant information;
- Enquire about members' areas of interest and use this information to deliver information that is of interest and relevant to them;
- Give members the opportunity to participate in focus groups to share their views and experiences on the development and improvement of services;
- Produce a twice yearly newsletter, and a bi-monthly stakeholder briefing;
- Create a number of events where members, governors, directors, and other stakeholders may interact with each other and develop further ways of improving services, including an annual meeting;
- Offer equal voting rights to all members aged 16 or over (i.e. one member one vote in governor elections).

An additional benefit will be the ability to stand for election to become a Governor at our Council of Governors. Members that demonstrate interest in becoming Governors will be given information and invited to training events before elections so they may develop a better understanding of the role.

Members will have the right to:

- Elect representatives to serve on the council of governors;
- Stand for election as a governor;
- Attend members' events;

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- Work with us on patient and public involvement initiatives and submit opinions on any proposed changes to services.

Each member will choose their level of involvement and participate in trust's developments as they see fit.

Table 1: Members Level of Involvement

| | Newsletter | Annual Meeting | Online Surveys | Online Feedback | Consultation / Focus Groups | Improvement Meetings/ Forums | Governor Training/ Support | Council of Governors Meetings |
|-------------------|------------|----------------|----------------|-----------------|-----------------------------|------------------------------|----------------------------|-------------------------------|
| Information only | X | X | | | | | | |
| Online Engagement | X | X | X | X | | | | |
| Interest Led | X | X | X | X | X | | | |
| Meetings & Forums | X | X | X | X | X | X | | |
| Governors | X | X | X | X | X | X | X | X |

Staff will benefit further from membership as they:

- Will be part of a more flexible organisation, willing to make changes and innovate;
- Will contribute directly to the direction of the trust, generating plans for the future;
- Will have a greater voice through the Council of Governors to develop ways of working that reflects patients' needs;
- Will be able to make a real impact on local health provision and service design.

We will also benefit from membership as members will have information, expertise and networks which will offer real value to the trust. We will make use of these resources by:

- Giving the Council of Governors the support it needs to communicate regularly with members;
- Encouraging staff to seek members' ideas and opinions on service developments;
- Helping members become 'ambassadors' of the trust, allowing them to communicate with a wider range of the community about the trust and its work;

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- Communicating key issues with members so they are well informed and able to answer questions from the greater community;
- Establishing effective feedback mechanisms to ensure feedback is encouraged and members' views are communicated to the Council of Governors;
- Asking our members to promote SCT's vision which is:

"Excellent care at the heart of the community"

We may also offer other ways members can get involved with our trust, such as volunteering.

Members, their friends, or family; will not receive payment or preferential treatment for the work they do; nor will they receive preferential access to the services provided by the trust.

2.2. Who can become a member

Anyone who fulfils one or more of the following criteria can become a member:

- Is aged 12 and over;
- Lives in West Sussex, Brighton & Hove or any adjoining border (i.e. East Sussex, Surrey & Hampshire);
- Is permanently employed by the Trust (or has a fixed term contract of 12 months or longer);
- Is not directly employed by the Trust but provide services for the Trust and has been doing so far at least 12 months (excluding volunteers);
- Is (or has been) a patient or service user.

Members aged under 16 years

We believe that young people should have a say in the development and delivery of our services and therefore membership is open to those aged 12 years and over who live in the areas we serve. However, all applications from individuals between the ages of 12 and 15 years are required to be countersigned by the young person's parent or guardian.

Members under the age of 16 years will not be able to:

- Stand for election as a governor;
- Take part in the process of appointing non-executive directors or apply to become a non-executive director.

However, once a member reaches the age of 16 they will automatically receive the above additional rights.

2.3. Constituencies

Our membership will consist of a public group and a staff group.

Patients in receipt of our services and/or members of the public who live in the local authority areas can apply to join the public member group by completing an application form. Public members will be categorised by the areas they live in.

The areas will be divided in the following way:

- Arun District Council
- Adur District Council
- Brighton and Hove City Council
- Chichester District Council
- Crawley Borough Council
- Horsham District Council
- Mid Sussex District Council
- Worthing Borough Council
- 'Out of Area', which consists of the local government areas below:
 - Eastbourne Borough Council
 - East Hampshire District Council
 - Hastings Borough Council
 - Havant Borough Council
 - Lewes District Council
 - Mole Valley District Council
 - Portsmouth City Council
 - Reigate and Banstead Borough Council
 - Rother District Council
 - Tandridge District Council
 - Tunbridge Wells Borough Council
 - Waverley Borough Council
 - Wealden District Council

Permanent staff will be automatically added to the database as staff members. Staff may opt out of membership if they wish. Staff will be informed of this in a variety of ways:

- Via the intranet and corporate induction;
- Through information events and internal communications.

We encourage all people working for us but not eligible for staff membership including volunteers to join as public members, providing they are eligible by place of residence.

Staff membership will be divided into categories. Given that staff can opt-out of automatic FT membership the minimum number of staff members from each staff constituency will be:

Table 2: Minimum Number of Staff Members per Constituency

| | |
|----------------------|----|
| Doctors and dentists | 10 |
|----------------------|----|

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| | |
|---|----|
| Nurses | 10 |
| Therapists, allied health professionals and healthcare assistants | 10 |
| Support staff | 10 |

The Company Secretary will make the final decision regarding which membership constituency an individual is eligible to join.

2.4. Representative Membership

Our objective is to build a membership base which genuinely reflects the local communities and their diversity. Membership materials are available on request in large print, Braille, easy read, audio tape and language translation options so that everyone can have access to them.

Demographics

The population statistics for our local authority areas are approximately as follows (as at 2011):

Table 3: Area Demographics and Minimum Members

| Area | Total Population | Minimum Number of Public Members |
|-----------------------------|------------------|----------------------------------|
| Brighton and Hove | 273,400 | 200 |
| Mid Sussex | 131,600 | 100 |
| Arun District Council | 147,000 | 100 |
| Adur District Council | 61,300 | 50 |
| Chichester District Council | 113,800 | 50 |
| Crawley Borough Council | 106,600 | 50 |
| Horsham District Council | 131,600 | 100 |
| Worthing Borough Council | 104,600 | 50 |
| 'Out of Area' | | 20 |

The figures reflect a proportion of the population within each electoral area out of a total catchment population of over 1 million people. A minimum of 720 members was chosen as the minimum necessary to ensure fair representation and engagement whilst remaining manageable.

In collaboration with Membership Engagement Services (MES) (a private company with which SCT holds a contract), we conduct on-going analysis of our membership to inform our

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targeted recruitment activities and ensure population diversity is represented in our membership base.

2.5. Council of Governors

Our public governors will be elected by the public membership and must constitute the majority of the council of governors. The public member group will be sub-divided by local authority areas and each shall have the following number of governors:

Table 4: Public Governors by Constituency

| Constituency | Number of Governors |
|-----------------------------|---------------------|
| Adur District Council | 1 |
| Arun District Council | 2 |
| Brighton and Hove | 3 |
| Chichester District Council | 1 |
| Crawley Borough Council | 1 |
| Horsham District Council | 1 |
| Mid Sussex District Council | 1 |
| Worthing Borough Council | 1 |
| 'Out of Area' | 1 |
| Total | 12 |

The public governor figures above are broadly weighted to the total population of each local authority area across West Sussex and Brighton & Hove (the key areas we serve). Our 'Out of Area' members have a governor on the council of governors because this reflects service provision outside the Trust's main local authority areas.

Our staff governors will be elected by our staff members. Each staff constituency have the following number of governors:

Table 5: Staff Governors by Constituency

| Constituency | Number of Governors |
|---|---------------------|
| Doctors and dentists | 1 |
| Nurses | 2 |
| Therapists, allied health professionals and healthcare assistants | 1 |
| Support staff | 1 |
| Total | 5 |

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Stakeholder governors are appointed representatives of the organisations that the Trust has close relationships with. Each organisation will have a number of governors appointed as stated below:

Table 6: Appointed Governors by Organisation

| Organisations | Number of Governors |
|---|---------------------|
| Local authorities (West Sussex County Council and Brighton & Hove City Council) | 2 |
| Voluntary/charity sector | 1 |
| Clinical commissioning groups | 1 |
| Higher education sector | 1 |
| Younger people | 1 |
| Total | 6 |

The general duties of the council of governors are:

- To hold the non-executive directors individually and collectively to account for the performance of the board of directors, and
- To represent the interests of the members of the trust as a whole and the interests of the public;
- Attend regular meetings to help manage the strategic direction of the trust.

All Governors will undertake induction training upon joining the council, and will have access to a Governors Handbook stating their statutory duties and other information.

3. Recruitment Plan

3.1. Membership numbers

We started our membership intake in 2012, and by 2015 achieved the mark of 4000 members. Our target is 5000 members by July 2015.

Table 7: May 2015 Membership Numbers by Age Under 22

| | Target | Actual | Still Required | % Complete |
|------------|--------|--------|----------------|------------|
| Age | 5,048 | 4,248 | 800 | 84.15 |
| 0-16 | 944 | 24 | 920 | 2.54 |
| 17-21 | 302 | 411 | -109 | 100.00 |
| 22+ | 3,802 | 3,685 | 117 | 96.92 |
| Not stated | 0 | 128 | -128 | 100.00 |

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Table 8: May 2015 Membership Numbers by Age Over 22

| | Target | Actual | Still Required | % Complete |
|------------|--------------|--------------|----------------|--------------|
| Age 22+ | 3,803 | 3,685 | 118 | 96.90 |
| 22-29 | 501 | 500 | 1 | 99.80 |
| 30-39 | 633 | 540 | 93 | 85.31 |
| 40-49 | 735 | 562 | 173 | 76.46 |
| 50-59 | 652 | 543 | 109 | 83.28 |
| 60-74 | 795 | 1,006 | -211 | 100.00 |
| 75+ | 487 | 534 | -47 | 100.00 |
| Age | 5,048 | 4,248 | 800 | 84.15 |
| 0-16 | 944 | 24 | 920 | 2.54 |
| 17-21 | 302 | 411 | -109 | 100.00 |
| 22+ | 3,802 | 3,685 | 117 | 96.92 |
| Not stated | 0 | 128 | -128 | 100.00 |

Table 9: May 2015 Membership Numbers by Gender

| | Target | Actual | Still Required | % Complete |
|-------------|--------|--------|----------------|------------|
| Gender | 5,048 | 4,248 | 800 | 84.15 |
| Unspecified | 0 | 61 | -61 | 100.00 |
| Male | 2,474 | 1,881 | 593 | 76.03 |
| Female | 2,574 | 2,304 | 270 | 89.51 |
| Transgender | 0 | 2 | -2 | 100.00 |

Table 10: May 2015 Membership Numbers by Ethnicity

| | Target | Actual | Still Required | % Complete |
|---|--------|--------|----------------|------------|
| Ethnicity | 5,048 | 4,248 | 800 | 84.15 |
| White - English, Welsh, Scottish, Northern Irish, British | 4,381 | 3,510 | 871 | 80.12 |
| White - Irish | 46 | 49 | -3 | 100.00 |
| White - Gypsy or Irish Traveller | 6 | 0 | 6 | 0.00 |
| White - Other | 240 | 226 | 14 | 94.17 |
| Mixed - White and Black Caribbean | 24 | 26 | -2 | 100.00 |
| Mixed - White and Black African | 19 | 12 | 7 | 63.16 |
| Mixed - White and Asian | 36 | 20 | 16 | 55.56 |
| Mixed - Other Mixed | 27 | 23 | 4 | 85.19 |
| Asian or Asian British - Indian | 59 | 76 | -17 | 100.00 |
| Asian or Asian British - Pakistani | 28 | 19 | 9 | 67.86 |
| Asian or Asian British - Bangladeshi | 17 | 13 | 4 | 76.47 |
| Asian or Asian | 28 | 12 | 16 | 42.86 |

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|--------------------------|----|-----|------|--------|
| British - Chinese | | | | |
| Asian or Asian | 53 | 31 | 22 | 58.49 |
| British - Other Asian | | | | |
| Black or Black | 35 | 35 | 0 | 100.00 |
| British - African | | | | |
| Black or Black | 10 | 13 | -3 | 100.00 |
| British - Caribbean | | | | |
| Black or Black | 8 | 10 | -2 | 100.00 |
| British - Other Black | | | | |
| Other Ethnic Group | 15 | 2 | 13 | 13.33 |
| - Arab | | | | |
| Other Ethnic Group | 16 | 58 | -42 | 100.00 |
| - Any Other Ethnic Group | | | | |
| Not stated | 0 | 113 | -113 | 100.00 |

Table 11: 2014 Membership Numbers by Acorn Socio-Economic Category

| | Target | Actual | Still Required | % Complete |
|-------------------------------|--------------|--------------|----------------|--------------|
| Acorn Socio-Economic Category | 5,047 | 4,248 | 799 | 84.17 |
| Affluent Achievers [1] | 1,447 | 1,004 | 443 | 69.38 |
| Rising Prosperity [2] | 762 | 644 | 118 | 84.51 |
| Comfortable Communities [3] | 1,320 | 1,129 | 191 | 85.53 |
| Financially Stretched [4] | 906 | 827 | 79 | 91.28 |
| Urban Adversity [5] | 556 | 537 | 19 | 96.58 |
| Not Private Households [6] | 56 | 50 | 6 | 89.29 |
| Not available [NA] | 0 | 57 | -57 | 100.00 |

Table 12: 2014 Membership Numbers by ONS/ Monitor Classifications

| | Target | Actual | Still Required | % Complete |
|-----------------------------|--------------|--------------|----------------|--------------|
| ONS/Monitor Classifications | 5,048 | 4,159 | 889 | 82.39 |
| AB | 1,317 | 1,168 | 149 | 88.69 |
| C1 | 1,753 | 1,250 | 503 | 71.31 |
| C2 | 990 | 823 | 167 | 83.13 |
| DE | 988 | 918 | 70 | 92.91 |

Table 13: 2014 Membership Numbers by Wellbeing Acorn Group

| | Target | Actual | Still Required | % Complete |
|-----------------------|--------------|--------------|----------------|--------------|
| Wellbeing Acorn Group | 5,047 | 4,248 | 799 | 84.17 |
| Health Challenges [1] | 728 | 622 | 106 | 85.44 |
| At Risk [2] | 914 | 813 | 101 | 88.95 |
| Caution [3] | 1,541 | 1,305 | 236 | 84.69 |
| Healthy [4] | 1,808 | 1,170 | 638 | 64.71 |

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|----------------------------|----|-----|------|--------|
| Not Private Households [5] | 56 | 9 | 47 | 16.07 |
| Not available [NA] | 0 | 329 | -329 | 100.00 |

Table 14 - May 2015 Total Membership

| | Target | Actual | Still Required | % Complete |
|-------------------------|--------------|--------------|----------------|--------------|
| Total membership | 5,048 | 4,248 | 800 | 84.15 |

3.2. Recruitment activity

Recruitment of public members began during our formal public consultation, in 2012, when we asked people’s opinions about our FT bid. This campaign ran for 12 weeks and we recruited 2500 members during the process. During our consultation, we engaged directly and indirectly with our staff, health care partners, patients, the wider public, and bodies that speak on the public’s behalf in order to secure support for our FT bid, recruit members, and take our stakeholders opinions into consideration during this important step for our future.

In 2013 and 2014, we attended the multi-cultural festival, Crawley Mela and have recruited over 200 members there.

We have successfully established a solid membership base. During 2015, our focus is on recruiting children and young people by actively engaging with schools, colleges, school organisations and other youth groups to encourage children and young people to join us. We also work continuously with existing members to ensure their communities are represented within our membership.

3.3. Recruitment Plan

We target recruitment activities among traditionally under-represented and minority groups, using the demographic data contained within our membership database. We focus our member recruitment on developing relationships with key communities and membership in under-represented areas.

The trust will, in collaboration with Membership Engagement Services (MES) (with regard to the public membership):

- Strive to build a membership that reflects the diverse communities we serve, with reference to demographic information contained within our membership database;
- Encourage representation from all stakeholder groups via targeted recruitment activities;

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- Provide a simple and accessible method of applying to become a member (including hard copy and online forms);
- Consult with patients and the public to ensure their views and ideas can influence the process of membership recruitment and retention;
- Make information about becoming a governor available to members.

The trust will in collaboration with MES (with regard to the staff membership):

- Encourage staff via our internal communication and membership communication channels to take an active role in helping to build the public membership base;
- Consult with staff and use their views and ideas to help guide change where appropriate in our membership recruitment and retention work;
- Make information about becoming a governor available to staff members via our internal communications and membership communication channels.

The trust will in collaboration with MES:

- Maintain an accurate and informative membership database to meet regulatory requirements and to be a tool for developing membership.
- Encourage staff to be involved in recruitment of public members.

The trust will in collaboration with MES adopt a variety of member recruitment initiatives:

- PR and engagement activity;
- Articles in local NHS organisation newsletters;
- Face-to-face recruitment activities in public locations (e.g. town centres, community events);
- Leaflets in GP surgeries and libraries;
- Promotion during national awareness days/months;
- Website and intranet promotion;
- Engagement with volunteer groups throughout West Sussex and Brighton & Hove;
- Contact with/ visits to schools, colleges and universities in West Sussex and Brighton & Hove;
- Staff newsletter.

4. Managing Active Membership

The Trust has purchased membership database services from Membership Engagement Services (MES). The database contains public members' records and contains a strategy

section which assists with recruitment planning and facilitates production of reports. MES is responsible for data cleansing. The information contained in the membership database will be analysed regularly to ensure that recruitment activity is targeted to guarantee our public membership is representative of the population we serve.

The Council of Governors, together with existing members, will review any decisions to increase public membership. The Company Secretary has the overarching responsibility for the governor election process on behalf of the Trust Board.

4.1. Record keeping and administration

The Secretariat working with MES are responsible for recruitment of members to the Trust and are accountable to the Company Secretary. Administrative support is provided by the Secretariat.

The Company Secretary and the Secretariat will:

- Be the first point of contact for members and governors;
- Ensure SCT maintain up-to-date FT membership and governor information on the Pulse and on the trust's website;
- Develop surveys (e.g. regarding membership service improvement);
- Working with the Human Resources team, promote discussion regarding FT membership during corporate induction sessions and staff exit interviews;
- Develop a new members' Question and Answer document;
- Produce prospective governors' information for workshops and events;
- Develop and maintain an induction programme for newly elected governors (including roles and responsibilities);
- Record minutes and actions at Council of Governors meetings.

5. Communication with Members

Engagement and communication with our local community will help ensure that our plans are aligned with the needs and expectations of the public we serve. Engagement with our internal and external stakeholders is strengthened by our FT membership plans. Our aim is to develop an informed and engaged membership and for individual members to become a vital part of our organisation.

The Company Secretary and Secretariat lead on communications with members, informing them of the governors' priorities and seeking their views. Members are encouraged to

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participate in communication with their respective governors, take part in elections and stand for election as a governor with the support of the Trust's Company Secretary and Secretariat.

Where appropriate and when required we provide information in large print, Braille, easy read, on audio tape and in translation to ensure we gain the views of all our members. We endeavour to make any special arrangements required to assist members to take part in surveys, focus groups and attend meetings.

We communicate with our members through different channels.

Newsletters and emails:

- New members and governors receive a welcome letter/email thanking them for joining and with information about current events and newsletters;
- Members receive a regular newsletter with a summary of activities and developments within the trust;
- Members also receive a bi-monthly stakeholder briefing with information on current developments and future Governor's elections.

Events:

- Members and Governors are invited to our annual general meeting;
- Members will also be invited to other events that meet their interests as stated on the membership application form;

Surveys:

- Members that so state in their membership application form receive information to participate on surveys and focus groups relevant to their areas of interest;
- Our newsletter and other communications contain a feedback section where members may deliver feedback on communications materials;
- We will run an annual members survey seeking feedback on the quality and value of our communication and involvement with members.

Website

Our public page will contain all information relevant to members including:

- Information on FTs and their governance;

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- Information about membership and how to become a member;
- Information about the Council of Governors, their duties, and future elections;
- Previous newsletters and access to other articles relevant to the Trust;
- Information on future events and how to participate in them;
- Information on surveys and focus groups being held;
- Access to the trust's policies and public documents;
- Tutorials and e-learning materials on how to become a governor and how to get engaged with the Trust;
- Contact information to get in contact with Governors and the Trust;
- Feedback section

Staff training

Staff are encouraged to attend information sessions about FT membership and volunteer to become more involved in the membership recruitment. SCT also feature information about Governors' role supporting and developing the membership scheme during Governor's induction and training.

6. Evaluating Success

The Company Secretary leads on an examination of the extent to which the Trust has:

- Put in place a monitored Project Plan for strategy implementation including management of governor elections. Completion of the project plan will be a key indicator of success;
- Achieved a full and diverse membership base, representing all sectors of society across each of the trust's membership groups;
- Maintained its staff membership through engagement and minimisation of opt-outs
- Engaged with its membership;
- Further developed its status as an active and accessible participant in the communities of West Sussex and Brighton & Hove;
- Engaged with the trust's Patient and Carer Experience Group to support and promote the engagement of patients and carers from diverse backgrounds in a meaningful way to help plan, deliver and improve our services;
- Engaged with the trust's volunteers.

We continue to assess and evaluate our membership activity to ensure we retain a representative and dynamic membership base.

Revision History

| Version | Date | Author | Changes |
|---------|------------|--------------------|---|
| 1.0 | 10/05/2013 | | |
| 2.0 | 08/2013 | | |
| 3.0 | 09/2013 | | |
| 4.0 | 10/2013 | | |
| 5.0 | 03/2014 | | |
| 6.0 | 02/2015 | | |
| 7.0 | 30/04/2015 | Mayra Maia Fiorini | Review of Layout & addition of areas covered by other trusts. |
| 7.1 | 05/05/2015 | Ceri Davies | Review of content and layout. |
| 7.2 | 05/05/2015 | Mayra Maia Fiorini | Added information on governor's duties, induction and handbook. |
| 7.3 | 08/05/2015 | Mayra Maia Fiorini | Created Draft Watermark |
| 7.4 | 11/05/2015 | Mayra Maia Fiorini | Edited Comments from ELT |
| 7.5 | 19/05/2015 | Helen Robinson | Consistency check |
| 7.6 | 20/05/2015 | Mayra Maia Fiorini | Accepted check and added current information for membership base. |