



Membership Strategy

Effectively Engaging with our Members and
Barnsley Community - 2021-2024

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Online: <https://www.barnsleyhospital.nhs.uk/about/our-members/>
Email: bdg-tr.membershipoffice@nhs.net
Call: 01226 434929

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www.barnsleyhospital.nhs.net

A summary version of this strategy is available on our website at www.barnsleyhospital.nhs.uk or hard copies are available from the membership office.





Introducing our Membership Strategy

The last eighteen months have been a difficult and challenging time and yet one which has strengthened the bond between the Trust and the community it serves. It is in this context that the Trust has reviewed and seeks to revitalise our approach to membership.

The benefits of the Foundation Trust model are that through membership, it recognises there is no divide between patients and providers and we rely equally on the care support and kindness given. Membership is the direct link to our community ensuring that their voice is heard and represented through the Council of Governors. In turn, members receive invaluable insights into the delivery of care and how to stay healthy. As such, an involved, informed, representative and vibrant membership is vital in anchoring the Trust within the community and delivering outstanding services across Barnsley.

For this important strategy to succeed it needs to meet the increased demands upon the NHS and the consequent need to think and act in different ways to deliver seamless care. Underpinning this we need our community's support more than ever. The community response to COVID-19 has shown a clear desire to be a partner in this journey and, membership plays a key role in how this partnership can be delivered in practical terms.

This strategy sets out our vision and commitment for the next three years and I encourage you to become a member and to join us on this journey.

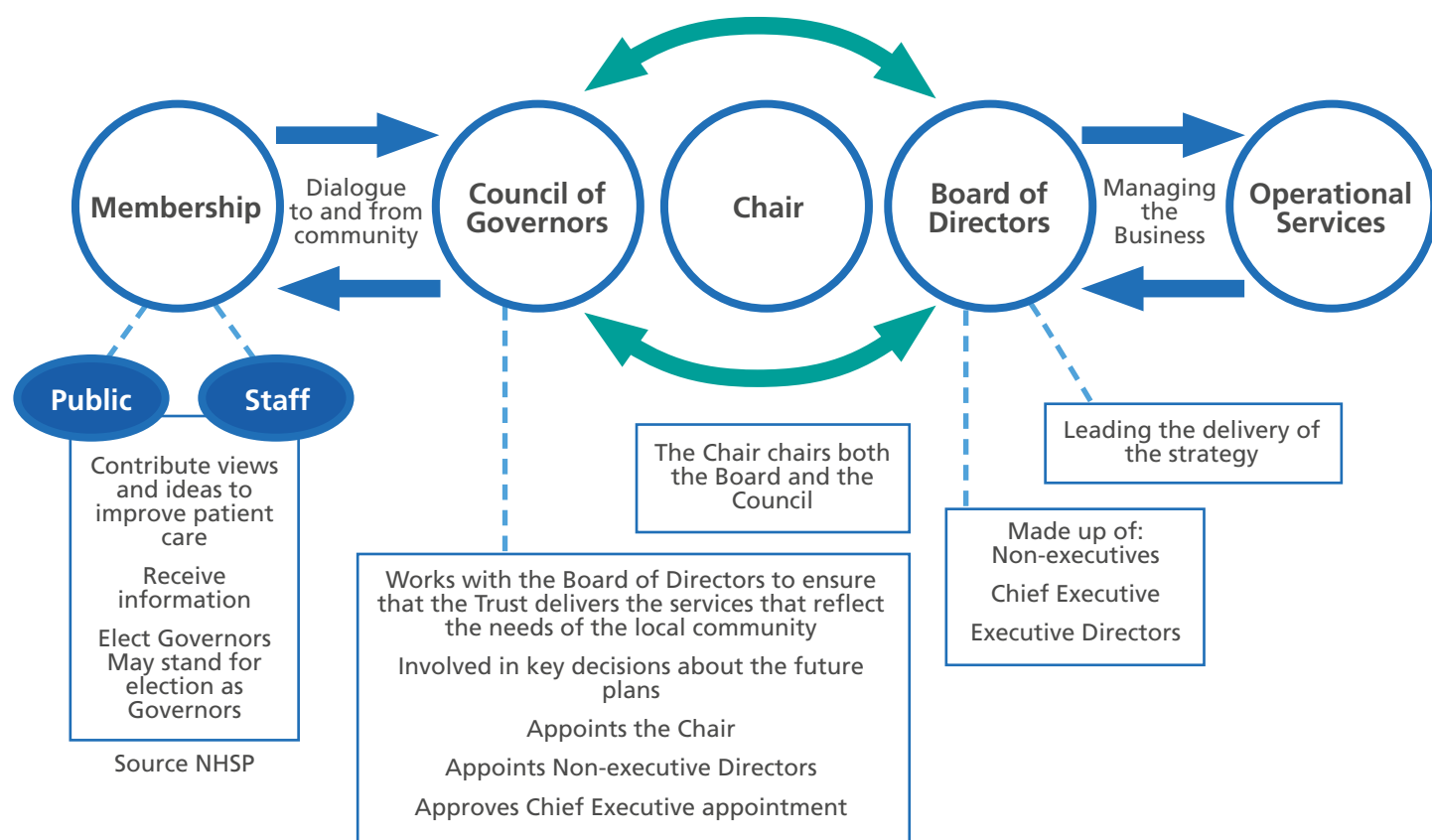
**Trevor Lake
Chair**



Introduction

As a Foundation Trust (FT), Barnsley Hospital NHS Foundation Trust is accountable to the local community, the patients it cares for and the people it employs through its membership.

By becoming members, local people, patients, carers and our staff can have a say in how services will be designed and delivered, and by becoming or voting for Governors, perform a vital role in holding non-executive Board members to account for the performance of the Board. As such an involved, informed, representative and vibrant membership is integral to the anchoring of the Trust to its area and delivering outstanding services that listen to and respond to the needs of the community. This vital linkage between membership and the Trust is illustrated through the diagram below:



The overall picture for Foundation Trusts in 2021 is one of change, with continuing operational and financial pressures lessening the resource available to develop and engage membership. This, at a time when moves towards a more collaborative approach across the health and social care system make Foundation Trusts feel particularly challenged, and risk a perception of membership being less important.

The impact of these pressures, together with difficult financial choices in healthcare delivery and new models of care, give a renewed importance to ensuring that the public understand and are engaged with the changes being made which membership can be key to delivering.

This strategy therefore seeks to:

- Reiterate the Trust's commitment to its membership
- Outline our vision for the next three years
- Understand our current membership picture and the challenges
- Identify actions to ensure we meet the challenges.



Overview: Why membership matters

This strategy sets out our vision and commitment for engagement with our Foundation Trust members and the community we serve. Their involvement is important in helping us to achieve our goal of providing outstanding care, every time.

As an NHS Foundation Trust, we are accountable to our patients and the public. Our members have a key role in the Trust's governance; they elect representatives to sit on our Council of Governors, which in turn appoints the Chair and other Non-Executive Directors to the Board of Directors and holds the Non-Executive Directors to account for the Board's performance.

Members are our staff, our patients, and members of the public. We believe that involving our members, patients, and the public in decisions about services is an integral part of meeting the needs of the community we serve. Membership helps to give Barnsley community a voice in the running of the Trust and shaping our plans for the future.

Our vision is to develop an actively engaged and vibrant membership. Over the next three years, we want to make a fundamental step change in how we engage and involve our members, building a more active membership and giving members a voice in shaping how the organisation works. This strategy outlines the measures we will put in place during 2021-24 to achieve that vision.

We have developed this strategy based on good practice from other Foundation Trusts and NHS Providers, and statutory and regulatory requirements. The development of the strategy has been led by our Council of Governors through its Membership and Engagement Group. The strategy is supported by an action plan which sets out what we will do in practice across the next three years to achieve our vision.



Our membership community

Our members are our staff colleagues, our patients, and people from across the diverse community we serve.

Who can be a member?

Public members

As a local provider of services to the population of Barnsley we offer all those who have an interest in or connection to the Trust, the opportunity to become a member. No special skills or experience are required. It is free and open to anyone 14 years of age or older. Our public members include patients, volunteers and all other members of the public who wish to become involved. They come from our geographical constituencies for the purposes of electing Governors. We currently have 7,738 public members.



Staff members

Our 4,248 staff colleagues are also members of the Trust. Any staff colleagues employed by the Trust on permanent contracts or fixed term contracts of 12 months or longer can become a member. Staff colleagues employed through Barnsley Facilities Services which includes transport, catering and cleaning staff are also eligible to become members.

Disqualification from membership

We want to encourage the widest possible membership but where a member's actions or behaviour are detrimental to the Trust or its values, for example acts of verbal or physical abuse against our staff, it may be necessary for the Trust to revoke their membership.

Why become a member?

The core benefit of becoming a member is to have a regular voice – to shape the way services are provided, contribute to the future direction of the organisation, and ensure the Trust is responsive to the needs of the people and community it serves. Alongside this, membership provides opportunities to show support for the Trust and its work. In general terms, the benefits of membership are outlined on the next few pages:



Benefits for Members

Get involved in health care in a way that allows members to choose what involvement they give.

Benefits for Trust

Allows the Trust to engage more people in the community as part of a range of approaches.

Builds members understanding of the health care system and how it's changing to help make informed decisions about care and the advice and support to give people in the community.

Greater understanding of the local population – managing expectations and sharing knowledge of optimum health and care pathways.

Help to improve the health of the community by sharing information about health and services at the Trust such as sharing and liking the Trusts' Facebook posts and Tweets.
Help drive continued improvement at the Trust by sharing experience and giving views.

Share key health messages with the widest number of people.
Access to an extensive database of public who have expressed a willingness to give their views.

Discounts via Health Service Discounts scheme.

Anchors the Trust to support its community.

Benefits for Members

Be a 'friend' of the Trust. Learn directly about developments at the Trust. Support the Trust and help its continued development.

Benefits for Trust

Supports the Trust and its continued development. A direct line to members of the community to explain developments. Feedback of public views and perceptions.

A first step to getting further involved, e.g. by becoming a volunteer or developing understanding for those considering a career in health care.

Link from volunteering to membership can also operate the other way. Could potentially help to break down barriers to considering health careers.

Take a part in the governance of the Trust by voting in elections for Governors who play an important role in the Trust.

Trust staff colleagues develop interest in governor positions, encouraging strong candidates reflecting the whole community.

Governors play a critical role in representing members and holding the non-executive directors to account for the performance of the Board.

Engaged and informed Governors are key to supporting the delivery of Trust objectives.

As a member you will:

- Receive regular and up-to-date information about the Trust
- Invitations to attend free health talks on a range of subjects and to ask questions as part of our Annual Members' Meeting
- Be able to vote for representatives on the Council of Governors and standing for election to the Council of Governors (for those 16 years of age or older)
- Be able to take part in surveys and consultations
- Participate in patient involvement initiatives
- Have access to NHS Discounts Scheme



Representing the interests of members

Members' views and opinions are heard through the Council of Governors, whose role is to represent the interests of members and hold the Non-Executive Directors to account for the performance of the Board. The Council of Governors is made up of 17 elected public Governors, 5 elected staff Governors and 7 appointed Governors from stakeholder / partner organisations.

All public members aged 16 or over are allowed to stand as a Governor or vote for a Governor. All staff colleague members are able to stand as a Governor or vote for a Governor within their staff constituency. There are also seven local stakeholder organisations that are represented on the Council of Governors.

The Council of Governors is responsible for:

- Representing the interests of members and the public.
- Appointing the Chair and other Non-Executive Directors, and holding them to account for the performance of the Board.
- Approving the appointment of the Chief Executive by the Non-Executive Directors.
- Receiving the Trust's Annual Report and Accounts.
- Appointing the Trust's external auditors.

The Trust is committed to developing and supporting Governors to enable them to carry out their role and contribute fully to the work of the Council of Governors. Further details of the composition of the Council of Governors are set out in Appendix 1.

Our membership objectives 2021-2024

Barnsley Hospital has been an NHS Foundation Trust since 2005 and we have a combined public and staff membership of around 11,986 members.

Our vision is to build on our engagement with our members in order to create an active and vibrant membership community, one that is representative of the diverse populations we serve and of the staff colleagues who work here, and one which has a real voice in shaping the future of the Trust and the services it provides.

To achieve this vision, our strategy for 2021-2024 sets out four overarching aims:

Objective 01

Increase the overall size of the membership of the Trust



Objective 02

Develop a wide membership that is representative of all parts of the Barnsley community



Objective 03

To improve the quality of engagement and communication with members



Objective 04

To keep accurate and informative databases of members to meet regulatory requirements and to provide a tool for membership development



Objective 01

Increase the overall size of the membership of the Trust



The value of membership lies in the quality of engagement not solely in the numbers.

At the same time, we welcome a large and active membership community and recognise that the membership of the Trust needs to be large enough to be credible.

Trust membership currently stands at around 4.8% of its eligible population and, as at 31 March 2021, stood at 7738 public members and 4,248 staff colleague members. We would like to increase our membership so that we effectively engage our community in our work.

To achieve this, we will:

Simplify the process for becoming a member

We will make the process of applying more accessible and well publicised, including promoting the use of our online membership application form.

Refresh the membership pages on the Trust's website

We will make our web pages more engaging and will review and enhance the content to make them more informative, engaging and visually appealing, with downloadable newsletters and event details. This will include making it clearer to public and staff members how they can get in touch with Governors.

Articulate more clearly the benefits of membership

We will re-define how we articulate the benefits of membership and promote this effectively – so making membership and its value a more attractive proposition to potential members.

Refresh our membership recruitment material

We will review our recruitment material to make this more impactful and engaging. This will include developing new membership posters, flyers and other physical and online materials to assist Governors in recruiting new members.

Set up a membership facility within the hospital

We will set up a membership facility in the main reception area to encourage attendees to the hospital to become members. The facility will be staffed on specific dates and times, and include pop up banners, information about the Trust and the role of Governor, membership sign up forms and a small stock of merchandise to give away.

Review the artwork on membership, revise and prominently display in the hospital

We will review the Trust membership posters, to include the 'Join us' posters. We will move them around during the year to ensure full coverage across the hospital site.

Include a membership form and details in the Barnsley Hospital News

We will include a membership form in the Barnsley Hospital News and also provide details on Trust membership and its benefits.

Post regular messages on social media

We will post regular messages concerning membership on a regular basis and also stories and links which our members will find useful.

Publish a quarterly article in the Barnsley Hospital News

We will publish a quarterly article in the BHN encouraging membership and outlining its benefits.

Objective 02

Develop a wide membership that is representative of all parts of the Barnsley community

**The Trust serves Barnsley and beyond and we want to be relevant and accessible to all sections of the population.**

As of 31 March 2021, our public membership consists of 7,738 members:

Constituency	Actual Members
0 – 16	1
17 – 21	22
22+	7,692
Ethnicity	
White	7,117
Mixed	18
Asian or Asian British	70
Black or Black British	21
Other / Not Stated	512
Gender	
Male	2,709
Female	5,004
Unspecified / Other	25

We need to regularly analyse our membership to make sure we understand its composition and take steps to ensure, as far as possible, it is representative of the people we serve. Where some groups are less well represented, we will try new ways of engaging with them. We are keen to support young people to become members.

To achieve this, we will:**Analyse our membership on a regular basis**

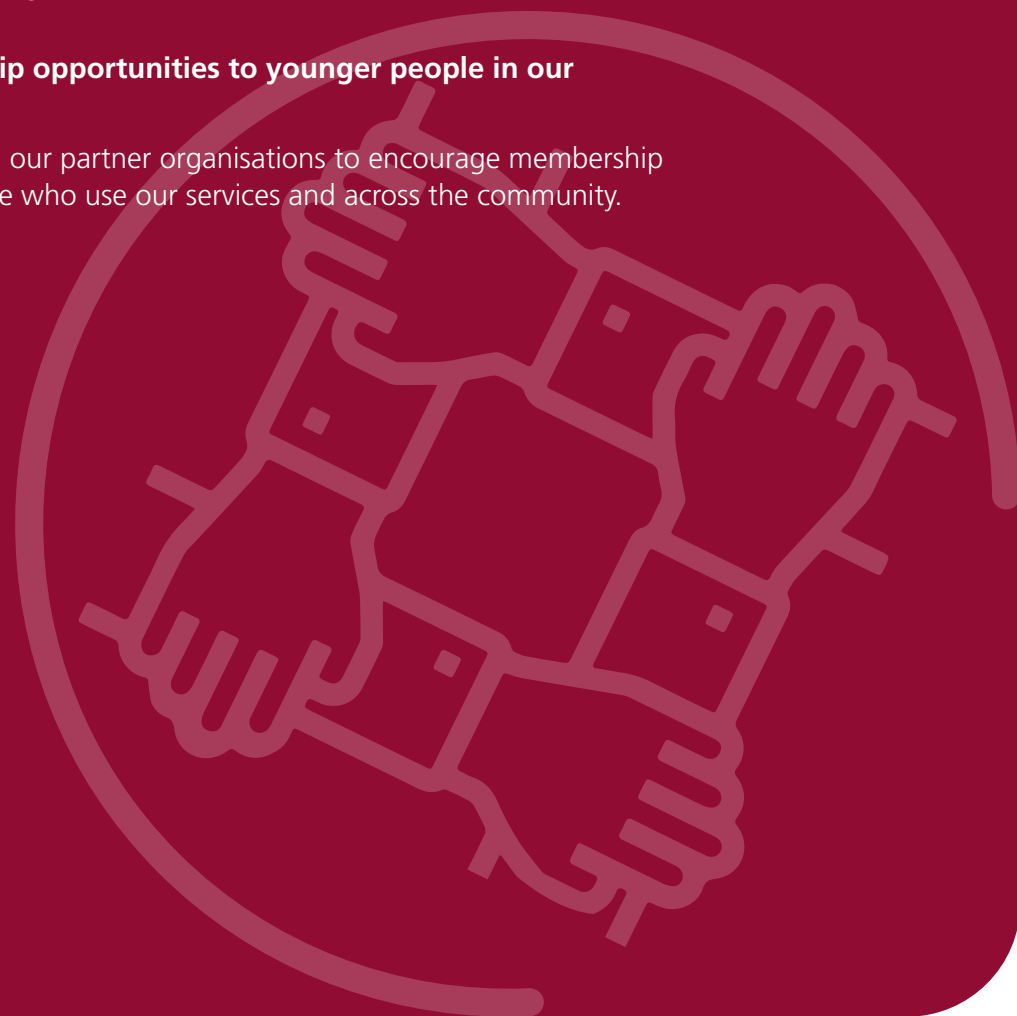
This will help us understand any changes in demographics across our local community and identify any groups that are under-represented.

Develop targeted campaigns to recruit members from any group which is under-represented

We will work with our volunteers and partner organisations to explore and develop new ways of promoting membership to those who may not have considered becoming a member.

Promote membership opportunities to younger people in our community

We will work with our partner organisations to encourage membership from young people who use our services and across the community.

**Objective 03**

To improve the quality of engagement and communication with members

**Foundation Trusts are based on the principle of local accountability and an active and engaged membership helps to anchor the Trust in its local community.**

The value of membership is not solely in the numbers of people who have joined, but in the quality of our engagement with members. Whilst we welcome the largest and most diverse membership possible, we recognise that it is most beneficial to build a more engaged and active membership rather than a large but passive one. Enhancing the quality of our engagement with our members is therefore at the heart of this strategy and will be the overriding focus of our efforts.

We want to create real two-way engagement between the Trust and its members and provide meaningful opportunities for members to engage in issues affecting the future of the Trust, for example service changes, strategy development and quality improvement. Members should feel involved in the organisation and supported to add value to the Trust. It will also help us to support our Governors in representing the interests of members and the public.

By 2024, we want to have affected a fundamental step change in how we engage with our members and develop a partnership culture between members, Governors and the Trust management to facilitate more effective working relationships.

To achieve this, we will:**Promote the work of the Trust's Governors, as representatives of our members**

We will promote new ways for members to get in touch with Governors to make it easier for them to raise issues and get feedback. We will develop new ways of highlighting and following the issues Governors have raised on members' behalf.

Develop new opportunities for members to express their views

We will develop new ways for members to engage, for example through participation in focus groups and surveys.

Refresh our existing communication channels with members and our approach to membership communication and engagement in order to provide targeted communications that offer timely, consistent and regular messages about the Trust and membership

We will look afresh at how we communicate and engage with our members in order to provide the information that members want in an accessible way. We will use a range of different media to target different groups; create an ongoing dialogue with members; provide opportunities for information sharing, discussion, and feedback from members; and celebrate Trust achievements so that members can share in this success.

To set up a two-way feedback system, so public members and staff have suitable channels to feedback their ideas and concerns, raise issues, ask questions and find out more information

We will establish of a dedicated Membership Office and ensure that it is adequately resourced. We will also introduce a new contact email address for members to submit questions or raise issues with Governors, and publicise this on the membership pages on the Trust website.

Develop a programme of engagement events

We will introduce a schedule of engagement events both face to face and virtually, led by the Trust's Governors so that members have a wider range of opportunities to engage with the Trust in their areas, and engage directly with their elected Governors.

Membership Pack

We will review our current membership welcome pack and ensure it is fit for purpose.

Governor pop up facility within community settings

We will set up pop up facilities to be manned in various areas of Barnsley to enable Governors to have a two-way dialogue with patients, families and carers.

Objective 04

To keep accurate and informative databases of members to meet regulatory requirements and to provide a tool for membership development



The Trust uses a membership database called Civica Engage. Names and address details are held for all members on the Civica Engage database in compliance with data protection legislation.

However other communication data held is limited as few mobile telephone numbers are held and email contacts are only held for approximately 9.8% of public members, and means that currently the only means to reach all members is via post. Previously, due to difficulties in linking payroll and membership systems, no emails were held for staff colleague members – this issue was identified through work with the Membership and Engagement Group and will need to be addressed.

To achieve this, we will:

Maintain an accurate membership database

Our records need to be up to-date and meet regulatory requirements. But we also rely on this to identify which groups may be underrepresented or to identify trends in membership. The database will help us target recruitment initiatives to best effect.

We will take steps to ensure that our database is updated with all contact information and has the latest information which and is complete.

Liaise with HR to obtain staff contact information

We will liaise with HR to obtain staff colleagues email addresses and upload onto the membership database and ensure that there is a process in place to update the database with staff colleagues' leavers and joiners.

Delivering the strategy and evaluating success

Through this strategy, we want to achieve a step change in how we engage with members. To achieve this, we need to implement and deliver the strategy effectively. As an organisation committed to learning, we recognise the importance of measuring its impact and evaluating its success.

Implementation

We have developed an action plan which sets out the practical steps we will take in each year to implement the strategy so that it is clear how we will put our plans into action. The action plan is set out as an appendix to this strategy. It will evolve and develop as the strategy is implemented. But, in summary, we envisage a phased approach over three years to deliver and fully implement the strategy, with the first year focused on laying the essential groundwork and years two and three focusing on embedding engagement. The Trust is committed to ensuring that this strategy is supported with appropriate resources.



Evaluating success

The Council of Governors is ultimately responsible for the delivery of the strategy, and it will be supported in this by the Governors' Membership and Engagement Group, which will undertake the detailed monitoring of implementation and will report regularly to the Council on this.

The principal ways in which we will assess the success of the strategy will include:

Analysing the profile of the Trust's membership

We will conduct this analysis twice a year and look in depth at the profile of the Trust's public membership and identify any under-represented groups. This will help us to understand whether our targeted recruitment campaigns have been successful and whether we are succeeding in maintaining the size and diversity of our membership. The results will be analysed by the Membership and Engagement Group.

Analysing involvement

We also need to understand the extent to which our efforts in promoting a more active and involved public and staff colleague membership have been successful. To do this, we will undertake a regular analysis of the readership of the Trust's new membership newsletter, monitor membership attendance at engagement events, analyse which issues members have responded to, and undertake a regular survey of all members to assess their views.

Analysing impact

We want to understand and evaluate the impact of the membership on the Trust's services. Surveys of members will assist with this. We are also committed to compiling evidence to demonstrate what has changed within the Trust as a result of members' views and activities.

The Governors' Membership and Engagement Group will directly oversee the Trust's efforts to engage with all of its members. It will receive updates at each meeting on the delivery of the strategy and will report on this to the Council of Governors.

Appendix 1

Composition of the Council of Governors

The following tables set out the composition of the Council of Governors, including the numbers of Governors from the public, staff constituencies and those appointed by our key stakeholder/ partners.

Public Constituency	Number of Governors
Barnsley	16
Out of Area	1
Total Number of Public Governors	17
Staff Constituency	Number of Governors
Medical and Dental	1
Nursing and Midwifery	2
Clinical Support	1
Non-clinical Support	1
Total Number of Staff Governors	5
Partner	Number of Governors
Sheffield Hallam University	1
Joint Trade Union Committee	1
NHS Barnsley Clinical Commissioning Group*	1
Barnsley Metropolitan Borough Council	1
Barnsley College	1
University of Sheffield	1
Voluntary Action Barnsley	1
Total Number of Stakeholder/Partner Governors	7

*until 31 March 2022

Appendix 2

Barnsley's Membership Strategy Action Plan

The following action plan sets out how the vision and objectives set out in our Membership Strategy 2021 – 2024 will be implemented in practice.

Overarching Objective	Supporting Aims	What we will do to deliver the objective		
		Year 1	Year 2	Year 3
Objective 1: To Increase the overall size of the membership of the Trust.	Simplify the process for becoming a member.	Publicise the electronic forms for applying to become a member of the Trust and include link to these on refreshed membership pages of the website.	As Year 1	As Year 1
	Refresh the membership pages on the Trust website.	Refresh membership pages on the Trust's website to make them more accessible and informative.	Keep content of membership web pages up to date with new content. Make improvements based on feedback from membership survey.	As Year 2
	Articulate more clearly the benefits of becoming a member.	Define clear articulation of the benefits of being a member of the Trust and ensure Governors are supported to articulate these benefits to potential members at Meet Your Governor events.	Publish first annual membership report which showcases work how the Trust has responded to issues raised by members.	Publish second annual membership report which showcases work how the Trust has responded to issues raised by members.
	Refresh our membership recruitment material.	Undertake review of existing membership recruitment and engagement material. Design new material (e.g., posters, flyers).	Review impact of the new materials through feedback from members via the membership survey and engagement events and refresh this where appropriate. Review post versus email communication, and look at avenues to drive more email communications.	As Year 2

Appendix 2

Overarching Objective	Supporting Aims	What we will do to deliver the objective		
		Year 1	Year 2	Year 3
To Increase the overall size of the membership of the Trust.	Work more innovatively with our partners to promote membership.	Identify a range of key partners to work with and explore opportunities for joint work to help recruit new members.	Begin joint campaign with partner groups selected on recruiting new members, including members from under represented or hard-to-reach groups.	Evaluate joint working with partner groups and identify further opportunities for engagement and recruitment of members.
	Increase advertising and promotion.	Set up a membership facility within the hospital with a schedule.	As Year 1	As Year 1
		Governor pop up facility within community settings.	As Year 1	As Year 1
		Review artwork within the hospital setting.	As Year 1	Review artwork to see whether any changes are necessary.
		Barnsley Hospital News to include quarterly membership form.	As Year 1	As Year 1
		Monthly push on social media to join us as a member and get involved.	As Year 1	As Year 1
		Quarterly article to be published in Barnsley Hospital News.	As Year 1	As Year 1

Overarching Objective	Supporting Aims	What we will do to deliver the objective		
		Year 1	Year 2	Year 3
Objective 2: Develop a wide membership that is representative of all parts of the Barnsley community.	Analyse our membership on a regular basis.	Review membership database.	Ongoing monitoring of membership database.	As Year 2
	Develop targeted campaigns to recruit members from any group which is under-represented. Promote membership opportunities to younger people in our community.	Develop proposals for engaging with groups that are less well represented within the Trust's membership, in particular the age group 16 – 21 years, men and those identify as non-white. Engage with other Trusts to understand how they have approached engagement with these groups and use this to inform the development of tailored engagement plans. Introduce membership recruitment stand at local Refresher fairs / special events. Consider engagement opportunities in schools and colleges.	Subject to learning from year 1 activities, roll out comprehensive plans for engagement with Younger People. Use membership database to track changes in the composition of the Trust's membership within these groups.	Use membership database to track changes in composition of the Trust's membership within these age groups.

Appendix 2

Overarching Objective	Supporting Aims	What we will do to deliver the objective		
		Year 1	Year 2	Year 3
Objective 3: To improve the quality of mutual engagement and communication with members.	Promote the work of the Trust's Governors, as representative of our members.	Develop a model for Governor communication with Members. Include a regular section focusing on the work and role of Governors in new electronic membership newsletter. Develop promotional material and aids to promote the role and work of Governors, using the opportunity of the Governor elections in 2021 to do this. Establishment of Barnsley member health talks face to face and virtually. Governors to introduce Barnsley member health talks. Governor participation in new Barnsley member health events.	Publish first annual membership report which showcases the work of Governors. Use survey of membership to record member awareness of Governors. Develop video content for the Trust's website, where Governors talk about their work and their reasons for becoming Governors.	Publish second annual membership report which showcases the work of Governors. Use second survey of membership to record member awareness of Governors.
		Develop new opportunities for members to express their views.	Membership Engagement Group to receive report at each meeting on issues raised by members and actions being taken in response, and Group to report on these to the Council of Governors.	Publish first annual membership report which showcases work on how the Trust has responded to issues raised by Members.

Overarching Objective	Supporting Aims	What we will do to deliver the objective		
		Year 1	Year 2	Year 3
To improve the quality of mutual engagement and communication with members.	Refresh our existing communication channels with members and our approach to membership communication and engagement in order to provide targeted communications that offer timely, consistent and regular messages about the Trust and membership.	Launch new electronic membership newsletter which is visually more appealing and engaging and more informative about key developments in and affecting the Trust. Refresh membership pages on the Trust's website to make them more accessible and informative. Develop plans for an annual survey of members, refining key questions and issues where members feedback is needed.	Undertake analysis of which issues and stories have been read most in the membership newsletter. Develop options for introducing a six monthly hard copy newsletter for staff, patients and the public.	Launch second membership survey and update Membership Strategy Action Plan to reflect feedback from the survey. Launch third membership survey and reflect learning from this in activities to be delivered in the final year of the Strategy and in the planning of the new Membership Strategy from 2024.
		Establishment of Membership Office. Recruitment of a Membership Engagement Officer. Introduce a new contact email address for members to submit questions or raise issues with Governors, and publicise this on the membership pages on the Trust website.		
	To set up a two-way feedback system, so public members and staff have suitable channels to feedback their ideas and concerns, raise issues, ask questions and find out more information.			

Appendix 2

Overarching Objective	Supporting Aims	What we will do to deliver the objective		
		Year 1	Year 2	Year 3
To improve the quality of mutual engagement and communication with members.	Develop a programme of engagement events.	<p>Develop plans for and launch of virtual pilot of events, introduced by a Governor (face to face and virtually) until March 2022. Assess impact and practicality of Member face to face meetings/events locally in 2022/23.</p> <p>Develop a programme of virtual Barnsley member health talks until March 2022 and seek views on topics for inclusion in future talks for and annual programme for going forward. Governor to be selected to introduce each speaker.</p> <p>Seek to increase more engagement at Annual Members Meeting (whether face to face, virtually or by clicks of AMM video).</p>	<p>Subject to feedback from pilot events, roll out an annual programme of engagement events.</p> <p>Introduce updated Barnsley member health talks with broader range of topics.</p> <p>Seek to increase member turnout at Annual Members Meeting (whether face to face, virtually or by number of views of AMM video).</p>	<p>Seek to increase member turnout at Annual Members Meeting (whether face to face, virtually or by number of views of AMM video).</p>
	Membership Pack.	<p>Review welcome membership pack and ensure it is fit for purpose.</p>	As Year 1	As Year 1

Overarching Objective	Supporting Aims	What we will do to deliver the objective		
		Year 1	Year 2	Year 3
Objective 4: To keep accurate and informative databases of members to meet regulatory requirements and to provide a tool for membership development.	Maintain external support from Civica Engage to manage the Trust's membership database.	Provide regular reports to the Membership & Engagement Group on key trends and developments in membership numbers and patterns.	As Year 1	As Year 1
	Ensure that our database is updated with all the latest contact and has the latest information and is complete.	<p>Contact all public members by post to request that they update their details (to include adding mobile number and email address) via new membership portal.</p> <p>Liaise with HR to obtain staff email addresses and upload onto membership database.</p> <p>Put a process in place to update database with staff leavers and joiners.</p>	As Year 1	As Year 1