

Council of Governors Meeting

Thursday 9th March 2017 at 3.00 – 5.00pm
In the Business Continuity Room, Rikenel, Gloucester

AGENDA

Item	Time	Title and Purpose	Reference
1	3.00	Welcome and Apologies	Verbal
2		Declaration of Interests	Verbal
3	3.05	Minutes of the Previous Meeting held on 17 January 2017	Paper A
4		Matters Arising and Action Points	
5	3.15	Review of Meeting Evaluation Sheet	Paper A2
Formal Business and Exception Reporting			
6	3.20	Lead Governor Elections	Paper B
7	3.25	Review of the Non-Executive Director Appointment Process	Paper C
Service Focussed Presentations and Information Sharing			
8	3.35	Chief Executive's Report	Verbal
9	3.50	Suicide in Gloucestershire: Review of local against national data	Presentation
Membership and Governor Involvement			
10	4.20	Membership Update	Paper D
11	4.30	Key Issues for Discussion from Governor Pre-meeting	Verbal
12	4.40	Governor Activity	Verbal
Any other Business			
13	4.45	Any other business	Verbal
14	4.50	Council of Governors Work Plan 2017	To be Tabled
15	5.00	Date of Next Meetings	Verbal
		Please see overleaf	

Public Meetings

Council of Governor Meetings

Business Continuity Room, Trust HQ, Rikenel		
Date	Governor Pre-meeting	Council Meeting
2017		
Tuesday 9 May	4.00 – 5.00pm	5.30 – 7.30pm
Thursday 13 July	9.00 – 10.00am	10.30 - 12.30pm
Tuesday 12 September	4.00 – 5.00pm	5.30 – 7.30pm
Thursday 9 November	1.30 – 2.30pm	3.00 – 5.00pm

2gether Board Meetings

2017		
Thursday 30 March	10.00 – 1.00pm	Business Continuity Room, Rikenel
Thursday 25 May	10.00 – 1.00pm	Kindle Centre, Hereford
Thursday 27 July	10.00 – 1.00pm	Business Continuity Room, Rikenel
Thursday 28 September	10.00 – 1.00pm	Business Continuity Room, Rikenel
Thursday 30 November	10.00 – 1.00pm	Kindle Centre, Hereford

Governor Meetings

Nominations and Remuneration Committee (Committee Members only)

2017		
Wednesday 3 May	4.00 – 5.00pm	Chair's Office, Rikenel
Tuesday 4 July	4.00 – 5.00pm	Chair's Office, Rikenel
Tuesday 29 August	4.00 – 5.00pm	Chair's Office, Rikenel
Wednesday 25 October	4.00 – 5.00pm	Chair's Office, Rikenel

Governor Visits to Trust Sites

Venue	Location	Date	Time
2017			
Charlton Lane	Cheltenham	Wednesday 12 April	10.00 – 12.00pm
Honeybourne, Laurel House and Brownhill Centre	Cheltenham	May - TBC	
Wotton Lawn	Gloucester	Thursday 8 June	3.00 – 5.00pm
Stonebow	Hereford	Thursday 6 July	10.00 – 12.00pm
Charlton Lane	Cheltenham	Tuesday 15 August	2.30 – 4.30pm
Honeybourne, Laurel House and Brownhill Centre	Cheltenham	September - TBC	
Wotton Lawn	Gloucester	Tuesday 3 October	10.00 – 12.00pm
Stonebow	Hereford	Tuesday 21 November	10.00 – 12.00pm

TEAM CHARTER

This Team Charter is collectively agreed by Governors, Non-Executive Directors and Executive Directors. Our aim is everything we do is aligned to the Trust's purpose of "Making Life Better". Our actions, attitudes and behaviours will support the Trust's vision "To be the Provider and Employer of choice delivering sustainable, high quality, cost effective, inclusive services" and will be in line with Trust values described below.

Trust Values	We will
Seeing from a service user's perspective	We will work collectively "making life better" through ensuring the views of our service users and carers are represented in improving our services.
Excelling and improving	We will all take responsibility for this organisation and for working together. We will celebrate success and maximise best practice. We will ensure that debates, conversations and decisions benefit from both an expert and non-expert perspective.
Responsive	We will accept actions and targets and deliver on them individually and collectively in a timely manner. We will learn from our experiences. We will be flexible and adaptable.
Valuing and respectful	We will value differences and show respect to all those with whom we work and have contact. We will say what we feel openly and directly, and use language that demonstrates respect for other peoples' views. We will resolve conflict with sensitivity. We will respect rules of confidentiality.
Inclusive, open and honest	We all have a responsibility to bring our views and experiences to debates, and we will demonstrate that each person's views have equal value. We will encourage others to speak, we will listen to understand and be informed. We will give praise openly and publicly. Our feedback will be honest and delivered with courtesy and sensitivity.
Can do	We will always try to problem solve. We will be proactive, positive and look for opportunities and innovations. We are open and willing to change position and compromise.
Efficient, effective, economic and equitable	We will appropriately plan and prepare for events and meetings to make best use of our time and the time of others. We will check and challenge our own and others understanding in a timely and appropriate manner to enable the work of the Council of Governors and the Trust to be effective.

The Role of Governors

NHS Foundation Trusts share all the same values, quality and safety standards as NHS Trusts, but they are 'owned' by their members who elect a Council of Governors to represent the views of members, patients, staff, partner organisations and the public.

This means that the Council of Governors is an important link between our local communities and staff, and the Trust Board, which has the responsibility of running the organisation and preparing the Trust's strategy. The Council of Governors works alongside the Trust's Board of Directors to help local communities and staff have a greater say in the strategic direction of the Trust, and how services are developed and delivered by the Trust.

The main roles of Council of Governors as set out by the Government are to:

- Represent the interests of the people within their constituency or partner organisation, report feedback on our services and, wherever possible, how they could be improved.
- Hold Non-Executive Directors to account for the Board's performance.

In ²gether, the Council of Governors fulfils these roles by:

- Meeting with service users, carers, members and the public in their local community or staff group, to listen to their experiences and ideas and to provide feedback to the Trust, especially if a particular issue is seen as a trend.
- Commenting for the membership on the Board's strategic direction and annual planning, before it is finalised.
- Participating in Trust initiatives to inform local communities, partner organisations and staff about the Trust's plans, and celebrate achievements.
- Questioning the Non-Executive Directors about the performance and effectiveness of the Board and its Committees.
- Conducting formal business such as:
 - Appointing and, if appropriate, removing the Trust Chair and the Non-Executive Directors.
 - Having a say in the appointment of the Chief Executive.
 - Approving the appraisal process for the Chair and Non-Executive Directors.
 - Appointing and, if appropriate, removing the Trust's External Auditors.
 - Receiving the Trust's annual report and accounts (once these have been laid before Parliament) in order to understand the Trust's performance.
 - Approving major transactions such as acquisitions, mergers or large tenders.

2GETHER NHS FOUNDATION TRUST

COUNCIL OF GOVERNORS MEETING

TUESDAY 17 JANUARY 2017

BUSINESS CONTINUITY ROOM, RIKENEL, GLOUCESTER

PRESENT: Ruth FitzJohn (*Chair*) Hazel Braund Alan Thomas
Vic Godding Jo Smith Paul Grimer
Rob Blagden Paul Toleman Cherry Newton
Jennifer Thomson Hilary Bowen Ann Elias
Richard Butt-Evans Said Hansdot Svetlin Vrabtchev
Pat Ayres

IN ATTENDANCE: Colin Merker, Deputy Chief Executive
Gordon Benson, Assist Director of Governance (Item 5)
Maria Bond, Non-Executive Director
Anna Hilditch, Assistant Trust Secretary
John McIlveen, Trust Secretary
Quinton Quayle, Non-Executive Director
Neil Savage, Director of Organisational Development
Jane Melton, Director of Engagement and Integration
Kate Nelmes, Communications Manager (Item 10)
Nikki Taylor, Contracts Manager (Item 8)

1. WELCOMES AND APOLOGIES

- 1.1 Apologies for the meeting had been received from Dawn Lewis, Roger Wilson, Jenny Bartlett, Mervyn Dawe, Katie Clark, Amjad Uppal, Elaine Davies and Tristan Lench. Shaun Clee had also sent his apologies, and Colin Merker would deputise for Shaun at the meeting.
- 1.2 Governors were asked to welcome Neil Savage to his first meeting of the Council. Neil was appointed as the Trust's new Director of Organisational Development from 28 November 2016.

2. DECLARATION OF INTERESTS

- 2.1 There were no changes to the declaration of interests and no conflicts of interest with those items scheduled for discussion at the meeting.

3. COUNCIL OF GOVERNOR MINUTES

- 3.1 The minutes of the Council meeting held on 10th November were agreed as a correct record, subject to a change in the attendance list to include Maria Bond as 'in attendance' and to record Elaine Davies' apologies.

4. MATTERS ARISING, ACTION POINTS AND EVALUATION FORM

- 4.1 The Council reviewed the actions arising from the previous meeting and noted that the majority of actions had been completed, or were progressing to plan. The inclusion of more detail against "completed" actions was helpful by way of tracking progress and adding additional assurance of completion.

- 4.2 Action 13.2 - A request was made that information about key media issues could be shared with Governors as appropriate. Colin Merker noted that this action had arisen in relation to the STP process and he advised that the Head of Communications had emailed all Governors following the last meeting with copies of both the Gloucestershire and the Herefordshire & Worcestershire STP. Rob Blagden suggested that it would be helpful to have a process in place to ensure that Governors were kept up to date with all potential media stories. It was acknowledged that it is not always easy to predict which of the Trust's thousands of daily activities will appear in the media. Jane Melton agreed to follow up this request and aim to ensure that all Governors were briefed and informed in advance of any media stories that could appear in the local press.

ACTION: Jane Melton will aim to ensure that all Governors were briefed and informed in advance of any media stories that could appear in the local press.

- 4.3 Action 15.2 – Colin Merker had agreed to produce a briefing note for Governors regarding Out Of County Placements and any associated costs to the Trust. Colin expressed his apologies that this had not yet been completed and it was agreed that this action would be carried forward to the next meeting.

5. QUALITY REPORT 2016/17 AND QUALITY PRIORITIES 2017/18

Quality Report Quarter 2 2016/17

- 5.1 The Council received the 2016/17 Quarter 2 Quality Report, which showed the progress made towards achieving targets, objectives and initiatives identified in the Annual Quality Report.
- 5.2 Gordon Benson advised that at the end of Quarter 2, there were two confirmed targets which would not be met by year end:
- 1.3 – Joint CPA reviews for young people transitioning to adult services
 - 3.2 – Reduction in the number of detained patients who are AWOL

As at the end of Quarter 3, Gordon informed the Council that two further targets had not been achieved:

- 3.1 – Reduction in the numbers of reported deaths by suspected suicide,
 - 3.3 – 5% reduction in the number of prone restraints on adult wards/PICU.
- 5.3 Gordon Benson assured the Governors that all targets would continue to receive considerable focus through operational management systems, wider work streams such as the Patient Safety Improvement Programme, and sub-committees such as the Positive & Safe Sub-Committee. It was confirmed that these targets did not have any links to the Trust's CQUINs and there would be no financial penalties for non-achievement.

Quality Report 2016/17 Audit Process

- 5.4 The Council was informed that NHS Improvement guidance was currently unavailable for the external assurance report which will be provided by Deloitte; however, Deloitte understand that it is unlikely there will be significant changes in the Quality Report assurance requirements. Therefore, in keeping with

previous guidance the Trust was working on the assumption that one locally chosen Governor indicator would still be required in addition to two mandated indicators. On this basis the Council was presented with the potential options for auditing under the set domain headings of effectiveness, user experience and safety.

- 5.5 Rob Blagden said that the Governors had discussed this report at its pre-meeting and it was agreed that it would have been helpful to have received this paper much earlier to give Governors the opportunity to think about the appropriate indicators to audit. This useful feedback would be taken on board for future years.
- 5.6 On review of the indicators, the Council asked that 2 of the mandated indicators be reviewed, to include Minimising delayed transfers of care and/or either of the remaining two - Admissions to inpatient services that had access to crisis resolution home treatment teams; and 100% enhanced Care Programme Approach (CPA) patients receive follow-up contact within seven days of discharge from hospital. The Governors agreed that their locally selected indicator for auditing this year would be to “Reduce the numbers of deaths by suicide of people in contact with services”.

2017/18 Quality Report Development

- 5.7 Gordon Benson advised that the Trust was currently considering quality priorities for inclusion in the 2017/18 Quality Report, working with colleagues within the organisation and externally. The Governors were invited to provide suggestions for potential indicators, to be submitted to the Assistant Director of Governance & Compliance no later than 31 January 2017.

6. NON-EXECUTIVE DIRECTOR RECRUITMENT

- 6.1 Neil Savage presented this report to the Council of Governors, outlining the process that had been followed for the recent recruitment of a new Non-Executive Director.
- 6.2 The Council had received a report at its November 2016 meeting regarding the appointment process for a new Non-Executive Director, which was required to bring the Board up to its full complement following Charlotte Hitchings' resignation. Following the last NED recruitment exercise in May 2016, a number of potentially suitable candidates had come forward to enquire about additional NED vacancies, leading to a view from the Trust that a full national search campaign may not be needed to produce a satisfactory field of candidates. It was felt that a locally focused recruitment process could be successful and also achieve a cost saving. The Council had agreed that should the local recruitment campaign prove unsuccessful, a full national recruitment process would be undertaken in partnership with Gatenby Sanderson.
- 6.3 By the closing date, 5 applications had been received and the long listing discussion took place on 14 December with Gatenby Sanderson and the Trust. The long listing recommendations were that there were only two applicants who fully met the role specification. The proposal was put forward to the governor members of the interview panel that the Trust put both candidates forward to

interview without the need of the originally scheduled shortlisting meeting. Copies of the candidates' CVs and applications were shared at this point, with governor members being asked to confirm that they were happy with this approach. Despite initial agreement to this approach, subsequent discussions took place about the suitability of the candidates and it was agreed that a formal shortlisting meeting would be arranged. This meeting took place on 4 January 2017 and was attended by all members of the interview panel. Following a review of Gatenby Sanderson's longlisting recommendations, the Chair then asked the Governors individually for their views on the applicants' match to the role specification and whether or not they should be put forward to full interview stage. Following careful debate it was agreed that none of the applicants should be put forward to interview. Having concluded this it was agreed that the discussion groups and interviews scheduled for 6 January would be cancelled.

- 6.4 A Nominations and Remuneration Committee meeting was held on 10 January, and the Committee agreed to inform the Council that the current recruitment cycle had been completed without appointment, and to recommend that a short-life working group be convened, supported by the Director of OD, to review the process and make recommendations for the future provision of NED appointments to the full Council meeting in March 2017. This would look particularly at membership, process and support for the Nominations and Remuneration Committee and the governor interview panel.
- 6.5 It was also agreed that the Council would be apprised of the following specific learning points from the most recent local recruitment campaign:-
- The specific skills requirement for Human Resources / Organisational Development expertise for the 7th NED appointment had not been discussed and agreed with Governors in advance of the advertising.
 - There was some avoidable ambiguity around the use and role of the Trust's contracted search agency Gatenby Sanderson for this recruitment campaign. Some governors had assumed that the use of a local recruitment campaign would mean that the agency wouldn't be used for any advertising or other elements of the process.
 - The meeting agreed that the long listing which had been managed by Gatenby Sanderson and reported back to the Trust, should have involved a representative from the governors' interview panel.
 - It was also agreed that the governors' interview panel should have had access to all applications, not just the long listing recommendations, prior to the discussion about shortlisting.
 - In hindsight, the governors on the interview panel felt they should not have accepted the long listing recommendations. However, it was acknowledged that the governors and the Trust had worked quickly and appropriately to review and remedy this.
 - The meeting concluded that the current approach of an ad hoc Nominations and Remuneration Committee appeared to have led to a situation where the process did not feel as owned by the Council as it should be.
 - Finally, there was a discussion on respective roles in the NED appointment process. This discussion confirmed that the Nominations and Remuneration Committee leads and controls the appointment process on the behalf of the Council of Governors. In support of this the Trust provides administrative support and advice to both the Committee and the interview panel.

- 6.6 Ruth FitzJohn said that on reviewing the agreed process, 95% had been followed; however, she acknowledged that there were some mistakes, namely the proposal to cancel the planned shortlisting meeting and the lack of involvement of Governors in the longlisting. Al Thomas said that he did not believe that the Trust had a proper process in place for NED recruitment and he reiterated the need for Governors to be involved in all steps of the process from the beginning, including the agreement of the job description, advert and interviews.
- 6.7 There was agreement all round that the recruitment of the Chair and NEDs was the responsibility of the Governors and it was important that whatever process was agreed ensured that the Governors had this involvement and ownership at every level.
- 6.8 The Council approved the convening of a short-life working group to review, develop options and make recommendations for the future provision of NED appointments to the full Council meeting in March 2017. A meeting of the group would be set up ASAP with the view of getting a draft report for consideration by the end of February. The following Governors volunteered to participate in this group: Rob Blagden, Vic Godding, Al Thomas, Cherry Newton, Hilary Bowen, Richard Butt-Evans and Jennifer Thomson. All Governors were invited to feed in any comments or queries about the process that could be considered by the working group. Neil Savage agreed to contact those interested Governors about dates.

ACTION: Neil Savage to contact those Governors who had volunteered to take part in a short life working group on NED recruitment to arrange a meeting, with the aim of producing a draft process paper by the end of February.

7. GOVERNOR OBSERVATION AT BOARD COMMITTEES

- 7.1 In May 2016, the Council supported a proposal to trial Governor observation at Board Committees by way of supporting Governors in their statutory duty to hold the Non-Executive Directors to account for the performance of the Board. This trial covered four additional Committees - Delivery, Development, Governance and Mental Health Legislation Scrutiny, as well as the Audit Committee where observation had been taking place for some time.
- 7.2 It was agreed that a review of the Observation trial would be carried out in January 2017 to see whether this was working effectively and whether those Governors participating in the trial had felt that this had been of benefit to them.
- 7.3 The Governors had discussed this item at the pre-meeting and it was agreed that all Governors who had participated in the observation trial had found this of huge benefit. One area which it was felt required further consideration was how to get better feedback from Governors on the process. There was a suggestion that an item be added to future meeting agendas to provide feedback to the full Council on the meetings that had been attended. Ruth FitzJohn agreed that it was important to be able to provide feedback but she asked the Governors to ensure that they were clear that any feedback about their observations related only to the performance and assurances around the NEDs, and not on the

content of the meetings as this was not the intention. A summary of the content of Board Committee meetings was already provided at each Board meeting, the papers for which were available to all Governors.

- 7.4 Jo Smith attended meetings of the Governance Committee with Vic Godding and she said that she had welcomed the opportunity and had a much better understanding of Trust business because of it. She advised that if there was anything raised at the meetings that was of any concern then she would raise this with the Trust straight away, rather than waiting for a scheduled feedback session. Vic Godding agreed, noting that the process currently in place worked well.
- 7.5 Ruth FitzJohn welcomed the views of Governors. It was noted that it was a Trust decision as to whether or not Governors continued with this observation process and given the preference of Governors to continue, she agreed to contact all Board Committee Chairs following the meeting to ensure that people were happy for this to continue.
- 7.6 The Council agreed that the protocol for Committee observation would be updated slightly to state that each Committee could have 2 Governor observers in attendance at each meeting.

ACTION: Ruth FitzJohn to contact all Board Committee Chairs to ensure that they were content for the observation of Board Committees to continue and for both nominated Governor observers to be present at any given Committee

ACTION: Protocol for Committee observation to be updated to state that each Committee could have 2 Governor observers in attendance at each meeting.

- 7.7 The Assistant Trust Secretary would contact all Governors to canvass people's interest in participating. A list of all future meeting dates would be included in the information and Governors were asked to consider their availability for these meetings before putting themselves forward. A Committee description for the Audit Committee would also be included. A review of the observation process would be scheduled annually.

ACTION: Anna Hilditch to contact all Governors asking for expressions of interest in attending and observing the Board Committees during 2017

ACTION: Audit Committee to be included in the Committee description and dates information before circulating to Governors

8. DRAFT SERVICE PLANNING OBJECTIVES 2017/18

- 8.1 Every year the Trust develops service plans for the forthcoming financial year (April – March.) The service plans contain objectives to provide continuous quality of care to service users, carers, staff and volunteers within financial constraints. These service plans are an integral part of the Trusts Strategy and Operational plans. This report provided the Council with details of the service

planning process and timescales for 2017/18, and provided an update on completed and planned activities.

- 8.2 The Council of Governors was pleased to receive the opportunity to comment on this early iteration of the service plan, noting that there was still time to incorporate key comments and reflections.
- 8.3 Rob Blagden had received some comments from Jenny Bartlett in her absence which he asked to be considered. These included:
- Can we include a reference to the direction of travel – where are we now and where do we want to get to? Can we benchmark?
 - Not all of the objectives are measurable or SMART
 - There is a need to ensure that the service objectives and the corporate objectives are presented in a like for like format with the same headings
 - It would be helpful to include a RAG rating for visual presentation

Other comments received from the Governors included:

- The heading of the tables should read “2017/18”, not 2016/17 as currently stated
 - A review of the wording of some objectives would be helpful e.g. sickness absence “we will achieve 4%”. If possible we would like to achieve better than 4%
- 8.4 Nikki Taylor welcomed these comments and would go back to the Director of Finance to ensure that these were incorporated where appropriate. She noted that timelines for the achievement of objectives had not yet been included but assured the Council that these would be included in the final version of the plan.
- 8.5 Governors were invited to provide further comment on the draft service plans and to send these to Nikki via Anna Hilditch, by close of play on 27th January.

9. CHIEF EXECUTIVE’S REPORT

- 9.1 Colin Merker provided the Chief Executive’s report to the Council of Governors, which was intended to draw Governors’ attention to key areas for awareness, information or for exploring further if of sufficient interest. Colin expressed his apologies for the late circulation of the report to Governors; however, the Council fully appreciated the current pressures within the Executive team.
- 9.2 This briefing provided the Council of Governors with an update in relation to a number of issues since the Council meeting on 10th November 2016, including:
- Sustainability and transformation plans – Herefordshire & Worcestershire and Gloucestershire
 - Local Contract Positions
 - Our 2016/17 Financial Position
 - IAPT recovery plan
 - Children and Young People’s Services (CYPS/CAMHS) update
 - Alexandra Well-being House – Gloucestershire
 - Extension of Liaison and Diversion Services in Gloucestershire
 - National Patient Survey Results 2016
 - National staff survey 2016

- 9.3 The Council noted that the Trust had recently received its CQC National Community Mental Health Patients Survey results (adults) 2016, for Herefordshire and Gloucestershire. The 2016 National Staff Survey results were expected by the end of February 2017. Governors were asked to consider whether they wished to receive combined feedback on the Staff Survey and Patient Survey results, to either a full meeting of the Council and/or via a small Task and Finish Group. Following discussion it was agreed that a presentation on both should be presented at a full Council meeting; however, a number of Governors expressed an interest in looking at the results of the surveys in more detail in advance of such a presentation taking place and this would be facilitated.

ACTION: A presentation on both the Patient Survey and the Staff Survey would be scheduled for presentation at a full Council meeting

ACTION: A session would be set up for interested Governors to look at the results of the Patient and Staff surveys in more detail in advance of being presented at a Council meeting

- 9.4 Hilary Bowen thanked Colin Merker for his report and noted the huge amount of time and effort currently being put in by members of the Executive Team. She asked whether this high volume of workload was sustainable. Colin Merker informed the Council that there were always peaks in demand, with increased requirements around performance management and it could be very challenging. He assured the Council that 2gether voiced its concerns where appropriate but the team was committed to getting on with it and continuing to provide safe and quality services.
- 9.5 Al Thomas noted the updates in relation to IAPT and Hospital Liaison services and he asked what the impact of not receiving additional funding would have on these services. Colin Merker confirmed that the services would continue to be provided but the level of the service could be affected. He said that this was a whole system issue, with huge pressure currently on the acute Trust so 2gether would continue to work with and support commissioners.

10. MEMBERSHIP REPORT

- 10.1 Jane Melton provided an update for the Council of Governors about membership activity, the membership development plan and Governor Engagement Events.
- 10.2 In terms of membership statistics, the Council noted that there continued to be a steady increase in the number of members, including in respect of under-represented groups. At the end of December, the Trust had a total of 7737 members – 5300 Public members and 2437 Staff members. However, it was noted that a recent review of the membership database has highlighted a large number of ‘undeliverable’ newsletters, sent either by post or via email. It is estimated that cleansing the database of these members (many of whom have moved without leaving a forwarding address) could lead to a loss of approximately 100 members.
- 10.3 Plans were being made for Governor engagement events, including an event at Gloucestershire College’s Cheltenham Campus on 2 February 2017, and a

possible event at Stroud College soon after. Governors who wished to hold an event within their constituencies were encouraged to contact Kate Nelmes, Communications Manager who would assist in the organisation of these.

11. KEY ISSUES FOR DISCUSSION FROM THE GOVERNOR PRE-MEETING

- 11.1 Rob Blagden said that a number of the key discussion points from the pre-meeting had already been raised and responded to elsewhere in the meeting.
- 11.2 One item discussed related to a forward work plan for the Council of Governor meetings. It was agreed that it would be helpful for the Governors to see future agenda items in advance to enable them to prepare; as currently Governors were only informed of the items to be presented at each meeting when they received the papers. Ruth FitzJohn agreed that this was a very sensible development and asked that all future papers include a forward work plan for the coming year.

ACTION: Future Council papers to include a forward work plan for the Council of Governors for the coming year.

12. GOVERNOR ACTIVITY

- 12.1 Governors updated the Council about activities they had undertaken in their role as a Governor. Some of these included participating in a visit to Wotton Lawn in Gloucester, a visit to IAPT services in Herefordshire, the opening of Alexandra Well-being House and attendance at the November Board meeting in Hereford. Ann Elias had also taken part in this year's ROSCAs judging panel and would be attending the awards evening.
- 12.2 Paul Toleman advised that the Gloucestershire Health Overview and Scrutiny Committee would be undertaking a review of homelessness and it was agreed that it would be helpful for the final report from this review to be shared with the Trust for information.

13. HOLDING TO ACCOUNT – ENGAGEMENT

- 13.1 Jane Melton and Ruth FitzJohn gave the Council a presentation focussing on Engagement, looking at examples of engagement carried out within the Trust, and specifically by Board members.

Who do we engage with?	How do we know how we're doing?
Customers Patients, Carers	<ul style="list-style-type: none"> • 2016 CQC survey results; FFT; • Service Experience Reports; Pt Story • Triangle of Care survey; 15 Steps
Contributors Staff members, Volunteers, students	<ul style="list-style-type: none"> • Staff survey results; • Volunteer FFT; • University feedback

<p>Commissioners CCG, GCC, GPs, Universities, Research Funders</p>	<ul style="list-style-type: none"> • Cooperation with developments • Funding for new research (Cobalt) • Partnership agreements
<p>Collaborators Strategic partners / Other NHS Private bodies, Voluntary sector, Religious Groups, Criminal Justice / Police</p>	<ul style="list-style-type: none"> • Co-location with police for MHARS • Swindon Mind development • Tackling stigma – over 100 organisations • Bishops breakfast
<p>Commentators Healthwatch, Governors, Members, Press, Public, NHSI, Care Quality Commission, Council</p>	<ul style="list-style-type: none"> • Regular connections with some commentators • More members, reaching more people • Proactive with press - +positive stories • ‘Good’ from CQC • HCOSC interest in scrutiny of MH

13.2 Ruth FitzJohn advised that engagement was explicitly part of the Non-Executive and Executive Director roles and gave the Council a number of examples of the type of engagement that took place, whether this is attendance at national events or softer measures such as simply having a cup of coffee and a chat with someone.

13.3 Hilary Bowen said that she had spoken to one of the Governors from the Gloucestershire Hospital’s Trust who had held a Members Surgery in the Forest of Dean. She asked whether it would be appropriate for her to join them and hold a joint session. Ruth FitzJohn said that this would need thinking through and asked Jane Melton to follow this opportunity up with Hilary to discuss the details.

ACTION: Jane Melton to speak to Hilary Bowen about the opportunity of joining GHT Governors at a Members Surgery in the Forest

14. ANY OTHER BUSINESS

14.1 There was no other business.

15. DATE OF NEXT MEETINGS

Council of Governor Meetings

Business Continuity Room, Trust HQ, Rikenel		
Date	Governor Pre-meeting	Council Meeting
2017		
Thursday 9 March	1.30 – 2.30pm	3.00 – 5.00pm
Tuesday 9 May	4.00 – 5.00pm	5.30 – 7.30pm
Thursday 13 July	9.00 – 10.00am	10.30 - 12.30pm
Tuesday 12 September	4.00 – 5.00pm	5.30 – 7.30pm
Thursday 9 November	1.30 – 2.30pm	3.00 – 5.00pm

Board Meetings

2017		
Thursday 26 January	10.00 – 1.00pm	Business Continuity Room, Rikenel
Thursday 30 March	10.00 – 1.00pm	Business Continuity Room, Rikenel
Thursday 25 May	10.00 – 1.00pm	Kindle Centre, Hereford
Thursday 27 July	10.00 – 1.00pm	Business Continuity Room, Rikenel
Thursday 28 September	10.00 – 1.00pm	Business Continuity Room, Rikenel
Thursday 30 November	10.00 – 1.00pm	Kindle Centre, Hereford

Joint Board and Governor Development Session - Thursday 29th June at 2.00 – 5.00pm

Council of Governors Action Points

Item	Action	Lead	Progress
10 November 2016			
15.2	Colin Merker to produce a briefing note for Governors regarding Out Of County Placements and any associated costs to the Trust	Colin Merker	Carried forward
17 January 2017			
4.2	Jane Melton will aim to ensure that all Governors were briefed and informed in advance of any media stories that could appear in the local press.	Jane Melton / Communications Team	Noted and Communications Team to be mindful of the need to brief Governors where necessary
6.8	Neil Savage to contact those Governors who had volunteered to take part in a short life working group on NED recruitment to arrange a meeting, with the aim of producing a draft process paper by the end of February.	Neil Savage	Complete Two meetings held and a report is scheduled on the agenda for the March Council meeting
7.6 (i)	Ruth FitzJohn to contact all Board Committee Chairs to ensure that they were content for the observation of Board Committees to continue and for both nominated Governor observers to be present at any given Committee	Ruth FitzJohn	Complete
7.6 (ii)	Protocol for Committee observation to be updated to state that each Committee could have 2 Governor observers in attendance at each meeting.	Anna Hilditch	Complete Emailed out on 31 January
7.7	Anna Hilditch to contact all Governors asking for expressions of interest in attending and observing the Board Committees in 2017	Anna Hilditch	Complete Emailed out on 31 January
	Audit Committee to be included in the Committee description and dates information before circulating to Governors	Anna Hilditch	Complete Emailed out on 31 January
9.3	A presentation on both the Patient Survey and the Staff Survey would be scheduled for presentation at a full Council meeting	Anna Hilditch	Update on Staff Survey and Patient Survey Results to be scheduled for May 2017 Council meeting.
	A session would be set up for interested Governors to look at the results of the Patient and Staff surveys in more detail in advance of being presented at a Council meeting		Governors interested in receiving a briefing on the survey results to notify Anna Hilditch, who will arrange a session in advance on the May meeting
11.2	Future Council papers to include a forward work plan for the Council of Governors for the coming year.	Anna Hilditch	Complete Included in papers for the meeting
13.3	Jane Melton to speak to Hilary Bowen about the opportunity of joining GHT Governors at a Members Surgery in the Forest	Jane Melton	Complete Discussion held after the January CoG Meeting

2gether NHS Foundation Trust
EVALUATION OF COUNCIL OF GOVERNORS MEETINGS

Name...7 Governors..... Date of Meeting ...17 January 2017...

Please tick as appropriate:		Yes	No	Partial	N/A
Seeing from a service user's perspective					
1.	Did we consider relevant topics from a service user perspective? <i>If no, describe what we missed:</i>	7			
Excelling and improving					
2.	Did we hear both expert and non-expert perspectives in our meeting? <i>If no, please describe what we could have done to ensure other perspectives were heard:</i>	6		1	
Responsive					
3.	Did we deliver on any targets or actions that were due?	6	1		
Valuing and Respectful					
4.	Did the language we use demonstrate respect for others?	7			
Inclusive, open and honest					
5.	Were the conversations at the pre-meeting open, inclusive and non-judgmental about the topics on the Council's agenda? <i>If no, what needs to be different:</i> <ul style="list-style-type: none"> • Very useful pre-meeting 	6			1
6.	Did you feel able to contribute to debate and decision making at the Council of Governors meeting? <i>If not please explain what prevented you from doing so:</i>	7			
Can do					
7.	Did we identify opportunities and innovations? <i>If we should have done but didn't, say what stopped us:</i> <ul style="list-style-type: none"> • To some degree, the Service Planning paper encourages innovation 	5		2	
Efficient, effective, economic and equitable					
8.	Did the agenda and papers arrive in plenty of time? (at least 4 working days before the meeting) <ul style="list-style-type: none"> • Would be better to get earlier 	5	2		
9.	Were the agenda and papers i) Concise? ii) Informative? iii) Easy to follow? iv) At an appropriate level of detail? v) Clearly state the recommendations? <ul style="list-style-type: none"> • Graphs difficult to read/blurred 	7 7 7 7 7			

	Please tick as appropriate:	Yes	No	Partial	N/A
10.	Were reports / papers presented concisely and succinctly?	7			
11.	Please list any reports which did not meet the above aims:				
12.	Please list any reports you found particularly helpful and say why: <ul style="list-style-type: none"> • Service Planning – helpful to receive an early iteration • Quality Report • NED Recruitment 				
13.	Were the items submitted to Council appropriate for the discussion / decision making?	7			
14.	Was the right amount of time spent debating the right issues? <i>If no, and too much time was spent debating a particular issue, which one?</i> <ul style="list-style-type: none"> • Too much time on process still. Governors need to move on 	7			
15.	Were you clear about the facts, evidence, or points of view that were used to enable the Council of Governors to make decisions? <i>If no, how could we make this clearer:</i> <ul style="list-style-type: none"> • Selection of audits for Quality report confusing (more to do with the required process than the Trust though) 	7			
16.	Did the Council receive clear, well-thought through advice from Trust staff or Board members? <i>If not please indicate any areas where you would have liked more support/ advice/clarification:</i>	7			

Please amplify your answers or provide any other comments/concerns/future agenda items or training/development needs or ideas to improve the Council (please continue on back if necessary).

Best Aspect of Meeting:	Worst Aspect of Meeting:
<ul style="list-style-type: none"> • Emphasis on patients/service user information • Good range of issues on the agenda 	<ul style="list-style-type: none"> • Governors spend too much time in and prior to the meeting debating what should be simple and clear process matters • Not enough time for talking to others/Governor networking • Lack of certain KPIs

General Comments

- **There needs to be a work plan so that the agenda doesn't become overcrowded and so that important items can be flagged in advance and not 4 days before when we receive the papers**

Agenda Item **6** **Enclosure** **Paper B**

Report to: Council of Governors – 9 March 2017
Author: John McIlveen, Trust Secretary
Presented by: John McIlveen, Trust Secretary
SUBJECT: **Lead Governor Elections**

This Report is provided for:

Decision	Endorsement	Assurance	Information
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EXECUTIVE SUMMARY

The Council of Governors elects someone to be Lead Governor. In addition to the duties of a Foundation Trust Governor, the Lead Governor acts as a means of direct communication between NHSI and the Council of Governors, and between the Council of Governors and the Chief Executive.

The statutory role of the Lead Governor is to, in exceptional circumstances, provide a channel of communication between NHSI and the Council on matters that it would be inappropriate to channel via the Board or Chair, and to provide a means of raising concerns with the Chief Executive, where it would be inappropriate to make such contact via the Board or the Chair.

The role of the Lead Governor has developed over the past 6 years and some other key duties include:

- To be available to members of the Council to discuss concerns that may arise in the discharge of their duties, where discussion with the Chair is inappropriate
- To bring collective concerns to the attention of the Chair and (if appropriate) the Board, informally or formally
- To assist Governors to understand the work of the Board, and the Board's responsibility for the management of the Trust
- To act as a link between NHS Providers (GovernWell) and the Council
- To present the Governors' Report at the Trust's Annual General Meeting
- To work closely with the Chair as required to develop the work and agenda of Council

Previously the Trust has held elections for the Lead Governor post on an annual basis. The sitting Lead Governor, Rob Blagden was appointed for a first term in March 2016.

The current role description states that the Lead Governor will be elected by the Council for a period of 1 year and Governors can be reappointed as the Lead Governor for a maximum of 3 years.

The Trust is mindful that a large Council of Governor election process will be commencing in April, with the potential that 10 new Governors could be elected during June/July. By way of ensuring fairness, but also a level of continuity during the period, it is proposed that Rob Blagden's tenure as Lead Governor be extended until September 2017, subject to his

reappointment as a Governor, at which point any changes in Governor personnel will have taken place.

It is also proposed for continuity purposes that the tenure for all future Lead Governor appointments be changed to 2 years, rather than one, with the option of standing for a second term.

RECOMMENDATIONS

Governors are asked to:

- Approve the extension of Rob Blagden's tenure as Lead Governor until 30 September 2017
- Agree that the tenure for all future Lead Governor appointments be changed to 2 years, rather than one.

Agenda item 7

Enclosure Paper C

Report to: Council of Governors Meeting – 9 March 2017
Author: Neil Savage, Director of Organisational Development
Presented by: Rob Blagden, Lead Governor

SUBJECT: Review of the Non-Executive Director Appointment Process

This Report is provided for:

Decision

Assurance

Information

NOTE TO COUNCIL OF GOVERNORS

The purpose of this paper is to provide the Council of Governors with details of recommendations arising out of a recent Governor working group reviewing the appointment process for Non-Executive Directors.

The recent process to recruit a 7th Non-Executive Director to the Trust concluded with a decision not to make an appointment from the available field of candidates. It was subsequently agreed at the January 2017 Council of Governors that a short-life working group would be convened to complete a review of the governance and processes relating to appointments. This group would make recommendations back to Council.

The group was asked to review governance, membership, process and support for the Nominations and Remuneration Committee and future process for appointing and reappointing Non-Executive Directors or the Chair. All Governors were encouraged to feed comments or queries about the process or make-up of the Nominations and Remuneration Committee into the Lead Governor or Trust Secretariat so as they could be considered by the working group.

Recommendations for any changes to the process were requested to be brought back and tabled at the March 2017 Council of Governors' meeting.

The membership of the working group was:

- Rob Blagden
- Alan Thomas
- Vic Godding
- Richard Butt-Evans

Support and advice was provided by the Trust Secretariat team, Nikki Richardson (Deputy Chair) and Neil Savage (Director of Organisation Development).

The working group met twice – on the 30th January and then again on the 21st February 2017 – and has now completed its review.

Following the completion of the review, two key recommendations are being made to the Council of Governors for consideration and support:-

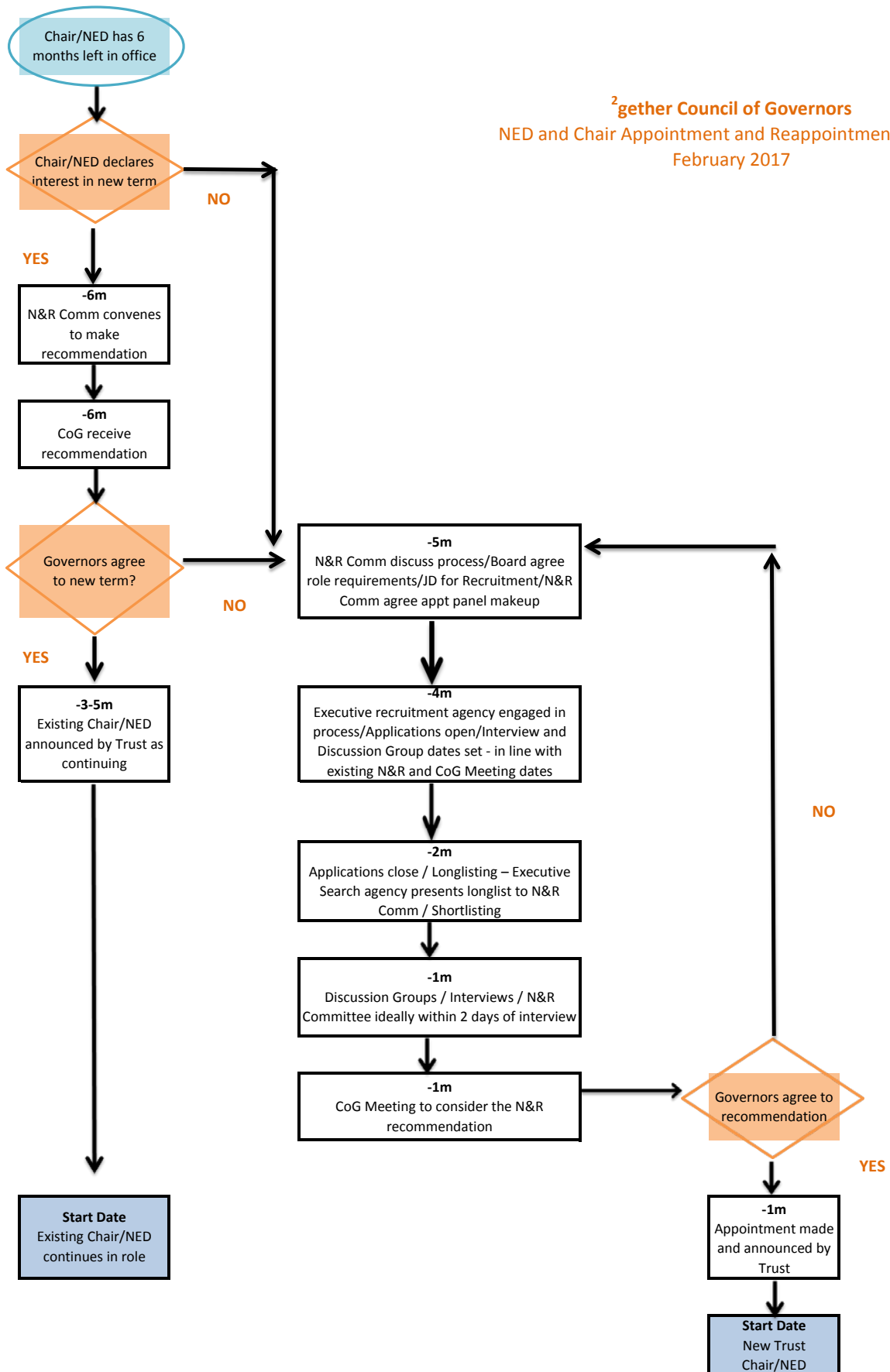
- The first recommendation relates to the proposed future process for NED and Chair Appointments and Reappointments. This provides a refresh and update of the previous arrangements and adds further clarity about process, respective responsibilities and ideal timeframes within the process. The revised proposal is attached as a comprehensive flow chart in Appendix 1.
- The second recommendation relates to proposed revised Terms of Reference for the Nominations and Remuneration Committee. This has focussed on providing a Committee with added clarity of purpose, strengthened membership and duties. It also offers the opportunity for Council to use the Committee as a task and finish group to consider relevant governance matters referred to it by the Council. Importantly, it is also proposed that the Committee will now be formally scheduled to meet 6 times a year with these dates being set a year in advance. The revised Terms of Reference are attached as Appendix 2.

RECOMMENDATIONS

The Council is asked to:

- **NOTE** the completion of the short-life working group's review
- **CONSIDER AND APPROVE** the revised timeline and related process for NED and Chair Appointment and Reappointment Process (appendix 1)
- **CONSIDER AND APPROVE** the revised Terms of Reference for the Nominations and Remuneration Committee (appendix 2)

2gether Council of Governors
NED and Chair Appointment and Reappointment Process
February 2017



**2GETHER NHS FOUNDATION TRUST
THE NOMINATIONS AND REMUNERATION COMMITTEE
THE COUNCIL OF GOVERNORS**

1. CONSTITUTION

The Council of Governors hereby resolves to establish a Committee of the Council to be known as the Nominations and Remuneration Committee. The Committee has only those powers delegated by these terms of reference.

2. MEMBERSHIP

2.1 The Committee will comprise:

- three named Governors,
- the Lead Governor, who will be an ex officio member of the Committee
- the Trust Chair
- the Trust Deputy Chair

2.2 The Trust Chair will chair the Nominations and Remuneration Committee except when the Committee considers matters relating to the Trust Chair. In these circumstances, or when the Trust Chair is unavailable the Trust Deputy Chair will chair the Nominations and Remuneration Committee.

2.3 With the exception of the Lead Governor, Governor members of the Committee will be elected by the Council of Governors for a period of 1 year. At the end of their initial term, members of the Committee may stand for re-election. Committee membership will be conditional upon continued membership of the Council of Governors.

3. IN ATTENDANCE

3.1 If requested, the Chief Executive and Director of Organisational Development should be available to attend in an advisory capacity only.

4. QUORUM

4.1 No business shall be transacted at a meeting of the Committee unless at least two Governors and either the Trust Chair or the Trust Deputy Chair are present.

5. FREQUENCY OF MEETINGS

5.1 The Committee will convene as often as is necessary, but normally 6 meetings will be scheduled each year.

6. PURPOSE

- 6.1 The Committee is a committee of the Council of Governors and will advise the Council on the appointment, dismissal, remuneration and terms of service of the Chair and Non-Executive Directors of the Board.
- 6.2 The Committee has delegated authority to manage and oversee the appointment and appraisal processes for the Chair and Non-Executive Directors on behalf of the Council.
- 6.3 The Committee will also act as a task and finish group of the Council of Governors in order to consider corporate governance matters affecting the Council.

7. DUTIES

The Nominations and Remuneration Committee shall:

- 7.1 Oversee the appointment and reappointment processes for the Trust Chair, Deputy Trust Chair and other Non-Executive Directors.
- 7.2 In seeking a suitable replacement for the Trust Chair or a Non-Executive Director, and having sought and had regard to the views of the Board of Directors the Nominations and Remuneration Committee shall:
 - a) agree a person specification that describes the role and responsibilities of the Trust Chair or Non-Executive Director of the Trust and any particular skills, qualifications or experience that it would be essential or desirable for the Trust Chair or Non-Executive Director to possess.
 - b) receive assurance that the recruitment process will seek candidates by open advertisement and/or other such means as are considered appropriate.
 - c) approve the arrangements to interview candidates. Interview panels must include at least one Governor representative from the Nominations and Remunerations Committee. When interviewing for the post of Trust Chair, the Committee may invite an external advisor to sit on the interview panel
 - d) having regard to the person specification, make recommendations to the Council of Governors about appointment and remuneration.
- 7.3 Agree a process for appraisal of the Non-Executive Directors, receive an annual summary report from the Trust Chair, and make recommendations to the Council
- 7.4 Agree a process for the appraisal of the Trust Chair with the Senior Independent Director, receive an annual summary report and make recommendations to the Council

- 7.5 Review the remuneration and terms of service for the Chair and Non-Executive Directors at least annually and make recommendations to the Council.
- 7.6 Investigate the grounds for any Council of Governors resolution to remove a Non-Executive Director or the Chair, having first taken account of advice from the Chief Executive, and prepare a report with recommendations for the Council of Governors.
- 7.7 Operate as a task and finish group on behalf of the Council of Governors to consider relevant corporate governance issues referred to the Committee by the Council. Such issues may include consideration of proposed constitutional changes, revisions to codes of conduct, etc.

8. CONFIDENTIALITY

- 8.1 A member of the Committee must not disclose any matter brought before the Committee until the Committee has either reported to the Council of Governors or otherwise concluded the matter.
- 8.2 A member of the Committee must not disclose any matter, whether concluded or not, that the Council of Governors or the Committee has determined is confidential or would otherwise breach a reasonable expectation of confidentiality.

9. REPORTING

- 9.1 The minutes of the Committee meetings shall be formally recorded. The Chair of the Committee will submit a short report of each meeting to the next Council meeting for information or decision, as appropriate.

10. OTHER MATTERS

- 10.1 The Trust Secretariat will provide administrative support to the Committee, including:
 - Agreement of agenda
 - The collation of papers
 - Ensuring the minutes are taken and a record of matters arising kept and issues carried forward
 - Ensuring that Committee reports are made available to the Council of Governors

11. MONITORING ARRANGEMENTS

- 11.1 The Council of Governors will review the Committee's terms of reference at least once every two years.

Agenda item 10

Enclosure No

Paper D

Report to: Council of Governors Meeting - 9 March 2017
Author: Kate Nelmes, Head of Communications
Presented by: Jane Melton, Director of Engagement and Integration

SUBJECT: Membership Report including Data Update

This Report is provided for:

Decision	Endorsement	Assurance	Information
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EXECUTIVE SUMMARY

This report provides a brief membership report to inform the Council of Governors about:

- * Information for members
- * Governor Engagement Events
- * Information about membership (year to date)

RECOMMENDATIONS

That the Council of Governors notes the content of this report

Corporate Considerations

<i>Quality Implications:</i>	An active and representative group of members will assist the organisation to understand the experience of its service and contribute to the goal of inclusion and engagement.
<i>Resource implications:</i>	Membership activity requires continued resource to realise the benefits of a strong membership engagement and contribution.
<i>Equalities implications:</i>	Understanding the diversity of membership will assist to enable recruitment and retention of members to best effect.
<i>Risk implications:</i>	There are risks of marginalising certain groups within the local community if attention is not paid to membership demographics. Without Governor engagement in the Membership Development Planning sessions there is a risk that opportunities to develop membership will be missed.

WHICH TRUST STRATEGIC OBJECTIVE(S) DOES THIS PAPER PROGRESS OR CHALLENGE?	
Continuously Improving Quality	C
Increasing Engagement	C
Ensuring Sustainability	C

WHICH TRUST VALUES DOES THIS PAPER PROGRESS OR CHALLENGE?			
Seeing from a service user perspective			P
Excelling and improving	P	Inclusive open and honest	P
Responsive	P	Can do	P
Valuing and respectful	P	Efficient	P

Reviewed by:		
Jane Melton	Date	2 March 2017

Where in the Trust has this been discussed before?		
	Date	

What consultation has there been?		
	Date	

Explanation of acronyms used:	N/A
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1. Membership Activity and Development Plan

- 1.1 Our new membership campaign strategy was presented to Council of Governors in September 2016, and is now being enacted. Progress to date includes the recruitment of our new Membership Volunteer, meetings with representatives of the Black and Minority Ethnic Community to discuss encouraging membership, and consultation with young people about what would encourage them to become Trust members. We plan on launching a new Membership Advisory Group in early 2017/18, which will comprise of Trust members and staff from the Communications and Social Inclusion Teams. We will be inviting Governors to join the group. The group will develop the membership programme, review and revise the format of the membership newsletter and assist with member recruitment activities.
- 1.2 We recently collated membership packs for Governors, and it is hoped that these will prove useful. If there are any other initiatives that would help Governors with membership activity, please let the Communications Manager know.

2. Information for Members

- 2.1 An e-flyer was issued to members in February 2017. This flyer featured an invitation to view and respond to the Sustainability and Transformation Plans (STPs), information about the Let's Talk service, promotion of the Trust's recruitment website and an invitation to encourage new members to join.
- 2.2 The next edition of our Membership newsletter will be published in April.




3. Governor Engagement Events

3.1 Our latest Governor engagement event took place at Gloucestershire College's Cheltenham campus on Time to Talk Day – 2 February. The event was attended by approximately 60 people, and focussed on children and young people's mental health. The feedback on the event was overwhelmingly positive. Some of the comments received include:

- “From a parent’s point of view – and in my case – I wasn’t aware of what help is available out there. There seems to be so many wonderful people out there helping with services.”
- “I was pleased to learn about the range of support for children with mental health issues.”
- “It was a great introduction to CYP services in the county.”

4. Information about Membership

Information about the membership of Together NHS Foundation Trust is provided in Tables 1, 2 and 3 below. The key to the colour coding in the tables is as follows:

-  More than 5% increase in members recruited
-  Public membership numbers remain approximately the same (within 5%)
-  More than 5% reduction in membership numbers

4.1 The headline message is that, as of 28 February 2017 we have 176 more public members than we had at the end of 2015/16.

Table 1: Public, Staff and total Membership Data as at 28 February 2017




Membership Type	End of 2015/16	28 Feb 2017	Direction compared to final 2015/16 figures	Change in membership numbers
Public Membership	5155	5331		+ 176 (3.4%)
Staff Membership*	2318	2450		+ 132(5%)
Total Membership	7473	7781		+ 308 (4%)

Table 2: Characteristics of Public Members by disability and gender at end February 2017

Membership characteristic	End of 2015/16	28 Feb 2017	Direction compared to final 2015/16 figures	Change in membership numbers
Disability (public membership only)	709	706	↓	-3 (0.6%)
Men (public membership only)	1828	1860	↑	+ 32 (2%)
Women (public membership only)	3327	3471	↑	+ 144 (4%)

Table 3: Public Membership within each constituency

Constituency	End of 2015/16	28 Feb 2017	Direction compared to final 2015 /16 figures	Change in membership numbers
Cheltenham	818	884	↑	+66 (8%)
Cotswolds	377	376	↓	-1 (0.3%)
Forest of Dean	531	555	↑	+24 (4.5%)
Gloucester	1385	1397	↑	+12 (1%)
Stroud	786	815	↑	+29 (3.7%)
Tewkesbury	606	592	↓	-14 (2%)
Herefordshire	315	353	↑	+38 (12%)
Greater England	337	359	↑	+22 (6.5%)
TOTAL public membership to date this year			↑	176 (3.4%)