

Bundle Council of Governors (public) 25 February 2026

Agenda attachments

- 00 A – front cover public
- 00 B – membership
- 00 C – register Dec 2025
- 00 D – Agenda Public CoG 2 February 2025 FINAL
- 72.26 Welcome, apologies, declarations of interest and eligibility, confirmation of quoracy
Angela McNab, interim Trust Chair
- 73.26 Draft minutes of the public meetings held on 23 September and 16 December 2025
Angela McNab, interim Trust Chair
Approval
Minutes– PUBLIC CoG– 23 September 2025 DRAFT V1
Minutes– PUBLIC CoG– 16 December 2025 DRAFT V1
- 74.26 Matters arising and actions pending from previous meetings
Angela McNab, interim Trust Chair
Review
74–26 PUBLIC Matters arising February 2026
- 75.26 Update from Senior Independent Director
Shaun O'Leary, Senior Independent Director
Information
75–26 Senior Independent Director's report
- 76.26 Update from Chief Executive Officer
Abigail Jago, acting Chief Executive Officer
Information
76–26 CEO report
- 77.26 Update from Lead Governor and Deputy Lead Governor (verbal)
Janet Hall, Lead governor
John Harold, deputy Lead governor
Information
- 78.26 Non-executive director assurance incl. update on engagement activities
All Non-executive directors
Assurance
78–26 NED assurance report
- 79.26 Questions for Non-executive directors (verbal)
All Non-executive directors
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- 80.26 Update from Governor Working Group for Public Engagement (verbal)
John Harold, Public Governor and working group Chair
Information
- 81.26 Annual business planning 2026/27
Simon Marshall, interim Chief finance officer
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81–26 Business plan 2026–27
81–26.1 QVH Planning Update 2026–02–18
- 82.26 Staff and public governor election plan
Leonora May, Company secretary
Approval
82–26 Staff and public governor election plan
- 83.26 Trust Constitution
Leonora May, Company secretary
Approval
83–26 Trust Constitution
83–26.1 V12 Trust Constitution DRAFT V1
- 84.26 Governor steering committee terms of reference
Janet Hall, Lead governor and committee Chair
Leonora May, Company secretary
Approval
84–26 GSC ToR

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- 85.26 Appointments committee terms of reference
Ken Sim, public governor and committee Chair
Leonora May, Company secretary
Approval

84-26 AC ToR

84-26.1 AC ToRs 2026-27 DRAFT V1

- 86.26 Any other business
By application to the Chair
Discussion

- 87.26 To receive any questions or comments from members of the foundation trust or members of the public
We welcome relevant, written questions on any agenda item from our staff, our members or the public. To ensure that we can give a considered and comprehensive response, written questions must be submitted in advance of the meeting (at least three clear working days). Please forward questions to Leonora.may1@nhs.net clearly marked "Questions for the Council of Governors". Members of the public may not take part in the Council of Governors discussion. Where appropriate, the response to written questions will be published with the minutes of the meeting.

Council of Governors Meeting in public

Wednesday 25 February 2026

13.00-14.30

**Zambezi room, Jubilee Community Centre, Charlwoods
Road, East Grinstead, RH19 2HL**



Queen Victoria Hospital NHS Foundation Trust Council of Governors Membership February 2026

Members	
Angela McNab	Trust Chair
Michele Augousti	Public governor
Chris Barham	Public governor
Colin Fry	Public governor
Antony Fulford-Smith	Public governor
Niamh Gavin	Staff governor
Richard Green	Public governor
Janet Hall	Public governor
John Harold	Public governor
Felicity Hatch	Public governor
Denise Holland	Public governor
Liz James	Public governor
Bob Lanzer	Stakeholder governor for WS County Council
Julie Mockford	Stakeholder governor for EG Town Council
David Porter	Public governor
Kokila Ramalingam	Staff governor
Charlie Robinson	Public governor
Rodabe Rudin	Public governor
Ken Sim	Public governor
Linda Skinner	Stakeholder governor for League of Friends
Roger Smith	Public governor
Jonathan Squire	Public governor
Jennifer Tite	Public governor
Graham True	Staff governor
Invited attendees	
Jagjit Dosanjh-Elton	Non-executive director
Peter O'Donnell	Non-executive director
Shaun O'Leary	Non-executive director
Jo Emmanuel	Non-executive director
Russell Hobby	Non-executive director
Aleema Shivji	Associate Non-executive director
Vivek Chaudhri	Associate Non-executive director
Abigail Jago	Acting Chief executive officer and Chief strategy officer
Leonora May	Company secretary (minutes)

Annual declarations by governors 2025/26

As established by section 22 of the Trust's Constitution, if a governor of the Trust has a relevant and material interest, or a pecuniary, personal or family interest, whether that interest is actual or potential and whether that interest is direct or indirect, in any proposed contract or other matter which is under consideration or is to be considered by the Council of Governors, the governor shall disclose the nature and extent of that interest to the members of the Council of Governors as soon as he/she becomes aware of it.

To facilitate this duty, governors are asked on appointment to the Trust and thereafter at the beginning of each financial year, to complete a form to declare any interests or to confirm that the governor has no interests to declare (a 'nil return'). Governors must request to update any declaration if circumstances change materially. By completing and signing the declaration form governors confirm their awareness of any facts or circumstances which conflict or may conflict with the interests of QVH NHS Foundation Trust. All declarations of interest and nil returns are kept on file by the Trust and recorded in the following register of interests which is maintained by the Company Secretary.

	Directorships, including non-executive directorships, held in private companies or public limited companies (with the exception of dormant companies).	Ownership, part ownership or directorship of private companies, businesses or consultancies likely or possibly seeking to do business with the NHS or QVH.	Significant or controlling share in organisations likely or possibly seeking to do business with the NHS or QVH.	A position of authority in a charity or voluntary organisation in the field of health or social care.	Any connection with a voluntary or other organisation contracting for NHS or QVH services or commissioning NHS or QVH services.	Any connection with an organisation, entity or company considering entering into or having entered into a financial arrangement with QVH, including but not limited to lenders of banks.	Any "family interest": an interest of a close family member which, if it were the interest of that director, would be a personal or pecuniary interest.
Public governors							
Augousti, Michele	Director of Reach Business Consultants Ltd Non-executive director for Sussex Chamber of Commerce	NIL	NIL	NIL	NIL	NIL	NIL
Barham, Chris	Transcend Talent consultancy Limited- Non Executive Director	NIL	NIL	NIL	NIL	NIL	NIL
Fry, Colin	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Hall, Janet	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Holland, Denise	NIL	NIL	NIL	NIL	NIL	NIL	NIL
James, Liz	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Sim, Ken	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Smith, Roger	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Squire, Jonathan	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Fulford-Smith, Antony	Director of Right To Manage Company for block of flats in Maidenhead (NFP)	NIL	NIL	NIL	NIL	NIL	My wife is a bank nurse at QVH
Green, Richard	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Harold, John	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Hatch, Felicity	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Porter, David	Since 2010 I have been a director of DFP Market Services Limited, a management consultancy. The company has no connection with the NHS or QVH I am a Trustee/ director of Peredur Centre for the Arts. The Charity has no connection with the NHS or QVH	NIL	NIL	NIL	NIL	NIL	NIL
Robinson, Charlie	NIL	NIL	NIL	NIL	NIL	NIL	NIL

Rudin, Rodabe	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Tite, Jennifer	NIL	NIL	NIL	NIL	NIL	NIL	NIL

Directorships, including non-executive directorships, held in private companies or public limited companies (with the exception of dormant companies).	Ownership, part ownership or directorship of private companies, businesses or consultancies likely or possibly seeking to do business with the NHS or QVH.	Significant or controlling share in organisations likely or possibly seeking to do business with the NHS or QVH.	A position of authority in a charity or voluntary organisation in the field of health or social care.	Any connection with a voluntary or other organisation contracting for NHS or QVH services or commissioning NHS or QVH services.	Any connection with an organisation, entity or company considering entering into or having entered into a financial arrangement with QVH, including but not limited to lenders of banks.	Any "family interest": an interest of a close family member which, if it were the interest of that director, would be a personal or pecuniary interest.
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Staff governors							
Gavin, Niamh	Member of EGAS, anaesthetists private practice	NIL	NIL	NIL	NIL	NIL	NIL
Ramalingam, Kokila	Director of ASK Residentials Ltd Director of ASKR Holdings Ltd	NIL	20% Shareholder in Raise Healthcare Pvt Ltd (QVH supplier)	NIL	NIL	NIL	NIL
True, Graham	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Appointed governors							
Lanzer, Bob	Director of Southeast Communities Rail Partnership CIC (Communities Interest Company)	NIL	NIL	NIL	Member of West Sussex County Council and Cabinet Member for Public Health and Wellbeing Member of the Sussex Health and Care Assembly	NIL	NIL
Skinner, Linda	LVS GR consultancy Limited- 100% ownership	NIL	NIL	NIL	NIL	NIL	NIL
Mockford, Julie	NIL	NIL	NIL	NIL	NIL	NIL	NIL

Fit and proper persons declaration

As established by regulation 5 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 (“the regulations”), QVH has a duty not to appoint a person or allow a person to continue to be a governor of the trust under given circumstances known as the “fit and proper person test”. By completing and signing an annual declaration form, QVH governors confirm their awareness of any facts or circumstances which prevent them from holding office as a governors of QVH NHS Foundation Trust.

Categories of person prevented from holding office							
	The person is an undischarged bankrupt or a person whose estate has had a sequestration awarded in respect of it and who has not been discharged.	The person is the subject of a bankruptcy restrictions order or an interim bankruptcy restrictions order or an order to like effect made in Scotland or Northern Ireland.	The person is a person to whom a moratorium period under a debt relief order applies under Part VIIA (debt relief orders) of the Insolvency Act 1986(40).	The person has made a composition or arrangement with, or granted a trust deed for, creditors and not been discharged in respect of it.	The person is included in the children’s barred list or the adults’ barred list maintained under section 2 of the Safeguarding Vulnerable Groups Act 2006, or in any corresponding list maintained under an equivalent enactment in force in Scotland or Northern Ireland.	The person is prohibited from holding the relevant office or position, or in the case of an individual from carrying on the regulated activity, by or under any enactment.	The person has been responsible for, been privy to, contributed to, or facilitated any serious misconduct or mismanagement (whether unlawful or not) in the course of carrying on a regulated activity, or discharging any functions relating to any office or employment with a service provider.
Public governors							
Augousti, Michele	NA	NA	NA	NA	NA	NA	NA
Barham, Chris	NA	NA	NA	NA	NA	NA	NA
Fry, Colin	Na	NA	NA	NA	NA	NA	NA
Hall, Janet	NA	NA	NA	NA	NA	NA	NA
Holland, Denise	NA	NA	NA	NA	NA	NA	NA
James, Liz	NA	NA	NA	NA	NA	NA	NA
Sim, Ken	NA	NA	NA	NA	NA	NA	NA
Smith, Roger	NA	NA	NA	NA	NA	NA	NA
Squire, Jonathan	NA	NA	NA	NA	NA	NA	NA
Fulford-Smith, Antony	NA	NA	NA	NA	NA	NA	NA
Green, Richard	NA	NA	NA	NA	NA	NA	NA
Harold, John	NA	NA	NA	NA	NA	NA	NA
Hatch, Felicity	NA	NA	NA	NA	NA	NA	NA
Porter, David	NA	NA	NA	NA	NA	NA	NA
Robinson, Charlie	NA	NA	NA	NA	NA	NA	NA
Rudin, Rodabe	NA	NA	NA	NA	NA	NA	NA
Tite, Jennifer	NA	NA	NA	NA	NA	NA	NA
Staff governors							
Gavin, Niamh	NA	NA	NA	NA	NA	NA	NA
Ramalingam, Kokila	NA	NA	NA	NA	NA	NA	NA

Categories of person prevented from holding office

	The person is an undischarged bankrupt or a person whose estate has had a sequestration awarded in respect of it and who has not been discharged.	The person is the subject of a bankruptcy restrictions order or an interim bankruptcy restrictions order or an order to like effect made in Scotland or Northern Ireland.	The person is a person to whom a moratorium period under a debt relief order applies under Part VIIA (debt relief orders) of the Insolvency Act 1986(40).	The person has made a composition or arrangement with, or granted a trust deed for, creditors and not been discharged in respect of it.	The person is included in the children's barred list or the adults' barred list maintained under section 2 of the Safeguarding Vulnerable Groups Act 2006, or in any corresponding list maintained under an equivalent enactment in force in Scotland or Northern Ireland.	The person is prohibited from holding the relevant office or position, or in the case of an individual from carrying on the regulated activity, by or under any enactment.	The person has been responsible for, been privy to, contributed to, or facilitated any serious misconduct or mismanagement (whether unlawful or not) in the course of carrying on a regulated activity, or discharging any functions relating to any office or employment with a service provider.
True, Graham	NA	NA	NA	NA	NA	NA	NA
Appointed governors							
Lanzer, Bob	NA	NA	NA	NA	NA	NA	NA
Skinner, Linda	NA	NA	NA	NA	NA	NA	NA
Mockford, Julie	NA	NA	NA	NA	NA	NA	NA

**Meeting of the QVH Council of Governors
Wednesday 25 February 2026
13.00-14.30**

Agenda: meeting session held in public		
Standing items		
Ref	Item	purpose
72-26	Welcome, apologies, declarations of interest and eligibility, confirmation of quoracy <i>Angela McNab, interim Trust Chair</i>	-
73-26	Draft minutes of the public meetings held on 23 September and 16 December 2025 <i>Angela McNab, interim Trust Chair</i>	<i>Approval</i>
74-26	Matters arising and actions pending from previous meetings <i>Angela McNab, interim Trust Chair</i>	<i>Review</i>
75-26	Update from Senior Independent Director <i>Shaun O’Leary, Senior Independent Director</i>	<i>Information</i>
76-26	Update from Chief Executive Officer <i>Abigail Jago, acting Chief Executive Officer</i>	<i>Information</i>
77-26	Update from Lead Governor and Deputy Lead Governor (verbal) <i>Janet Hall, Lead governor</i> <i>John Harold, deputy Lead governor</i>	<i>Information</i>
Holding non-executive directors to account for the performance of the board of directors		
78-26	Non-executive director assurance incl. update on engagement activities <i>All Non-executive directors</i>	<i>Assurance</i>
79-26	Questions for Non-executive directors (verbal) <i>All Non-executive directors</i>	<i>Discussion</i>
Representing the interests of the members and members of public		
80-26	Update from Governor Working Group for Public Engagement (verbal) <i>John Harold, Public Governor and working group Chair</i>	<i>Information</i>
81-26	Annual business planning 2026/27 <i>Simon Marshall, interim Chief finance officer</i>	<i>Information</i>

Council business		
82-26	Staff and public governor election plan <i>Leonora May, Company secretary</i>	<i>Approval</i>
83-26	Trust Constitution <i>Leonora May, Company secretary</i>	<i>Approval</i>
84-26	Governor steering committee terms of reference <i>Janet Hall, Lead governor and committee Chair</i> <i>Leonora May, Company secretary</i>	<i>Approval</i>
85-26	Appointments committee terms of reference <i>Ken Sim, public governor and committee Chair</i> <i>Leonora May, Company secretary</i>	<i>Approval</i>
Meeting closure		
86-26	Any other business <i>By application to the Chair</i>	<i>Discussion</i>
Questions		
87-26	To receive any questions or comments from members of the foundation trust or members of the public <i>We welcome relevant, written questions on any agenda item from our staff, our members or the public. To ensure that we can give a considered and comprehensive response, written questions must be submitted in advance of the meeting (at least three clear working days). Please forward questions to Leonora.may1@nhs.net clearly marked "Questions for the Council of Governors". Members of the public may not take part in the Council of Governors discussion. Where appropriate, the response to written questions will be published with the minutes of the meeting.</i>	<i>Discussion</i>
Date of next meeting		
Next meeting of the council of governors to be held in public		
21 April 2026		

Quoracy

Any meeting of the Council of Governors requires a quorum of at least half of the total number of Governors to be present, with a majority of those present being Public Governors. No business shall be carried out at a meeting which is not quorate.

Document:	Minutes DRAFT	
Meeting:	Council of Governors session in public 14.00-16.00 , 23 September 2025 Meridian Hall, East Court, East Grinstead	
Present:	Jackie Smith (JS)	Trust Chair (meeting Chair)
	Michele Augousti (MA)	Public governor
	Chris Barham (CB)	Public governor
	Antony Fulford-Smith (AFS)	Public governor
	Niamh Gavin (NG)	Staff governor
	Richard Green (RG)	Public governor
	John Harold (JHa)	Public governor (deputy Lead governor)
	Liz James (LJ)	Public governor
	Julie Mockford (JM)	Stakeholder governor for EGTC
	Charlie Robinson (CR)	Public governor
	Ken Sim (KS)	Public governor
	Linda Skinner (LS)	Stakeholder governor for LoF
	Roger Smith (RS)	Public governor
	Graham True (GT)	Staff governor
In attendance:	Leonora May (LM)	Company secretary (minutes)
	Peter O'Donnell (POD)	Non-executive director
	Jo Emmanuel (JE)	Non-executive director
	Paul Dillon-Robinson (PDR)	Non-executive director
	Abigail Jago (AJ)	Acting Chief executive officer
Apologies:	Colin Fry (CF)	Public governor
	Janet Hall (JH)	Public governor (Lead governor)
	Felicity Hatch (FH)	Public governor
	Denise Holland (DH)	Public governor
	Bob Lanzer (BL)	Stakeholder governor for WSCC
	David Porter (DP)	Public governor
	Rodabe Rudin (RR)	Public governor
	Jonathan Squire (JSq)	Public governor
	Jennifer Tite (JT)	Public governor
	Shaun O'Leary (SOL)	Non-executive director
	Russell Hobby (RH)	Non-executive director
Did not attend:	None	
Members of the public:	One public member and three members of staff	
Ref.	Item	
42-25	<p>Welcome, apologies and declarations of interest and eligibility The Chair opened the meeting and welcomed all present.</p> <p>The Chair reminded all present that the meeting was a meeting in public and not a public meeting, therefore members of the public were invited to observe the meeting but not to participate in discussions.</p> <p>Apologies were received from CF, JH, FH, DH, BL, DP, RR, JSq, JT, SOL and RH and the meeting was declared as being quorate.</p> <p>There were no governor declarations of interest other than those already recorded on the register of interests.</p>	
43-25	<p>Draft minutes of the public meeting held on 21 July 2025 Council agreed that the draft minutes of the public meeting held on 21 July 2025 were a true and accurate record of that meeting and approved them on that basis.</p>	
44-25	<p>Matters arising and actions pending from previous meetings 10-25 (Board consideration of whether governors can attend and observe sub-committees once the Trust's additional licence conditions have been removed)</p>	

	<p>JS confirmed that the completion of this action was dependent on the removal of the Trust's additional licence conditions.</p> <p>There were no further pending actions and Council noted the update.</p>
<p>45-25</p>	<p>Update from Trust Chair JS presented the report, highlighting the following:</p> <ul style="list-style-type: none"> - Chris Parrish has stepped down from his staff governor role. JS thanked him for all that he had done whilst in this role - PDR completes his second and final term as a Non-executive director at the end of September 2025 following six years in the role. JS extended thanks to PDR for all that he had done as a member of the Board. She confirmed that Jagjit Dosanjh-Elton has been appointed as a Non-executive director and Chair of the Audit and risk committee - NHSE are not producing any guidance on the future for governors in line with the NHSE ten year plan. Legislation is planned to go through parliament in 2027 and thereafter Foundation Trusts will no longer be required to have governors. Until legislation is passed, governors should continue business as usual - Work continues to develop an option appraisal for the Board to consider strategic partnership options and this is the Board's key priority - Anne Eden is stepping down from her NHSE role as the regional director for the South East - NHSE will consider the removal of the Trust's additional licence conditions at a meeting on 8 October 2025 <p>Council noted the updates.</p>
<p>46-25</p>	<p>Update from Chief executive officer AJ presented the report to Council highlighting that:</p> <ul style="list-style-type: none"> - The Trust continues to have a significant financial challenge. Good progress has been made against the cost improvement programme and the Trust is on plan at month five, however the year end breakeven position is a risk - The executive team are needing to make difficult decisions to cut costs which is having an impact on staff morale - There are performance challenges related to long waiting patients. There has been an increase in referrals for skin and head and neck cancer and other providers are struggling with capacity - The Trust has been placed in segment three of the National Oversight Framework - There were challenges during 2024/25 with compliance and contracting, however a recent internal audit has confirmed that significant progress has been made in this area - QVH came top in the country in the national inpatient survey for 2024 <p>A governor asked where cost reductions are being made. In response, AJ confirmed that cost reductions to date have been a combination of pay and non-pay costs. She stated that 19 corporate posts have been removed which is causing some resilience challenges. Grip and control related to temporary staffing spend has increased. Non- pay areas have been focussed on cutting costs and consolidation.</p> <p>A governor asked whether AJ has any concerns about the patient impact related to temporary staff cut backs. AJ confirmed that patient impact is continually monitored by the Heads of Nursing and through Datix incidents. There have been no incidents reported to date related to staffing levels, however, reduced staffing does create additional pressure.</p> <p>Council noted the updates.</p>
<p>47-25</p>	<p>Update from Lead governor and deputy lead governor JH had sent her apologies to the meeting. JHa provided the following updates:</p> <ul style="list-style-type: none"> - Thank you to PDR from all governors for all that he has done during his time as a Non-executive director for QVH - Governors have fed back that the relationship between the Board and Council of Governors continues to be excellent. Governors feel that the additional licence conditions have been met and should be removed

	<ul style="list-style-type: none"> - Governors were invited to a stakeholder workshop on 11 September 2025 alongside public members to share views on the proposed partnership. Governors who attended have fed back that it was a valuable exercise - The Company secretary has confirmed that she will write to governors to seek a volunteer to join the Charity committee - A governor newsletter has been sent to members and the intent is to schedule a newsletter every month going forwards - JH and JHa attended the annual staff 'Star Awards' and were able to present the 'going above and beyond' award <p>Council noted the updates.</p>
<p>48-25</p>	<p>Non-executive director assurance</p> <p>The Non-executive directors presented their assurance report as read and each provided a verbal update of their activities and particular areas of focus.</p> <p>JE gave an update on the work of the Quality and safety committee in SOL's absence. She reported that the committee remain focussed on any risk related to expired clinical policies. There has been some progress in this area and the committee is keen to see this continue. The committee were pleased to receive the very positive results of the national inpatient survey for 2024. Quality is an essential indicator of the impact of cost improvement programmes and the committee will continue to have oversight of this. The committee received the draft burns service review report which is positive.</p> <p>PDR reported that cyber security has been a focus for the Audit and risk committee which has received the independent report from the auditors. There is an action plan in place and the committee are assured that cyber security continues to be a Trust priority. The external auditor will present their annual report at the AGM this evening. The external auditor has given an unqualified opinion the Trust's accounts for 2024/25 which is positive. The external auditor did raise a weakness in governance in line with the Trust's Annual governance statement. The committee were pleased to see the outcome of a recent internal audit which confirmed that a significant improvement has been made to compliance and control.</p> <p>POD reported that the Finance and performance committee have welcomed national directive for trusts to have a three to five year financial plans. POD thought that the future financial plan for QVH will be challenging and he confirmed that the committee will have oversight of this. The committee are continuing to monitor the cost improvement programmes and are satisfied that quality impact assessments are being completed for each scheme. POD confirmed that the committee are aware that staff morale is low, however, the committee has not seen any material impact on patients through operational indicators. The committee continue to have oversight of Trust performance. Performance for month five is good, however the plan gets more challenging later in the year and there remains a significant risk that the Trust will not meet its targets at year end. The committee continue to receive regular updates on the Trust's estate. POD thought that the Trust's estate infrastructure remains a significant challenge but the committee remain satisfied that the team are addressing issues on a risk basis with the limited resources available.</p> <p>Council considered and discussed the updates as follows:</p> <ul style="list-style-type: none"> - Discussion was had regarding the medical devices contract. PDR explained that medical devices records have not always been accurate and that the new contractor needed to manage more than they had costed for. He stated that he is now assured that there are clear records and plans in place and that the issues have been addressed - In response to a question from a governor, AJ agreed confirmed that the draft burns service review report has been received, however, the Trust is still liaising with NHSE regarding factual accuracies. She confirmed that findings will be shared with staff who work in the burns department - A governor asked the Non-executive directors if there are any cost savings opportunities which are yet to be explored. POD responded, stating that he thought there are opportunities to increase income and funding through research and innovation. He thought that there were also opportunities for the Board to consider the future for small services which do not generate as much income - A governor raised an issue regarding space in the prosthetics department. In response, AJ explained that the team are aware that the estate is a limitation for the department and that this

	<p>is a common issue for teams and service. The team are considering how space is best utilised across the organisation</p> <p>Council noted the updates.</p>
49-25	<p>Questions for Non-executive directors [this item was taken with item 48-25 above]</p>
50-25	<p>Update from governor working group for public engagement (verbal) JHa provided Council with a verbal update regarding the work of the Governor working group for public engagement. He reported that there has been progress in key areas including:</p> <ul style="list-style-type: none"> - Governor profiles are available on the Trust's website - A Trust events calendar has been shared with governors - The group has made contact with patient experience groups to engage - A governor issues log has been established to log all feedback from engagement activities. JHa encouraged governors to share feedback with the governance team for the log - There is now a monthly governor newsletter to members <p>JHa encouraged all governors to continue to consider opportunities to engage with members and members of public to get feedback.</p> <p>Governors gave feedback on recent engagement initiatives. LS reported that she had shadowed a volunteer on the main desk and that it was a good opportunity to talk to visitors and patients. She saw 75 visitors and received lots of positive feedback about QVH. AFS reported that he had attended a Charity collection at Haskins garden centre and that this was a good opportunity to engage with members of public.</p> <p>Council noted the update.</p>
51-25	<p>Foundation Trust membership strategy review LM presented the report to Council. She reported that the Trust has a large public membership of c.7000 people and that there has been a decrease of c.300 members during the year. She explained that this was due to recent data cleanses and members requesting to be removed from the database following contact.</p> <p>LM confirmed that the Trust hold email addresses for 42% of its public member which is not unusual, however this does present challenges with engaging with those without email addresses. The Trust has now made it mandatory to provide an email address when applying to become a public member. She thanked governors for the engagement work support by the Governor working group for public engagement during the period.</p> <p>Council noted the commitment to patient engagement set out within the NHS 10 year plan.</p> <p>Council noted the contents of the report.</p>
52-25	<p>Assessment of auditors work and fees 2024/25 PDR presented the report to Council, stating that the Audit and risk committee has reviewed the performance of the external auditor for 2024/25 audit work and that the committee is satisfied with the quality of the work. The fees were as expected and are considered to be reasonable.</p> <p>Council noted the contents of the report.</p>
53-25	<p>Trust Chair and Non-executive director appraisal process 2024/25 KS presented the report to Council, reporting that the Appointments committee was assured at its meeting on 16 September 2025 that the Trust Chair and Non-executive director appraisals have been undertaken in line with the guidance set out by NHSE and that no performance issues have been raised. Governors were invited to provide feedback as part of the appraisal process.</p> <p>Council noted the contents of the report.</p>

54-25	<p>Staff governor vacancy</p> <p>LM presented the report to Council which sought approval of the process to fill the staff governor vacancy as set out within the report. She reported that usually, the Trust would only seek to fill the role if there was at least one year remaining of the term, however, governors are keen to ensure that the staff voice is represented at Council during a period of change. The remainder of the term is until the end of June 2026 when all staff governor terms end. It is proposed that the next highest polling candidate from the most recent staff governor election is appointed to the role for the remainder of the term. LM confirmed that this person has indicated that they would be pleased to take up the role.</p> <p>LM confirmed that the candidate would take up the role once fit and proper persons and conflict of interest forms have been completed and agreed.</p> <p>Council approved the process to fill the staff governor vacancy as set out within the report.</p>
55-25	<p>Any other business</p> <p>There was no further business and the Chair closed the meeting.</p>
56-25	<p>Questions or comments from members of the foundation trust or members of the public</p> <p>There were none.</p>

Document:	Minutes DRAFT	
Meeting:	Council of Governors session in public 15.00-15.45, 16 December 2025 Education centre, QVH/ Microsoft Teams	
Present:	Jackie Smith (JS)	Trust Chair (meeting Chair)
	Chris Barham (CB)	Public governor
	Antony Fulford-Smith (AFS)	Public governor
	Niamh Gavin (NG)	Staff governor
	Richard Green (RG)	Public governor
	Janet Hall (JH)	Public governor (Lead governor)
	John Harold (JHa)	Public governor (deputy Lead governor)
	Liz James (LJ)	Public governor [via MS Teams]
	Bob Lanzer (BL)	Stakeholder governor for WSCC [via MS Teams]
	Charlie Robinson (CR)	Public governor
	Rodabe Rudin (RR)	Public governor [via MS Teams]
	Ken Sim (KS)	Public governor
	Linda Skinner (LS)	Stakeholder governor for LoF
	Roger Smith (RS)	Public governor
	Jonathan Squire (JSq)	Public governor
	Jennifer Tite (JT)	Public governor [via MS Teams]
In attendance:	Leonora May (LM)	Company secretary (minutes)
	Peter O'Donnell (POD)	Non-executive director
	Jo Emmanuel (JE)	Non-executive director
	Shaun O'Leary (SOL)	Non-executive director
	Russell Hobby (RH)	Non-executive director [via MS Teams]
	Jagjit Dosanjh-Elton (JDE)	Non-executive director
	Aleema Shivji (AS)	Associate Non-executive director
	Vivek Chaudhri (VC)	Associate Non-executive director
	Abigail Jago (AJ)	Acting Chief executive officer
	Liz Blackburn (LB)	Acting Chief nursing officer
	Simon Marshall (SM)	Interim Chief finance officer
	Kirsten Timmins (KT)	Chief operating officer
	Helen Edmunds (HE)	Chief people officer
Apologies:	Michele Augousti (MA)	Public governor
	Colin Fry (CF)	Public governor
	Felicity Hatch (FH)	Public governor
	Denise Holland (DH)	Public governor
	Julie Mockford (JM)	Stakeholder governor for EGTC
	David Porter (DP)	Public governor
	Kokila Ramalingam (KR)	Staff governor
	Graham True (GT)	Staff governor
	Tamara Everington (TE)	Chief medical officer
	Jane Dickson (JD)	Interim deputy Chief executive officer
Did not attend:	None	
Members of the public:	No members of public, two members of staff	
Ref.	Item	
64-25	<p>Welcome, apologies and declarations of interest and eligibility The Chair opened the meeting and welcomed all present.</p> <p>Apologies were received from MA, CF, FH, DH, JM, DP, KR, GT, TE and JD and the meeting was declared as being quorate.</p> <p>There were no governor declarations of interest other than those already recorded on the register of interests.</p>	

65-25	<p>Strategic partnership</p> <p>JS presented the report to Council which sought support from the Council of Governors for the decision made by the Board at its public meeting on 16 December 2025. At this meeting, the Trust Board had approved the proposal for QVH to proceed with a strategic partnership with Royal Surrey and Ashford & St Peter's NHS foundation trusts (RSASP). This public Board meeting was observed by 16 governors.</p> <p>The Chair invited each governor to share their views on the decision. All governors expressed their support for the Board's decision for QVH to proceed with strategic partnership with RSASP. Governors shared their views as follows:</p> <ul style="list-style-type: none"> • A number of governors commended JS, AJ and the team for the thoroughness and transparency of the process which they believed had led the Board to the right decision • A governor commented and others agreed that a partnership with RSASP will strengthen the Trust's specialist services • One governor suggested that this is an important and positive step in the Trust being much more 'outward looking' • Governors commented that they have increased confidence in the executive team's ability to deliver the partnership and meaningful change for the organisation • A staff governor commented that the conversation about QVH's sustainability has been longstanding, however, she thought that this was the first time that staff feel that there is opportunity for improvement and change • Governors agreed that a partnership with RSASP will preserve what is great about QVH and its services <p>A Governor asked if the decision made by the Board is reversible if the partnership does not work. JS explained that there is always a possibility that something may emerge which means the partnership cannot go ahead, however, it would need to be monumental and compelling and balanced against the sustainability risk before the question of reversing the decision could be considered.</p> <p>In response to a question from a governor, AJ confirmed that there will be a detailed transition plan to monitor progress of this programme which will set out resourcing and key milestones. The Council of Governors will continue to receive updates as the plan develops.</p> <p>A governor sought reassurance that consideration has been given to services continuing to be commissioned by Kent ICB. AJ confirmed that the Trust has been clear about the breadth of its service throughout the partnership development and that commissioner feedback supports the Trust's specialist services. Kent have a long term strategic ambition to repatriate services back to Kent and this is a risk for QVH.</p> <p>Council:</p> <ul style="list-style-type: none"> • Unanimously supported the Board's decision to proceed with a strategic partnership with RSASP • Supported the principle of the appointment of a shared Chair and Chief executive officer between QVH and RSASP, subject to the required process being conducted for these appointments
66-25	<p>Any other business</p> <p>There was no further business and the Chair closed the meeting.</p>
67-25	<p>Questions or comments from members of the foundation trust of members of the public</p> <p>There were none.</p>

Matters arising and actions pending from previous meetings of the Council of Governors - PUBLIC								
ITEM	MEETING Month	REF.	TOPIC	AGREED ACTION	OWNER	DUE	UPDATE	STATUS
1	April 2025	10-25*	Council of Governors effectiveness review	Board consideration of whether governors can attend and observe Board sub-committee meetings once the Trust's additional licence conditions have been removed	JS, LM	TBC- dependent on additional licence conditions	July 2025: completion dependent on confirmation of removal of additional licence conditions December 2025: at the private CoG meeting on 16 December 2025, governors supported that this decision would be put on hold until a substantive Chair is in post. Action closed.	Closed

Report to: Council of governors
Agenda item: 75-26
Date of meeting: 25 February 2026
Report from: Shaun O'Leary, Senior Independent Director
Report author: Shaun O'Leary, Senior Independent Director
Date of report: February 2026
Appendices: None

Senior Independent Director's report

At its private meeting on 16 December 2025, the Council of Governors agreed to appoint Angela McNab as the Trust's interim Chair from January- September 2026. This followed a robust recruitment process lead by the Council of Governors Appointments committee. The interview panel was made of up majority governors, the Senior Independent Director, a QVH Non-executive director, a representative from NHSE and a representative from Surrey and Sussex integrated care Board's.

Angela will be focusing on helping us drive forward the implementation of the [strategic partnership](#) and will support us as we move to a shared Chair and Chief Executive with the Royal Surrey NHS Foundation Trust and Ashford and St Peter's Hospitals NHS Foundation Trust group.

I would like to take this opportunity to welcome Angela to the Board.

At its meeting on 16 December 2025, the Council of Governors confirmed its support for the partnership with the Royal Surrey NHS Foundation Trust and Ashford and St Peter's Hospitals NHS Foundation Trust group as well as support to appoint a shared Chair and Chief executive officer as a key pillar of the partnership.

Jackie Smith finished her tenure as Trust Chair on 16 January 2026. At Jackie's final Board meeting in December, we agreed a clear and shared path to secure the long-term sustainability of our services. I would like to thank Jackie once again for all that she has done during her tenure as our Trust Chair.

Recommendation

Council is asked to **note** the contents of the report.

Report to: Council of governors
Agenda item: 76-26
Date of meeting: 25 February 2026
Report from: Abigail Jago, acting CEO
Report author: Abigail Jago, acting CEO
Date of report: February 2025
Appendices: None

Chief Executive Officer's report

Alert

- QVH has delivered the month 8 financial plan. Continuing to accelerate progress in the Better Value programme and increased elective patient activity delivery is essential to achieve the planned year-end break-even position.
- QVH is behind plan in delivery of the trajectory for zero patients waiting greater than 65 weeks by December 2025, outside of breast reconstruction services. Although the aggregate trajectory is on track, delivering zero patients other than breast reconstruction by December 2025 is behind plan. Challenges also remain in regard to 62 day cancer performance. Recovery plans are being further developed to strengthen management, oversight and assurance. Harm review processes continue for long waiters in line with routine process.
- There remains considerable financial challenge as we plan for 2026/27 and beyond.
- East Grinstead Community Diagnostic Centre build is in progress. There is a risk of delay to the build which may have financial impact. Work is underway to mitigate the risk.
- Key risks for the organisation relate to the financial position, estates challenges, delivery of performance standards and managing the impact of industrial action.

Assure

- The Trust continues to deliver its planned capital improvements within the financial envelope available. £2.8m of additional Estates Safety capital funding and £0.75m of digital capital funding was confirmed during November and December which will allow us to reduce many of our immediate high-level estate risks and accelerate the next stage of our digital programme.
- Following the launch of the Electronic Patient Record (EPR) programme as planned on 4 November, go live support with a command centre was maintained throughout November Industrial Action. Potential Clinical Safety risks identified prior to go live are being closed down and optimisation is underway. Digital transformation priorities have been agreed for the coming year including replacement of the Patient Administration System (PAS) in 2026/27.
- Work is now focused on progressing the strategic partnership with Royal Surrey NHS Foundation Trust and Ashford and St Peter's Hospitals NHS Foundation Trust Group (RSFT & ASPH). This includes developing clear

timelines, governance arrangements, and engagement plans to support effective implementation and optimise the benefits for patients and staff.

Advise

- The Trust submitted its business plan on the 12 February. Full contract offers have still to be received from some of our commissioners who continue to work through the national allocations. Whilst these are outstanding there remains a risk that the assumed activity levels, performance requirements and financial envelopes, including our better value programme, may not fully align.
- Under the new national requirement within the National Oversight Framework (NOF), the Trust is currently ranked 30th nationally (previously 29th). This slight decrease reflects improvements made by other trusts.
- Work continues in partnership with the University of Chichester to plan the refit of an existing building to develop the Bognor CDC and to work with the Integrated Care Board and partners re long term management.
- From Saturday 10 to Monday 19 January QVH was in Business Continuity due to an ongoing water supply situation in East Grinstead and the surrounding areas. During that time water was fed to the site via tankers by South East Water operating in a shuttle system. On the afternoon of Monday 19 January, QVH was returned to the mains water supply once South East Water and QVH were assured the supply to the Trust could be maintained. Changes to some outpatient service delivery locations were implemented to mitigate patient impact. 4 patients had their outpatient appointments cancelled due to the incident. Thanks to all staff for the effective team working in managing this incident.
- Edmund Tabay stepped down from his position as Chief Nursing Officer at QVH, effective 1 December 2025. Liz Blackburn, Deputy Chief Nursing Officer is now Acting Chief Nursing Officer.

National and Local Updates

Integrated Care Board Leadership

As part of the Surrey and Sussex ICB transition, a new Joint Executive Team has been appointed. The confirmed roles for the Joint Executive Team sit alongside Karen McDowell, Chief Executive NHS Surrey Heartlands and NHS Sussex Integrated Care Boards and Mark Smith, Deputy Chief Executive and Transition Director. The new Joint Executive Team came into effect from the 1 December 2025, with a gradual period of transition.

Ian Smith, the newly appointed joint Chair of the NHS Surrey and NHS Sussex Integrated Care Boards (ICB), recently visited QVH. During his visit, Ian met with our staff in Theatres, Prosthetics, Sleep, Corneoplastic Outpatients and the Local Anaesthetic Unit (LAU) to find out more about our role as a leading specialist centre for reconstruction and sleep, and the essential healthcare services we provide for local people. We would like to thank everyone involved in the visit. Ian provided us with some positive feedback reflecting the hard work and dedication of our teams.

Provider Collaboratives

Over the past year, the Provider Collaborative has strengthened its position with a shared vision for improving outcomes across Surrey and Sussex. It has also actively learned from other NHS collaboratives, refining its approach to ensure greater efficiency, sustainability, and impact. The 2026 plan will be shared in the coming months and will focus upon streamlining governance, enhancing collaboration with NHS partners to improve services and formalising a joint approach through the Neighbourhood Alliance.

Strategic Partnership Development

The approval by the Board on Tuesday 16 December, endorsed by the Council of Governors, to progress a strategic partnership with Royal Surrey NHS Foundation Trust and Ashford and St Peter's Hospitals NHS Foundation Trust Group (RSFT & ASPH), marks an important milestone for QVH. Forming this partnership will help strengthen our specialist services and support our long-term sustainability for the benefit of both patients and staff, while ensuring we continue to retain our identity.

Although the appraisal process clearly recommended a strategic partnership with RSFT & ASPH, QVH remains committed to continued collaboration with Surrey and Sussex Healthcare NHS Trust (SASH) and our wider system partners. Our intention is to maintain a system-wide approach that delivers the best possible care for patients and local communities.

We would like to thank everyone who participated throughout this process including the extensive internal and external partnership engagement sessions. Insights from these discussions played a key role in shaping the partnership assessment criteria, informing the development of strategic options and enhancing transparency, inclusivity, and clarity throughout the process.

Since the Board decision work is underway to commence planning. This includes:

- Continued Chair and Chief Executive conversations
- Virtual meeting between Clinical Directors
- Formation of a working group with strategy, governance and communication leads
- Commencing drafting of workstreams, project plans and risk register
- Sharing of information such as previous reviews and planning further review requirements.

Next steps will include defined corporate governance and programme of work to take forward the agreed workstreams, updated engagement and communication approach and confirmation of immediate priorities.

Recommendation

Council is asked to **note** the contents of the report.

Report to: Council of governors
Agenda item: 78-26
Date of meeting: 25 February 2026
Report from: All Non-executive directors
Report author: All Non-executive directors
Ellie Simpkin, Governance manager
Date of report: 11 February 2026
Appendices: None

Non-executive director assurance

Purpose and introduction

The purpose of this report is to assist the Council of Governors in seeking assurance and holding the Non-executive directors to account for the performance of the Board. This paper contains high level updates from Board sub-committee meetings held between November 2025 and January 2026.

The Non-executive directors will each provide a verbal update regarding other activities at the meeting, especially where their particular focus and any areas of concern are.

Strategy & culture committee assurance

Dates of meetings: 9 October and 26 November 2025

Chair for the meetings: Jackie Smith

Members: Shaun O'Leary, Russell Hobby

ALERT (matters that the committee brought to the Board's attention)

- The committee emphasised the importance of considering the cultural alignment of organisations when assessing the strategic partnership options.
- There is acknowledgement of the scale of the work to be undertaken to ensure the strategic partnership delivers the benefits for QVH and patients.

ASSURE (matters that the committee brought to the Board's attention)

- The organisational culture assessment is a comprehensive piece of work. Embedding values-based leadership across the organisation will be key to cultural change, which will take time.
- The independent report on the findings from staff and stakeholder workshops which were conducted as part of a partnership engagement has identified themes to inform Board decision-making criteria for the strategic partnership. A comprehensive FAQ addressing key concerns raised throughout the engagement will be developed.
- Both the organisational cultural assessment and the independent review of engagement will be helpful to inform the Trust's approach to the strategic partnership in terms of the impact on staff and leadership requirements for the organisation.

ADVISE (matters that the committee presented to the Board for information)

- The committee considered the outcome of the evaluation of the strategic partnership proposals from Royal Surrey NHS Foundation Trust and Ashford & St Peter's NHS Foundation Trust (RSASP) and Surrey and Sussex Healthcare Trust (SaSH). All Board members were invited to the meeting to contribute their views. Detailed discussion was had on the financial assessment, the benefits of the partnership for both the Trust, service users and the System and the risks which will need to be mitigated and managed. The alignment of organisational cultures was recognised as being key to the success of the partnership. The involvement of clinical leadership in the evaluation process was welcomed. The committee was unanimous in recommending to the Board that QVH proceeds with a strategic partnership with RSASP. The partnership will be a transformational change for Trust and the committee stressed the importance of clear and timely communications with staff, patients and key partners and stakeholders.
- The committee has received an update on action being taken by local leadership in response to the NHS 2024 Staff Survey. Departments have identified their priority areas. A 'you said, we did' approach is being taken to communicating the improvements made.

RISKS DISCUSSED AND NEW RISKS IDENTIFIED

- The local and organisational risks related to the strategy include the long term sustainability of services, the strategic partnership timeline not being delivered and the possible reduction in staff morale across the organisation.
- The Board Assurance Framework (BAF) risks which relate to the long term sustainability of the Trust and leadership capacity were reviewed by the committee. The scores for both BAF risks remain the same, with assurance ratings of amber. Both BAF risks are outside of risk appetite with a higher score. The action needed with regard to three Non-executive directors coming to the end of their term in June 2026 has been noted.

Audit and risk committee assurance

Dates of meeting: 5 January 2026

Chair: Jagjit Dosanjh-Elton

Members: Russell Hobby, Peter O'Donnell

ALERT (matters that the committee brought to the Board's attention)

- An internal audit of substantive medical and dental job planning has received a partial assurance outcome. Although there has been improvement in the number of job plans completed, key issues identified by the audit included accuracy of information held on systems, limited monitoring resulting in outdated job plans, absence of Working Time Directive Waivers, and inconsistent declarations of interest. The audit also noted the high usage of bank staff. Management actions to address the gaps in compliance have been agreed and are being progressed.
- The committee has undertaken the annual review of compliance with Standards of Business conduct policy. During 2025/26, no members of staff have been disciplined or formally investigated for a breach of the policy, however, the spot checks and the job planning internal audit have highlighted a challenge with missing declarations for private practice and directorships and incomplete declarations amongst medical staff. The Local Counter Fraud Service will be carrying out a compliance exercise on declarations of interest which will include a focus on consultant declarations. The committee will receive an update on this at its next meeting.
- The annual review of compliance with the policy for policies shows improved engagement from policy authors is resulting in a reduction in the number of out of date policies, however, there is still work to do. The highest number of out of date policies is currently in Estates and Facilities. Risk stratification of out of date policies has been undertaken with all identified as being low or medium risk.

ASSURE (matters that the committee brought to the Board's attention)

- The committee received assurance on the compliance with Trust's governing documents and welcomes the progress which has been made to strengthen financial control and governance. Since quarter four of 2024/25 there have been no reported breaches of compliance which demonstrates that the strengthened control environment is effective. An internal audit on compliance has received a reasonable assurance outcome.
- The annual review of raising concerns shows that staff are using a variety of routes to speak up and the committee is assured there are sufficient mechanisms in place. Bullying and harassment remains the most common theme across all concerns raised. The committee was reassured that departmental level cultural deep dives led by the Organisational development team would identify any fundamental deep-rooted concerns. There has been an increase in the number of employee relation cases which is potentially reflective of the cultural shift in the organisation as staff are feeling more able to speak up and the behavioural framework is embedding. The Executive team recognises the importance of staff having a variety of mechanisms for staff to speak openly and raise concerns, especially given the period of change for the Trust.
- Internal audit reviews of data quality and performance and incident management received reasonable assurance outcomes, with low and medium priority management actions agreed to further strength compliance.
- Due process is being followed for contract awards and the use of single tender waivers. The Local Counter Fraud Service have provided benchmarking information on the use of single tender waivers across its client base in 2024/25. In 2024/25 QVH single tender waiver value was £7.17m, significantly higher than Trusts of a similar size. This year to December 2025, the Trust single tender waiver value has decreased to £1.5m.

- The Committee has requested a compliance dashboard for continued monitoring of grip and control on approvals, contracts awards, waivers and the Trust's No Purchase Order - No Pay policy.
- At the time of reporting, all due management actions arising from internal audit reviews had been completed.

ADVISE (matters that the committee presented to the Board for information)

- The timetable for the preparation and audit of the 2025/26 annual report and accounts has been agreed with Trust's external auditor, Azets. There will be a change in the Trust's audit partner from Azets for the 2025/26 audit. The audit manager and other key personnel will provide continuity.

RISKS DISCUSSED AND NEW RISKS IDENTIFIED

- The committee undertook a deep dive of the digital BAF. There is sustained progress to deliver the 2024/25 Data Security Protection Toolkit (DSPT) improvement plan, with only the training element outstanding. The expectation is that the submission in June 2026 for the 2025/26 DSPT assessment will be 'Standards Met'. A further internal audit on the 2025/26 DSPT assessment is scheduled for March 2026 which will also review the completeness of the 2024/25 action plan.
- Scoring of the sustainability BAF will be reviewed once discussions on the governance arrangements and next steps of the implementation plan have taken place.

Quality and safety committee assurance

Date of meetings: 4 November 2025 and 20 January 2026

Chair: Shaun O’Leary (November meeting), Jo Emmanuel (January meeting)

Members: Russell Hobby

ALERT (matters that the committee brought to the Board’s attention)

- A successful fire evacuation exercise took place on Ross Tilley ward on Canadian Wing during October 2025 and provided positive assurance that alarms are working and staff are familiar with evacuation procedures. A more comprehensive fire evacuation exercise including vulnerable patients is being planned to further address patient safety considerations. The committee will be kept up to date on the implementation of the fire evacuation exercise plan.
- The Trust is not meeting its plan for patients waiting over 65 weeks overall; breast reconstruction is ahead of plan and other specialties (oral and maxillofacial and non-breast plastic surgery patients) are not meeting the plan. The committee has explored the factors underlying the number of patients waiting over 65 weeks, acknowledging demand and a parity in some areas but also requesting further clarification of other factors, including reporting compliance, contributing to these delays.
- Clinical harm reviews have been carried out for patients at risk of waiting over 65 weeks as at 31 March 2026 (oral and maxillofacial and non-breast plastic surgery patients). There are a number of measures being implemented and strengthened to support the management of long waiting patients including ensuring robust and effective patient tracking list (PTL) management; utilising improvement methodology ‘The QVH Way’ and digital transformation.
- Progress has been made in completing clinical harm reviews for cancer patients where their treatment has been delayed, however, the committee noted that there remains a backlog of clinical harm reviews outstanding as of November 2025. The committee were assured that the clinical harm review process has been strengthened and that the backlog is reducing. The committee requested a follow up report to be presented to the next meeting.
- There has been a small increase in the number of complaints received – though numbers are low overall. The complaints response time has reduced and improved from 40 working days to 30 working days.
- There remains a challenge with out of date policies. A Clinical Policies risk review has recently been completed and all out of date clinical policies are identified as low or medium risk. Engagement with Executive leads and policy authors is ongoing to ensure appropriate prioritisation and mitigation. The committee requested a further update at its next meeting.
- There was one never event during the period which resulted in low harm. A patient safety internal investigation is underway.

ASSURE (matters that the committee brought to the Board’s attention)

- The Trust scored first in the league table for National Inpatient Survey results from 2024 – a very pleasing result.
- The Cancer Patient Experience Survey (CPES) 2024 results demonstrated statistically significantly higher performance than the national expected range in several crucial areas. Main findings include: QVH performs strongly against national benchmarks, with patients reporting very positive experiences of cancer care, staff attitudes, professionalism and clear communication are particularly valued, helping patients feel safe and reassured. The concerns included treatment timelines, continuity of care and practical barriers such as travel, transport and parking.

- The committee received assurance on the implementation of the Mental Capacity Act compliance and progress so far and its considered integration with Archie EPR processes. The task and finish group will continue until follow up audit shows an improvement allowing for a downgrade of risk.
- Progress is being made to deliver the Trust's Quality Priorities (quarter 2 2025/26). Overall success against ambition of the priorities is exceeding expectations. Whilst challenges remain, measures have been clearly set out to address these. Regular reporting and discussion of audit delivery is established within directorate governance reporting. The Executive Sub Committee for Quality has monthly oversight of audits. The Clinical Learning Forum has increased attendance and clinicians are using the forum to delivery their learning to a wider audience.
- The committee received assurance that the issues with sterile services provisions resulted in no direct patient harm to patients.
- The '15 step challenge' NHSE toolkit visits held in August and September 2025 provided positive feedback; clean, calm and well managed services, responsive to patients needs and dignity.
- The Guardian of Safe Working Hours report provided assurance that there were no immediate safety concerns and all published rotas are compliant with the resident doctors' contracts. During the reporting period there was a maxillofacial dental core trainee rota problem which was successfully resolved following a work schedule review.
- The committee has taken assurance from the Improving Doctors Working Lives Programme – The ten point plan – Progress report. The ten point plan was launched in August 2025 to set out ways to improve resident doctors' working conditions with an ambitious 12 week programme of activity. Data shows the Trust has made good progress over the initial 12 weeks. Compliance has increased from 87% to 92%. To achieve full compliance further action is required relating to protected breaks and dedicated parking for on call resident doctors.
- Current risks associated with the development of the Children's Daycase Model are being managed through a quality impact assessment, with mitigations in place for staffing, estates, and system engagement
- Estates related risks impacting quality and safety are being effectively managed, with successful fire drills, water safety audits, ventilation oversight, and asbestos compliance in progress, supported by detailed action plans and governance monitoring to maintain patient and staff safety.
- With regards to the Health & Safety compliance stocktake, the committee was assured that good progress has been made with 63% of actions completed, 32% on track for year-end, and targeted focus on FIT testing and Control of Substances Hazardous to Health (COSHH) compliance, supported by detailed action plans and governance
- The committee reviewed the Bi-annual Safe Staffing and Nursing Workforce report and received assurance that staffing levels for nursing are safe and align with national guidance. The deployment of safe staffing numbers across inpatient areas identified potential opportunities for efficiencies. The committee were supportive of the changes to establishment contained in the report

ADVISE (matters that the committee presented to the Board for information)

- Additional funding has been secured and earmarked for the required theatre roof work.
- The continuous improvement initiatives are being embedded across the Trust as 'business as usual'. The committee discussed the sustainability challenge and was keen to see future benefits realisation relating to staff experiences i.e. how they feel about the organisation and team work.
- Healthwatch has recommended capturing wider data about complainants, such as gender, ethnicity and disability, to analyse who complains and who doesn't. This is being considered by the Health inequalities steering group.
- The NICE and Clinical Audit programme update quarter two confirmed the three objectives set for the quarter were achieved and good progress continues on the monitoring of projects and actions.

RISKS DISCUSSED AND NEW RISKS IDENTIFIED

- The committee considered a deep dive review report on risk 38 which related to the environment on Peanut ward. The committee was assured the ward manager was a key stakeholder in the redesign discussions and that the necessary capital investment has been identified and committed for this work.
- The committee has agreed the score for the quality BAF risk should be reduced from 12 to 9 given the positive assurance available.

Finance and performance committee assurance

Date of meetings: 3 November 2025, 20 January and 26 January 2026
(extraordinary meeting for Business planning 2026/27)

Chair: Peter O'Donnell

Members: Russell Hobby, Jagjit Dosanjh-Elton

ALERT (matters that the committee brought to the Board's attention)

- The Trust is experiencing challenges with addressing 52 week waits. There has been a significant increase in skin cancer referrals. The Trust is in contact with the ICB and NHSE about this issue and there is a view that there is a strategic discussion about delayed breast reconstruction across the South East taking place. Addressing long waits may have an impact on the Trust's financial position.
- The Trust is behind plan for patients waiting over 65 weeks overall; breast reconstruction is ahead of plan and other specialties are not meeting the plan. The committee has sought further assurance about the accuracy of performance data related to long waiting patients, and that these pathways are being monitored with the appropriate level of oversight. The committee has sought additional assurance regarding operational governance and oversight more broadly to ensure that key stakeholders are appropriately informed.
- There has been a deterioration in the Trust's 62 day performance largely due to a significant increase in skin cancer volumes and referrals with 25 patients waiting over 104 days. Improvement plans and recovery actions are in place and being actively monitored. The committee will continue to monitor performance in this area closely, including the length of time spent waiting and progress against the recovery trajectory.
- The East Grinstead Community Diagnostic Centre (CDC) activity was under plan due to equipment and space constraints in ophthalmology which have now been resolved, however activity will not catch up in year.
- The delivery of the full year Cost Improvement Programme remains a significant challenge and risk for the Trust and more is being delivered non-recurrently than the Trust would like. The majority of full year (£7.5m) cost savings have been identified and the committee has requested further detail on the cost savings
- Looking forward, the cost saving requirement for the Trust in 2026/27 and each year moving forward is likely to be c.£6-9m and there will need to be a significant cost improvement programme, productivity gains and significant benefits from the partnership in order to meet the requirement.
- The Trust is behind plan for capital spend at month 5 and the committee was reassured that the plan will be met by year end. The committee has requested a monthly trajectory for capital spend to provide additional assurance.
- Several risks related to the Bognor CDC remain and the project remains behind plan with the build anticipated to start in mid-2026, however there has been good progress with the contract for the design. This project has therefore been rated as Amber from Red/Amber. There is currently no financial risk to the Trust.
- The East Grinstead CDC build is 3-6 weeks behind schedule and there is a financial risk due to the delay. The committee were assured that the team continue to have the appropriate level of oversight with the contractor and the committee will receive a further update at its next meeting
- The Director of estates and facilities post is currently vacant and plans are underway to recruit an interim Director of estates and facilities to ensure the continued management of critical infrastructure risks.

ASSURE (matters that the committee brought to the Board's attention)

- The committee will keep under review progress against the Local Security Management Specialist work plan to assure itself on site security measures.
- The committee received assurance that good progress is being made in addressing the Data Protection Security Toolkit action plan to reduce the risk in this area and that plans are on track. The committee will continue to focus on this area.
- The Trust's income and expenditure year to date position is in line with the planned deficit of £0.7m with a strong cash balance of £7.6m, however, there remains a level of risk to this position.
- The Premises Assurance Model (PAM) action updates will be reported to the committee. There have been improvements of the past 12 months, however issues with recruitment and retention impact on the capacity with potential to affect the action plans delivery dates. This will be closely monitored.
- The estates critical infrastructure backlog of works is being supported through capital funding and national estates safety funding for heating improvements and critical backlog schemes. The committee supported further bids being made for external funding, acknowledging that much more is needed to mitigate the risks related to the ageing estate. Key works to progress during 2026/27 include a boiler replacement, theatre roof repairs and ventilation improvement. The committee has requested that further thought is given to the longer term strategy given the inherent risks of running a very old and ageing estate.
- The Trust met all of the Referral to Treatment (RTT) elective care targets at month 7: time to first appointment, 18 week wait performance, and 52 week wait performance (in terms of patient numbers rather than % of waiting list which the Trust missed the target by 0.1%).
- Archie EPR went live successfully as planned on 4 November 2026. Funding of £762k capital was approved by NHS England, which will be used to extend the programme team until end of March 2026. There was a good update on benefit realisation and the team will revert on assuring the committee on value for money. Approximately £1m will be required in 2026/27 to complete the patient administration system (PAS) upgrade implementation. This will form part of the 2026/27 capital programme and that a business case will be required.
- Freedom of Information requests responded to within 20 days declined in month 7 to 71.8% as older FOIs were being responded to. This continues to be an area of focus.

ADVISE (matters that the committee presented to the Board for information)

- The committee held an extraordinary meeting on 26 January 2026 to review the second iteration of the business plan for 2026/27 ahead of submission to the Board for approval. The committee requested that further justification is included in the Board assurance statements as well as evidence to support the financial information in the plan. The committee acknowledges that the delivery of the 2026/27 plan will be very challenging and that quality impact assessments will be key in escalating to the Board where there are risks services may be compromised and staff morale is likely to be impacted.
- East Grinstead Community CDC activity continues to be behind plan in month 7 at 96%, driven by a requirement to increase demand from GPs and other providers. The activity is further behind plan for month 8, however the committee noted that management are confident in meeting the income plan. The Trust is seeking opportunities to increase demand including offering mutual aid to other trusts.
- Excellent progress is being made on the actions arising from the Trust's 2024/25 Data Security Protection Toolkit (DSPT) submission.

RISKS DISCUSSED AND NEW RISKS IDENTIFIED

- The digital BAF risk score has reduced following the successful EPR go live and funding being secured for EPR roles to March 2026. The most significant risks are the CIP delivery and estates-related issues; targeted actions are underway to address these priorities. The committee remains focused on the ageing estate, recognising that there needs to be significant investment in this area in order to mitigate the risks.

Recommendation

Council is asked to **note** the contents of the report and is invited to ask questions to the Non-executive directors regarding Non-executive director activities since the last meeting.

Report to: Council of governors
Agenda item: 81-26
Date of meeting: 25 February 2026
Report from: Simon Marshall, Chief finance officer
Report author: Jonathan Wharton, deputy Chief finance officer
Date of report: February 2026
Appendices: App one- business planning update

Business plan 2026/27

Introduction

The report is to give the Council of Governors a briefing on the planning submission for 2026/27, which was submitted to NHSE on the 12th February in line with the national timetable.

Summary

- The Current plan for 2026/27 remains for the Trust to deliver a breakeven position and increase activity in order to work to a trajectory towards the delivery of constitutional standards as per national guidance.
- National rules have resulted in funded inflation, 2% productivity reduction, 1% elective transformation fund, 2.5% contract reduction (including loss of deficit support funding).
- 2025/26 is planned to be breakeven with a £1.6m underlying deficit.
- Once the funding guidance has been applied £7.5m of efficiency savings is required in 2026/27 in order to deliver the activity and deliver a breakeven position.
- £2.5m of activity related income growth has been included in order to deliver the RTT requirements and CDC workload.
- The current efficiency programme is included in the paper highlighting the elements of the programme, risk and level of development of the schemes. The unidentified element of the plan has reduced to £0.8m.
- Workforce calculations due to the growth to deliver RTT and the size of the efficiency programme are showing a net reduction in whole time equivalent (WTE) of 49. This continues to be reviewed as plans continue to be developed. 2026/27 and 2027/28 reduction in WTE are 28 and 17 respectively due to lower CIP requirements.
- Capital allocations have been given for the next four years. QVH has been allocated £4.2m, £4.0m £5.0m and £5.1m respectively.
- Due to the capital required to fund electronic patient records (EPR) and the community diagnostic centre (CDC) in 2026/27 there is £2.2m available to purchase digital, estates and medical equipment. The Trust has been provisionally allocated £3.6m of estates safety funding and is awaiting final confirmation of this following the submission of the required bids.

Recommendation

Council is asked to note the Trust's Business plan as submitted to NHSE on 12th February 2026.

Business Planning Update

Council of Governors – 25th February 2026

Simon Marshall – Chief Finance Officer



5 Year revenue plan

Below is a summary of the financial submission made on February 12th 2026

- FOT is for a breakeven in 2025/26 with an underlying deficit of £1.6m
- 2026/27 CIP of £7.5m which is 6.3% and is required due to the reduction of income of 2.5% above normal efficiency
- From 2027/28 forwards it is anticipated that the deconstruction of the blocks will increase the saving but be offset by tariff adjustments
- The higher CIP in 2027/28 is due to the underlying outturn of 2026/27 (£0.8m)
- From 2028/29 onwards the CIP is going to the c2.7%

	2025/26 Outturn	2026/27 Plan	2027/28 Plan	2028/29 Plan	2029/30 Plan	2030/31 Plan
Operating Income from patient care activities	112,917	114,355	115,361	117,037	118,969	120,908
Other operating income	4,625	5,093	5,093	5,093	5,093	5,093
Employee expenses	(75,736)	(75,677)	(76,737)	(78,176)	(79,782)	(81,395)
Operating expenses excluding employee expenses	(40,240)	(41,404)	(41,349)	(41,586)	(41,913)	(42,239)
Operating Surplus/(Deficit)	1,566	2,368	2,368	2,368	2,367	2,368
Finance Costs	(1,840)	(2,485)	(2,485)	(2,485)	(2,485)	(2,485)
Surplus/(Deficit)	(274)	(117)	(117)	(117)	(118)	(117)
Remove capital donations	274	118	118	118	118	118
Adjusted Financial Performance Surplus/(Deficit)	-	1	1	1	0	1
CIP included in the plan	7,460	7,492	4,257	3,523	3,314	3,363
CIP as a percentage of Turnover	6.3%	6.3%	3.5%	2.9%	2.7%	2.7%

Activity Plan Summary



Queen Victoria Hospital
NHS Foundation Trust

Activity Plan Summary	25-26 FOT	26-27 Plan	27-28 Plan
Outpatients			
Consultant-led new outpatients	45,909	47,109	48,309
Consultant-led follow-up outpatient procedures	39,431	40,208	40,985
Elective Admissions			
Elective Daycases	14,169	14,833	15,665
Elective overnight admissions	3,371	3,566	3,753
Diagnostic tests and procedures	26,402	29,816	32,804
Non-elective			
Non-elective 0 length stay	5,384	5,492	5,602
Non-elective 1+ days	1,916	1,954	1,992
MIU Attendances	18255	18,584	18,918

- The proposed activity plan is based on 2025/26 run-rate at M6 with an estimate of additional activity to be included to deliver national performance targets indicated for 2026/27 and 2027/28.
- The estimated activity relating to the required improvement in the 18 week RTT target equates at an aggregate level to an estimated further £2.2m of elective activity to be funded (excluding follow-ups), this is included in the financial bridge and numbers in the previous slides. Capacity required to deliver the RTT activity continues to be worked on at speciality level with clinical and non clinical leadership teams.
- Growth in MIU attendances and non-elective has assumed the national growth rates of circa 2% apply.



QVH Better Value Programme

The Trust's efficiency programme (Better Value Programme) for 2026/27, continues to be developed and progress has been made since the first draft submission. The total value of identified schemes has increased to £6.7m, meaning that the unidentified value has reduced to £0.8m.

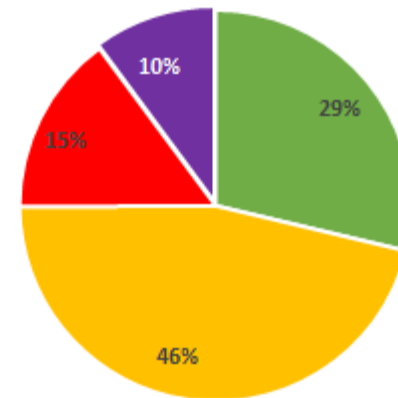
Elements of the programme remain high risk with 25% of the total value either unidentified or based on a scheme that is considered high risk.

In line with the opportunities identified by the NHSE productivity pack, the bulk of the programme is targeting corporate cost reductions and clinical productivity.

Progress has been made with developing the plans and approximately 44% of the schemes are in a position where they are considered fully developed, though not without some risk to delivery.

The Efficiency Steering Group continues to meet every week to ensure that focus on completing the plans is not lost and to provide a forum for Executive oversight and to enable issues to be escalated.

Development Status	£k	%
Fully Developed - in delivery	300	4%
Fully Developed - not yet started	3,010	40%
Plans in progress	1,900	25%
Opportunity	1,523	20%
Unidentified	759	10%
Totals	7,492	100%



■ Low Risk ■ Medium Risk ■ High Risk ■ Unidentified

Better Value Schemes (1)

Directorate	Better Value Idea	Development Status	Latest Estimate
Corporate	Corporate saving	Fully Developed - not yet started	750
Corporate	Partnership - Corporate function shared services	Plans in progress	250
E&F	Catering prices and expansion	Fully Developed - in delivery	27
E&F	Patient meals - reduction of cooked food	Opportunity	10
Plastics & Burns	Increase LAU capacity	Fully Developed - not yet started	800
Trust	Improved bed utilisation - efficient staff deployment	Plans in progress	335
Trust	Productivity - Theatres	Fully Developed - not yet started	200
Trust	Productivity - Outpatients (incl. Sleep)	Plans in progress	340
Trust	Productivity - Planned Care	Fully Developed - not yet started	860
Trust	Productivity - CDC/ Diagnostics	Fully Developed - not yet started	400
Trust	Procurement Non-Pay Savings	Plans in progress	300
Trust	Digital Transformation	Plans in progress	375
Trust	Admin and Staff mix reviews	Opportunity	500
Trust	Temporary staffing Controls	Opportunity	150
CCCS	Medicine Management	Opportunity	50
Trust	Pathology/ Histology outsourcing and automation	Opportunity	150
Corporate	VAT recovery	Plans in progress	75
Corporate	Utilities review	Opportunity	75
Trust	Gloves off campaign including latex free trust	Opportunity	40
CCCS	Sleep Studies monitoring device switch	Fully Developed - in delivery	35
HR	Temporary Staffing Rates Reduction	Opportunity	25
E&F	New EV chargers	Fully Developed - in delivery	7
Plastics & Burns	Laser Clinic Self Funded Private Patients	Opportunity	5
CCCS	Medical Photography - online requesting, stop paper referrals	Opportunity	5
E&F	Rationalise rental of staff accommodation	Fully Developed - in delivery	7
E&F	Car parking price increase	Fully Developed - in delivery	150

Better Value Schemes (2)

Directorate	Better Value Idea	Development Status	Latest Estimate
Peri-op	Hand Trauma W/E Theatre Staffing	Fully Developed - in delivery	24
Medical	Review of Medical Rostering	Opportunity	TBC
CCCS	Dressings clinics - MIU and Plastics	Opportunity	2
Corporate	Printing & Stationery controls	Opportunity	1
Trust	Trauma patient personal cleaning products	Opportunity	5
Plastics & Burns	East Kent Plastics clinic	Opportunity	25
Peri-Op	Critical Care/HDU	Opportunity	100
Trust	Income validation	Opportunity	50
Trust	Coding automation	Opportunity	20
E&F	Taxis, Couriers and Transport	Plans in progress	50
Trust	Partnership - Corporate function subsidiary	Opportunity	250
CCCS	Use radiology machines at weekends for private scans	Plans in progress	10
Research	Research grants with contribution	Opportunity	TBC
Corporate	Bank interest	Fully Developed - in delivery	50
HR	Library	Opportunity	5
Corporate	Commercial opportunities - research and other	Opportunity	20
Peri-Op	Childrens day case model	Plans in progress	200
Totals			6,733
Unidentified			759
NHSE Submitted Plan			7,492
% Identified vs NHS Plan			90%

The workforce plan has been built in conjunction with the financial plan and therefore the following has been developed

- Growth of WTE to deliver activity numbers (38 WTE)
- CIP reduction (87 WTE)
- This gives a net reduction of 49 WTE

This aligns to the Financial bridge and both plans see a reduction in bank and agency staffing that follows the national guidance of a 30% reduction in agency and 10% reduction in bank year on year. The Trust is working on identifying and minimising the additional staffing required to deliver the activity growth in the plans. For each post from the Trust growth plan that does not need to be added to the Trust establishment it can be used as one of the CIPs. The staffing changes continue to be worked up as the better value programme develops. It is anticipated that most of the benefits from the partnership will be seen in 2027/28.

The capital allocations have been issued to all providers. The QVH allocation is summarised below. The brokerage items that have been separated out for 2026/27 and 2027/28 are due to

- National brokerage to repay a capital advance the system took previously
- Local brokerage where the Trusts allocation is top spliced to pay for strategic initiatives in the system,

QVH has not benefited from either of these but has previously agreed to these as part of system working.

	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2025/26 £000
Core Capital	4,754	4,939	5,023	5,108	6,063
National Brokerage	(353)	(353)			
Systems Brokerage	(219)	(602)			
Core Capital Allocations	4,182	3,984	5,023	5,108	6,063
Estates Safety	3,602				
Strategic Capital	TBC				
Total Allocations	7,784	3,984	5,023	5,108	6,063

The NHS has put in place a number of capital pots of money that can be bid for in order to supplement the capital programmes and facilitate the delivery of the constitutional standards, improved quality and financial delivery.

Below summaries the additional posts of money

- Estates safety - £750m per year
- Strategic capital (including digital, standards and diagnostics) - £5.5bn

The Trust is working up the capital programme in conjunction with the leads for each areas of the capital programmes. Capital spend has been allocated to those projects already committed and then on to the other categories based on potential need of the services.

Below is a table that splits the capital spend that has been allocated to QVH (£4.2m) across the capital categories by the spend committed to CDC and EPR. In addition an indicative allocation for the estates safety fund has been provided to the Trust (£3.6m). This has been included and a programme to secure the funding has been pulled together and has been submitted, the Trust is awaiting confirmation. No allocation has been provided for the strategic funding but bids have been pulled together to access this money. Strategic funding includes digital transformation funding.

Categories	2026/27 £000	2027/28 £000	2028/29 £000	Depreciation split
Estates	762	1,984	2,523	41%
Digital	300	750	1,000	35%
Medical Equipment	500	1,250	1,500	24%
EPR	1,000			
CDC	1,000			
Pathology Network	620			
Total	4,182	3,984	5,023	
Estates Safety	3,602	TBC	TBC	
Strategic Capital	TBC	TBC	TBC	
Total	7,784	3,984	5,023	

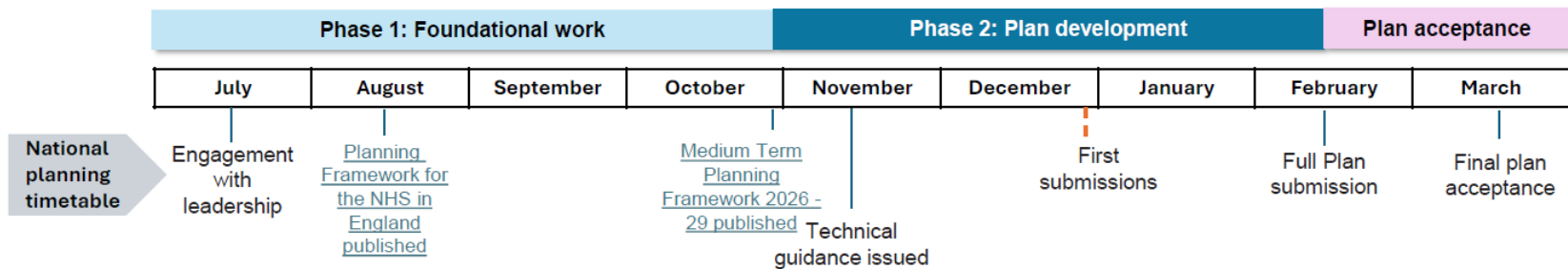
There are a number of risks in the submission with the key ones highlighted below:

- £0.8m of the CIP programme is unidentified with 15% of the identified plans still being high risk. The programme is developing but still requires work to reduce the risk of the schemes and the risk to the financial position of the Trust should it not deliver. The Trust does not yet have worked up plans for years 2 & 3.
- The plan assumes that in years 2 and 3 the national tariff will be updated to offset the loss of income associated with the deconstructing the blocks. If this does not happen then the CIP requirement for each year would increase by c£1.6m
- The activity requirement to meet the standards is for a significant increase. In order to deliver this plans are being worked up on operational productivity changes and which staff may need to be recruited. Any recruitment will take time and may delay activity. Any employment reduces the possible productivity savings.
- Contracts have not been agreed with commissioners and therefore the income figures are based on the QVH expectations. It is assumed that activity will be paid for even if they are not in the contract but if they are not then this would reduce income and require an increase in CIP or a deficit.
- The Trust has been provisionally awarded £3.6m of estates safety capital funding. QVH has sent in an application to secure this funding but has not yet received confirmation. It is anticipated that this will arrive before the submission but if not will be included at risk.

Appendix 1: National Planning Timetable

Below is the updated national Timetable. The two key dates are the **17 December (First Submission)** and the **12th February (Final Submission)**.

Planning timetable



Key process steps and dates:

- ❖ Planning framework for the NHS shared with NHS in August, published 8 September (setting out *how* planning will work, including roles and key tasks)
- ❖ MTP Planning framework (setting out targets and guidance) published 24 October 25, technical guidance and 2-year allocations on 17 November (year 3 allocations will follow)
- ❖ First plan submission – 17 December
- ❖ Full plan submission – 12 February
- ❖ Plan acceptance – 12 March

Event	Date	Content
First submission	17 December 25 (12 noon deadline)	<ul style="list-style-type: none"> • 2 year finance plans (4 year for capital) • 2 year workforce plans • 2 year activity and performance plans • Integrated medium term plan template giving commentary of areas of non-compliance and board assurance statements • 2 year ambulance operational plans
Full submission	12 February 26 (12 noon deadline)	<ul style="list-style-type: none"> • 3 year finance plans (4 year for capital) • 3 year workforce plans • 3 year activity and performance plans • Integrated medium-term plan template giving commentary of areas of non-compliance and board assurance statements • 5 year plans (Trust delivery plan or ICB Strategic commissioning plan / PHIP) • 3 year ambulance operational plans
Plan acceptance	12 March 26 onwards	Final plans will be accepted from 12 March. This should be completed by the end of March, and all plans ready for implementation by 1 st April.

Report to: Council of governors
Agenda item: 82-26
Date of meeting: 25 February 2026
Report from: Leonora May, Company secretary
Report author: Leonora May, Company secretary
Date of report: 17 February 2026
Appendices: Appendix one: Council of Governors 2025/26

Staff and public governor election plan

Background

There are a number of governors coming to the end of their first or second terms in 2026. The Trust's Constitution currently allows governors to serve up to two terms of three years. The governors coming to the end of their terms during 2026 are as follows:

<u>Governor</u>	<u>Constituency</u>	<u>First/ second term</u>	<u>Term end date</u>	<u>Key role</u>
Chris Barham	Public	Second	30/06/2026	
Niamh Gavin	Staff	First	30/06/2026	
Janet Hall	Public	First	30/06/2026	Lead governor
Denise Holland	Public	First	30/06/2026	
Ken Sim	Public	Second	30/06/2026	Chair of Appointments committee
Linda Skinner	Stakeholder (appointed governor)	First	30/04/2026	
Roger Smith	Public	Second	30/06/2026	
Jonathan Squire	Public	First	30/06/2026	
Graham True	Staff	First	30/06/2026	
Kokila Ramaligam	Staff	First	30/06/2026	

The composition of the Council of Governors is set out within the Trust's Constitution as follows:

- 20 public governors
- 3 staff governors
- 3 stakeholder (appointed) governors

There are currently three vacant public governor roles.

It is proposed that staff and public governor elections are held during 2026 to fill the vacancies that will arise during 2026 to ensure that governor statutory duties can be fulfilled and ensure that the Council of Governors can hold quorate meetings. It will also be important to ensure continuity and stability for the Council of Governors during a time of significant change.

Current governors wishing to serve a further term will need to go through re-election in order to be elected for a further term.

Given the need for continuity and the likelihood of not all vacant roles being filled given the ten year plan, it is proposed that the Trust's Constitution is updated to allow

governors to serve up to three terms of three years. This would allow governors coming to the end of their second term to put themselves forward for re-election. This update to the Constitution would need to be approved by the Council of Governors and by the Board.

The Code of governance for NHS provider trusts states that 'Elected foundation trust governors must be subject to re-election by the members of their constituency at regular intervals not exceeding three years...**Best practice is that governors do not serve more than three consecutive terms** to ensure that they retain the objectivity and independence required to fulfil their roles'.

NHS ten year plan

The NHS ten year health plan 'fit for the future' sets out the intention to remove the requirement for NHS foundation trusts to have governors. To date, no further guidance has been received from NHSE, other than to continue as business as usual until such time that new legislation is passed removing governors statutory powers. The legislation is expected in April 2027 and until that time governors continue to have important statutory duties to fulfil. Other foundation trusts across the country have continued with elections to fill roles.

Proposed next steps

- Updates to be made to the Trust's Constitution to confirm that governors can serve three terms of three years. This will need to be approved by the Board and Council of Governors (Board approval scheduled for March 2026)
- Start election process to fill staff and governor roles as soon as possible using the model 55 day timeline (process to start in early April 2026)
- The election timeline will be shared with the Council of Governors
- Current staff and public governors coming to the end of their first or second terms will be eligible to stand for re-election to their roles
- If there are less candidates up for election than roles, eligible candidates will take up the roles uncontested. If there are more candidates up for election than roles, there will be an election and the relevant constituency will be required to vote
- Terms for elected candidates will start on 1 July 2026
- Any roles not filled during the election process will remain vacant
- The process to appoint to the Lead governor role and Chair of the Appointments committee role will start as soon as the election process is concluded
- Governors to continue in roles as business as until such time that new legislation is passed

For the appointed governor vacancy (stakeholder governor for the League of Friends), the Trust will follow the usual process to write to the League of Friends and request the organisation to confirm who will be appointed to that role for the next term.

Recommendation30

Council is asked to:

- Approve an election process to fill staff and public governor vacancies
- Support the next steps as set out within this report

Report to: Council of governors
Agenda item: 83-26
Date of meeting: 25 February 2026
Report from: Leonora May, Company secretary
Report author: Leonora May, Company secretary
Date of report: February 2026
Appendices: App one- Trust Constitution

Trust Constitution

Introduction

This report is presented to the Council of Governors to seek approval for changes to the Trust's Constitution. Change to the Constitution are required to be approved by both the Council of Governors and the Board. The Board will be asked to approve the change to the Trust's Constitution at its meeting in March 2026.

Summary

The Trust needs to hold governor elections during 2026 to ensure that governor statutory duties can be fulfilled and ensure that the Council of Governors can hold quorate meetings. It will also be important to ensure continuity and stability for the Council of Governors during a time of significant change.

Given the need for continuity and the likelihood of not all vacant roles being filled given the ten year plan, it is proposed that the Trust's Constitution is updated to allow governors to serve up to three terms of three years. This would allow governors coming to the end of their second term to put themselves forward for re-election.

17.2 of the Trust's Constitution has been updated to read 'all governors may hold office for a maximum of three terms', This is the only change proposed to the Constitution.

The Code of governance for NHS provider trusts states that 'Elected foundation trust governors must be subject to re-election by the members of their constituency at regular intervals not exceeding three years... **Best practice is that governors do not serve more than three consecutive terms** to ensure that they retain the objectivity and independence required to fulfil their roles'. This change is aligned to the Code of governance requirements.

Recommendation

Council is asked to **approve** the change to the Trust's Constitution as outlined in this report and as appended.

Queen Victoria Hospital NHS Foundation Trust

(A Public Benefit Corporation)

Constitution

(updated as per the Health and Social Care Act 2012)

Document control sheet		
Document title		Queen Victoria Hospital NHS Foundation Trust Constitution
Version	1	Agreed by the Council of Governors at a meeting held in public on 16 April 2013
Version	2	Amended by the Council of Governors at a meeting held in public on 19 June 2014
Version	3	Amended to incorporate the 2014 Model Election Rules, as notified to the Council of Governors at a meeting held in public on 11 December 2014
Version	4	Amended by the Council of Governors at a meeting held in public on 8 October 2015 <ul style="list-style-type: none"> • Provisions 18.1.5 and 18.1.7 Council of Governors – disqualification and removal • Provision 38.1 Board of Directors – disqualification
Version	5	Amended by the Council of Governors at a meeting held in public on 21 April 2016 <ul style="list-style-type: none"> • Annex 1 – The public Constituency
Version	6	Approved by the Board of Directors at its meeting on 6 July 2017 and by the Council of Governors at the Trust's AGM on 31 July 2017 <ul style="list-style-type: none"> • References to Chairman are now shown as Chair • Reference to both male and female gender shown throughout the documentation. • Following agreement by the Council of Governors at its meeting on 20 October 2016, the title Governor Representative to the Board has been changed to Lead Governor. • At the same meeting, Council agreed that the roles of Lead governor and Vice-Chair should be amalgamated; the Constitution has been revised to reflect this change.
Version	7	Approved by the Board of Directors at its meeting on 07 November 2019 and by the Council of Governors at its meeting on 13 January 2020. <ul style="list-style-type: none"> • Wording of S18.1 amended to reflect wording of S.11, making it clear that an individual who satisfies criteria for membership of one constituency shall not become or continue as a member of any other constituency
Version	8	Approved by the Board of Directors at its meeting on 07 January 2021 and by the Council of Governors at its meeting on 11 January 2021. <ul style="list-style-type: none"> • Amendment to S16.6 and Annex 3 (CoG vacancies) • Amendments to 17.1 and 17/2 to ensure consistency • Amendment concerning processing of membership applications • Amendment to GSG Terms of Reference (S.25) • Amendment to wording of paragraph 4.2 'exercisable' from 'exercised' • Updating of pronouns.

Version	9	Approved by the Board of Directors at its meeting on 05 August 2021 and by the Council of Governors at its meeting on 19 July 2021. <ul style="list-style-type: none"> Rescinding amendments to GSG Terms of Reference (S.25) agreed in January 2021.
Version	10	Approved by the Council of Governors at its meeting on 21 February 2022 and by the Board of Directors at its meeting on 3 March 2022. <ul style="list-style-type: none"> Lead governor: amendment to interpretation and definitions. Lead governor: amendment to section 26.1 Lead governor: amendment to sections 26.2 and 26.3 Lead governor attendance at Board of Directors meetings: Amendment to section 39.6 Chairing of Council of governor meetings: Amendment to section 21.14
Version	10a	Correction of administrative error, numbering of section 18
Version	10b	Correction of administrative error to remove the text in section 21.15 and correct numbering of section 21.15 to section 22
Version	11	Approved by the Council of Governors at its meeting on 15 July 2024 and by the Board of Directors at its meeting on 12 September 2024. <ul style="list-style-type: none"> Amendments to S18.1.7 amendment to make clear that a person may not become or continue to be a governor if they have previously been removed as a QVH governor Amendments S18.17 to include express provision for Chair to suspend a governor Addition S18.18 to include a provision which states a governor may not stand for re-election or be reappointed whilst they are suspended Amendments S21.6 to make clear that the Chair may call a meeting of the Council of Governors Amendments S25 to update the name of the Governor steering committee Amendments S26 to include reference to Deputy Lead Governor role
<u>Version</u>	<u>12</u>	<u>Amendment to 17.2 to confirm that all governors may serve up to three terms of three years</u>

Preamble

This document is the Constitution for the Queen Victoria Hospital NHS Foundation Trust.

An NHS Foundation Trust is a Public Benefit Corporation authorised under the National Health Service Act 2006 (the 2006 Act) to provide goods and services for the purposes of the health service in England. A Public Benefit Corporation is a body corporate which is constituted in accordance with Schedule 7 of the 2006 Act. The Constitution provides, inter alia, for the Trust to have Members, Governors and Directors, and determines who may be eligible for Membership and how Governors and Directors are appointed and defines their respective roles and powers. Further, Members of the Trust may attend and participate at public meetings of the Trust, vote in elections of, and stand for election for, the Council of Governors, as provided in this Constitution.

The NHS Constitution is a Department of Health publication and establishes the principles and values for staff and patients. It sets out the rights to which patients, public and staff are entitled, and pledges which the NHS is committed to achieve. It also sets out responsibilities which the public, patients and staff owe to one another to ensure that the NHS operates fairly and effectively.

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1 Interpretation and definitions

Unless a contrary intention is evident or the context requires otherwise, words or expressions contained in this Constitution shall bear the same meaning as in the 2006 Act or as amended by the Health and Social Care Act 2012.

References in this Constitution to legislation include all amendments, replacements or re-enactments made and include all subordinate legislation made thereunder.

Headings are for ease of reference only and are not to affect interpretation.

Words importing the singular shall import the plural and vice-versa.

All annexes referred to in this Constitution form part of it.

In this Constitution:

the 2006 Act is the National Health Service Act 2006 (as amended);

the 2012 Act is the Health and Social Care Act 2012;

Accounting Officer means the person who, from time to time, discharges the functions specified in paragraph 25(5) of Schedule 7 to the 2006 Act;

Affiliate Member means anyone under the age of 18 or who lives outside the areas specified in Annex 1 as the area for the Public Constituency who shall receive information about the Foundation Trust but who shall not be entitled to vote in Governor elections;

Annual Accounts means those accounts prepared by the Foundation Trust in accordance with paragraph 25 of Schedule 7 to the 2006 Act;

Annual Governors' Meeting is defined in paragraphs 21.3 and 27.1 of this Constitution;

Annual Members' Meeting is defined in paragraph 28 of this Constitution;

Annual Report means a report prepared by the Foundation Trust in accordance with paragraph 26 of Schedule 7 to the 2006 Act;

Appointed Governors means a Local Authority Governor or Partnership Governor;

Appointments Committee means a committee comprised of Governors for the purpose of carrying out activities and functions in accordance with its terms of reference;

Area of the Foundation Trust means an area specified in Annex 1 as an area for a Public constituency;

Audit Committee means a committee of the Board of Directors established in accordance with paragraph 47 of this Constitution;

Auditor means the Auditor of the Foundation Trust appointed by the Council of Governors in accordance with paragraph 46 of this Constitution;

Board of Directors means the Board of Directors of the Foundation Trust, constituted in

accordance with this Constitution;

Chair means the person appointed in accordance with this Constitution to ensure that the Board of Directors and Council of Governors successfully discharge their overall responsibilities for the Foundation Trust as a whole. The expression “the Chair” shall include the Deputy Chair or any other Non-Executive Director appointed if the Chair or Deputy Chair is absent or is otherwise unavailable;

Chief Executive means the Chief Executive of the Foundation Trust;

Clear Day means a day of the week not including a Saturday, Sunday or public holiday;

Close Family Member means either a:

- a) Spouse;
- b) Person whose status is that of “Civil Partner” as defined in the Civil Partnerships Act 2004 or a co-habitee;
- c) Child, step child or adopted child;
- d) Sibling;
- e) Parent; or
- f) Nephew, niece or cousin;

Conflict shall have the meaning ascribed to “Conflict” in paragraph 40.11.1 of this Constitution;

Constitution means this Constitution and all annexes to it;

Council of Governors means the Council of Governors as constituted in accordance with this Constitution and which has the same meaning as the Council of Governors in paragraph 7 of Schedule 7 to the 2006 Act;

Deputy Chair means the Deputy Chair of the Foundation Trust appointed in accordance with paragraph 36 of this Constitution;

Director means a member of the Board of Directors;

Directors’ Code of Conduct means the Code of Conduct for Directors of the Foundation Trust, as adopted by the Foundation Trust and as amended from time to time by the Board of Directors, to which all Directors must subscribe;

Disclosure and Barring Service means the Executive Agency of the Home Office to which the Secretary of State has delegated his/her functions under Part V of the Police Act 1977 in relation to applications for criminal records certificates and enhanced criminal record certificates as established by section 87(1) of the Protection of Freedoms Act 2012;

Elected Governor means a Public Governor or a Staff Governor;

Executive Director means an executive member of the Board of Directors of the Foundation Trust;

Financial Year means each successive period of 12 months beginning with 1 April and ending with 31 March;

Forward Plan means the document prepared by the Foundation Trust in accordance with paragraph 27 of Schedule 7 to the 2006 Act;

Foundation Trust means the Queen Victoria Hospital NHS Foundation Trust;

Governor means a member of the Council of Governors;

Governors' Code of Conduct means the Code of Conduct for Governors of the Foundation Trust, as adopted by the Foundation Trust and as amended from time to time by the Council of Governors, to which all Governors must subscribe;

Lead Governor means the governor nominated by the Trust to fulfil the role described in Appendix B to The NHS Foundation Trust Code of Governance (Monitor, December 2013) or any later version of such code and as set out in the role description and personal specification.

Governors Steering Group means a group of Governors chosen by the Council of Governors and chaired by the Vice-Chair of the Council of Governors that supports the work of the Council of Governors and the phrase "GSG" shall be construed accordingly;

Health Service Body shall have the meaning ascribed to "NHS Body" in Section 275 of the 2012 Act;

Interested Director shall have the meaning ascribed to "Interested Director" in paragraph 40.11.1 of this Constitution;

Licence means the licence granted to the Foundation Trust under Section 88 of the 2012 Act;

Local Authority Governor means a member of the Council of Governors appointed by one or more Local Authorities whose area includes the whole or part of the area of the Foundation Trust;

Meeting Chair means the person presiding over a meeting, committee or event;

Member means a Member of the Foundation Trust and the term "Membership" shall be construed accordingly;

Membership Strategy means the document of that name which describes the Foundation Trust's strategy to set up systems and processes to establish, maintain and develop its Membership;

Model Election Rules means the rules set out in Annex 4 of this Constitution;

Monitor is the body corporate known as Monitor, as provided by Section 61 of the 2012 Act;

Nomination and Remuneration Committee means a committee constituted in accordance with paragraph 37;

Non-Executive Director means a Non-Executive Director of the Foundation Trust;

Officer means an employee of the Foundation Trust or any other person holding a paid appointment or office with the Foundation Trust;

Partnership Governor means a member of the Council of Governors other than a Public Governor, a Staff Governor or a Local Authority Governor;

Partnership Organisation means an organisation that may appoint a Partnership Governor and which is listed in Annex 3 of this Constitution;

Principal Purpose means the purpose set out in Section 43(1) of the 2006 Act;

Public Constituency is defined in paragraph 8 of this Constitution;

Public Governor means a member of the Council of Governors elected by Members of the Public Constituency;

Registered Dentist means a fully registered person within the meaning of the Dentists Act 1984 who holds a licence to practise under that Act;

Registered Medical Practitioner means a fully registered person within the meaning of the Medicines Act 1983 who holds a licence to practise under that Act;

Registered Midwife means a fully registered person within the meaning of the Nurse and Midwifery Order 2001 (SI 2001/253);

Registered Nurse means a fully registered person within the meaning of the Nurse and Midwifery Order 2001 (SI 2001/253);

Regulatory Framework means the 2006 Act, the Constitution and the Licence;

Replacement Governor is defined in paragraph 16.4 of this Constitution;

Secretary means a person whose function shall be to provide advice on corporate governance issues to the Board of Directors, Council of Governors and the Chair and monitor the Foundation Trust's compliance with the Regulatory Framework. The Secretary shall be appointed and removed by the Chief Executive and Chair of the Foundation Trust acting jointly;

Senior Independent Director means a Non-Executive Director appointed in accordance with paragraph 36 of this Constitution;

Sex Offenders' Order means either:

- a) a Sexual Offences Prevention Order made under Section 104 or Section 105 of the Sexual Offences Act 2003; or
- b) an Interim Sexual Offences Prevention Order made under Section 109 of the Sexual Offences Act 2003; or
- c) a Foreign Travel Order made under Section 114 of the Sexual Offenders Act; or
- d) a Risk of Harm Order made under Section 123 of the Sexual Offences Act 2003; or
- e) an Interim Risk of Sexual Harm made under Section 126 of the Sexual Offences Act 2003;

Sex Offenders' Register means the notification requirements set out in Part 2 of the Sexual Offences Act 2003, commonly known as the Sex Offenders' Register;

Staff Constituency is defined in paragraph 9 of this Constitution;

Staff Governor means a member of the Council of Governors elected by the Members of the Staff Constituency; and

2 Name

- 2.1** The name of the Foundation Trust is the Queen Victoria Hospital NHS Foundation Trust (the “Foundation Trust”).

3 Principal Purpose

- 3.1** The Principal Purpose of the Foundation Trust is the provision of goods and services for the purposes of the health service in England.
- 3.2** The Foundation Trust does not fulfil its Principal Purpose unless, in each Financial Year, its total income from the provision of goods and services for the purposes of the health service in England is greater than its total income from the provision of goods and services for any other purposes.
- 3.3** The Foundation Trust may provide goods and services for any purposes related to:
- 3.3.1** the provision of services provided to individuals for or in connection with the prevention, diagnosis or treatment of illness, and
- 3.3.2** the promotion and protection of public health.
- 3.4** The Foundation Trust may also carry on activities other than those mentioned in the above paragraph for the purpose of making additional income available in order to better carry on its Principal Purpose.

4 Powers

- 4.1** The powers of the Foundation Trust are set out in the 2006 Act.
- 4.2** All the powers of the Foundation Trust shall be exercisable by the Board of Directors on behalf of the Foundation Trust.
- 4.3** Any of these powers may be delegated to a committee of Directors or to an Executive Director.
- 4.4** In performing its NHS functions, the Foundation Trust shall have regard to the NHS Constitution. For the purpose of this paragraph, “NHS functions” means functions under an enactment which is a function concerned with, or connected to, the provision, commissioning or regulation of NHS services and “NHS services” means health services provided in England for the purposes of the health service under Section1(1) of the 2006 Act.

5 Other purposes

- 5.1** The Foundation Trust shall operate for the public benefit and aspire to the highest standards of public service, including respect for the rights of individuals and the environment. The Foundation Trust will operate effectively, efficiently and economically and invest any surpluses in its future.
- 5.2** The Foundation Trust shall, as appropriate, involve itself in education, training and research activities, in furtherance of its Principal Purpose.

6 Membership and constituencies

- 6.1** The Foundation Trust shall have Members, each of whom shall be a Member of one of the following constituencies:
- 6.1.1** the Public Constituency; or
 - 6.1.2** the Staff Constituency.

7 Application for Membership

- 7.1** An individual who is eligible to become a Member of the Foundation Trust may do so on application to the Foundation Trust.
- 7.2** Subject to paragraph 9.5 below, applicants for Membership of the Foundation Trust must complete a form prescribed by the Chief Executive or the Secretary.
- 7.3** All Members of the Foundation Trust shall be under a duty to notify the Secretary of any change in their particulars which may affect their entitlement as a Member.
- 7.4** It shall be the responsibility of Members to ensure their eligibility and not that of the Foundation Trust.
- 7.5** Anyone under the age of 18 or who lives outside the area specified in Annex 1 as the area for the Public Constituency and who wishes to become a Member of the Foundation Trust shall become an Affiliate Member of the Foundation Trust. An Affiliate Member shall receive information sent to all Members about the Foundation Trust but shall not be entitled to vote in Governor elections.

8 Public Constituency

- 8.1** An individual who lives in the area specified in Annex 1 as the area for the Public Constituency may become or continue as a Member of the Foundation Trust.
- 8.2** Those individuals who live in the area specified for the public constituency are referred to collectively as the Public Constituency.
- 8.3** The minimum number of Members in the Public Constituency is specified in Annex 1.
- 8.4** The Secretary shall, on receipt of an application and subject to being satisfied that the applicant is eligible, ensure the applicant's name is entered into the Foundation Trust's register of Members at which point they shall become a Member of the Foundation Trust.
- 8.5** The Secretary may require any individual to supply supporting evidence to confirm eligibility.
- 8.6** The Secretary will endeavour to complete the membership application process within 20 working days; when a governor election has been announced membership applications will be processed within 5 working days of all supporting evidence being made available by the applicant.

9 Staff Constituency

- 9.1** An individual who is employed by the Foundation Trust under a contract of employment with the Foundation Trust may become or continue as a Member of the Foundation Trust provided:
- 9.1.1** he/she is employed by the Foundation Trust under a contract of employment which has no fixed term or has a fixed term of at least 12 months;
 - 9.1.2** he/she has been continuously employed by the Foundation Trust under a contract of employment for at least 12 months; and
- 9.2** Those individuals who are eligible for Membership of the Foundation Trust by reason of the previous provisions are referred to collectively as the Staff Constituency.
- 9.3** The minimum number of Members in the Staff Constituency is specified in Annex 2.
- 9.4** For the purposes of paragraph 9.1 above, Chapter 1 of Part 14 of the Employment Rights Act 1996 shall apply for the purposes of determining whether an individual has been continuously employed by the Foundation Trust.
- 9.5** An individual who is eligible to become a Member of the Staff Constituency under paragraph 9.1 above, and who is invited by the Foundation Trust to become a Member of the Staff Constituency, shall become a Member of the Staff Constituency without an application being made, unless he/she informs the Foundation Trust that he/she does not wish to do so.

10 Membership

- 10.1** The Foundation Trust shall at all times strive to ensure that, taken as a whole, its actual Membership of the Public Constituency is representative of those eligible for Membership of the Foundation Trust.
- 10.2** The area set out for the Public Constituency shall have regard to the need for those eligible for such Membership to be representative of those to whom the Foundation Trust provides services.

11 Restriction on Membership

- 11.1** An individual who is a Member of a constituency shall not, while Membership of that constituency continues, be a Member of any other constituency.
- 11.2** An individual who satisfies the criteria for Membership of the Staff Constituency shall not become or continue as a Member of any constituency other than the Staff Constituency.
- 11.3** An individual must be at least 18 years old to become a Member of the Foundation Trust.
- 11.4** An individual shall not become or continue as a Member of the Foundation Trust if:
- 11.4.1** he/she has been confirmed as an habitual and/or vexatious complainant in accordance with the Foundation Trust's policy for handling complaints; or
 - 11.4.2** he/she has been deemed to have acted in a manner detrimental to and

contrary to the interests and values of the Foundation Trust or has failed to agree to and abide by the values of the Foundation Trust.

12 Expulsion from Membership

- 12.1** If a Member is found to be in contravention of paragraph 11 above, a resolution to expel them shall be considered by a committee comprising the Chair, the Lead Governor and the Secretary.
- 12.2** The committee (as set out above) shall consider the complaint, taking such steps as it considers appropriate to ensure that the Member's point of view is heard.
- 12.3** Where a Member is deemed by the committee to be in contravention of paragraph 11, the Member shall be suspended immediately and the committee's recommendation shall be taken to the next general meeting of the Council of Governors for approval. The Member shall be duly informed.
- 12.4** At the general meeting of the Council of Governors at which the committee's recommendation to expel a Member is considered, the Council of Governors shall be at liberty to either:
- 12.4.1** agree with the committee's recommendation, by a three quarters majority vote of those Governors present, and expel the Member immediately; or
 - 12.4.2** remove the Member's suspension with immediate effect should the Council of Governors not agree with the committee's recommendation.
- 12.5** In either case, the Member shall be duly informed of the decision of the Council of Governors.
- 12.6** No person who has been expelled from Membership in accordance with these provisions shall be re-admitted as a Member except by a resolution carried by the votes of three quarters of the members of the Council of Governors present and voting at a general meeting in favour of the individual concerned being re-admitted.

13 Termination of Membership

- 13.1** A Member shall cease to be a Member on:
- 13.1.1** death; or
 - 13.1.2** resignation by notice in writing to the Secretary;
 - 13.1.3** ceasing to fulfil the requirements of paragraphs 8, 9 or 11 of this Constitution or being expelled in accordance with in paragraph 12 above.

14 Council of Governors – composition

- 14.1** The Foundation Trust is to have a Council of Governors, which shall comprise both Elected Governors and Appointed Governors.
- 14.2** The composition of the Council of Governors is specified in Annex 3.
- 14.3** The members of the Council of Governors, other than the Appointed Governors, shall

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be chosen by election by their constituency.

- 14.4 The number of Governors to be elected by each constituency is specified in Annexes 1 and 2.
- 14.5 More than half of the members of the Council of Governors shall be Governors from the Public Constituency.

15 Council of Governors – election of Governors

- 15.1 Elections for elected members of the Council of Governors shall be conducted using the first past the post method in accordance with the Model Election Rules.
- 15.2 The Model Election Rules, as published from time to time by the Department of Health and which may be varied from time to time, form part of the Constitution. The current Model Election Rules are attached at Annex 4.
- 15.3 A subsequent variation of the Model Election Rules by the Department of Health shall not constitute a variation of the terms of the Constitution for the purposes of paragraph 53 of this Constitution (Amendment of the Constitution).
- 15.4 An election, if contested, shall be by secret ballot.
- 15.5 A person may not vote at an election or stand for election as an Elected Governor unless, within the specified period in the Model Election Rules, he/she has made a declaration in the form specified in paragraph 15.6. It is an offence to knowingly or recklessly make a declaration which is false in a material particular.
- 15.6 The specified form of declaration referred to in paragraph 15.5 above regarding the declaration to stand for election as an Elected Governor shall be as set out on the nomination paper referred to in rule 12 of the Model Election Rules and shall also state as follows:
- 15.7 *“I declare that, to the best of my knowledge, I am eligible to stand for election to the Council of Governors for the seat named in Section 2 of this form. I declare that, to the best of my knowledge, I am not de-barred from standing for election by any of the provisions detailed at Section 3 of this form. I declare that I have stated details of any political membership and financial interests I have in the Foundation Trust at Section 4 of this form. I declare that I am a member of the Foundation Trust and that I have attended a pre-election Governor awareness training session or equivalent, as agreed by the Company Secretary. I understand that if any of these declarations are later found to be false, I will, if elected, lose my seat on the Council of Governors and may also have my Membership withdrawn.”*

16 Council of Governors – vacancies

- 16.1 Where a vacancy arises on the Council of Governors for any reason other than expiry of a term of office, the provisions set out below will apply.
- 16.2 Where the vacancy arises amongst the Elected Governors, the Council of Governors shall be at liberty either:
 - 16.2.1 to call an election to fill the remainder of the unexpired term of office where it is in excess of one year; or

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- 16.2.2** to invite the next highest polling candidate for that seat at the most recent election or (where relevant) by-election, who is willing to take office, to fill the seat for the remainder of the unexpired term of office where it is in excess of one year. If that candidate does not accept to fill the vacancy, it may be offered to the next highest polling candidate until the vacancy is filled; or
 - 16.2.3** where no reserve candidate is available or willing to fill the vacancy, to call an election; or
 - 16.2.4** to leave the seat vacant until the next scheduled elections are to be held where the unexpired term of office is one year or less.
- 16.3** When deciding on a course of action, the Council of Governors must always ensure that the aggregate number of Governors who are Public Governors on the Council of Governors always remains in the majority.
 - 16.4** Where the vacancy arises amongst the Appointed Governors, the Secretary will request the relevant Partnership Organisation to appoint a Replacement Governor, in line with the eligibility criteria set out for Governors at paragraph 18 and Annex 5, to hold office for the remainder of the unexpired term of office. The Partnership Organisation shall agree the appointment of a Replacement Governor with the Secretary within three months of being notified.
 - 16.5** The validity of any act of the Council of Governors is not affected by any vacancy among the Governors or by any defect in the appointment of any Governor.
 - 16.6** Where a vacancy arises on the Council of Governors amongst the Public Governors for reason of the expiry of a term of office, the provisions relating to such a vacancy set out in Annex 3 will apply.

17 Council of Governors – tenure

- 17.1** All governors may hold office for a term of up to three years
- 17.2** All governors may hold office for a maximum of ~~three~~ two terms
- 17.3** A governor shall be eligible for re-election or re-appointment at the end of his/her term subject to 17.2 (above)
- 17.4** An Elected Governor shall cease to hold office if he/she ceases to be a member of the constituency by which he/she was elected.
- 17.5** An Appointed Governor shall cease to hold office if the appointing organisation withdraws its sponsorship of him/her.
- 17.6** Any Governor shall cease to hold office if he/she is disqualified for any of the reasons set out in the constitution.

18 Council of Governors – disqualification and removal

- 18.1** In line with section 11.1, an individual who is a member of a constituency shall not, while membership of that constituency continues, be a member of any other constituency. In addition, the following may not become or continue as a member of the Council of Governors:

- 18.1.1** He/she is a person in relation to whom a moratorium period under a debt relief order applies (under Part 7A of the Insolvency Act 1986);
- 18.1.2** in the case of an Elected Governor, he/she ceases to be a Member of the relevant constituency by which he/she was elected;
- 18.1.3** in the case of an Appointed Governor, the appointing organisation withdraws their sponsorship of him/her;
- 18.1.4** he/she is under 18 years of age at the date at which he/she is nominated for election or appointment;
- 18.1.5** he/she is a Director of the Foundation Trust, or an executive director, non-executive director or Chair of another NHS foundation trust, or other Health Service Body (unless they are appointed by an appointing organisation which is an NHS body);
- 18.1.6** he/she is a governor of another NHS foundation trust and there presents a conflict of interest with the affairs of the Foundation Trust which cannot be resolved;
- 18.1.7** he/she has been a Director of the Foundation Trust in the preceding five years prior to the date of his/her nomination to stand as an Elected Governor, or in the case of an Appointed Governor, the date of his/her appointment;
- 18.1.8** subject to paragraphs 18.7 and 18.8 below, he/she is incapable by reason of his/her mental disorder, illness or injury of managing and/or administering his/her property and/or affairs;
- 18.1.9** prior to putting himself/herself forward for consideration as an Elected Governor or Appointed Governor, he/she has
- failed to register as a member of the Foundation Trust
 - has registered but failed to allow sufficient time for his/her application to be processed (ie. five working days) prior to the date of a governor awareness training session (pre-election event);
 - failed to attend a pre-election or pre-appointment governor awareness training event, the purpose of which is to ensure that prospective Governors are made fully aware of the responsibilities and duties of a Governor and the commitments that the role entails, prior to the individual standing for office as a Governor;
- 18.1.10** he/she has refused, without reasonable cause, to undertake any training which the Foundation Trust and/or Council of Governors requires all Governors to undertake;
- 18.1.11** he/she is a person who, by reference to information revealed by a Disclosure and Barring Service check, is considered by a committee comprising the Chair, Lead Governor and Secretary to be inappropriate on the grounds that his/her appointment might adversely affect public confidence in the Foundation Trust or otherwise might bring the Foundation Trust into disrepute;

- 18.1.12** he/she has failed any other relevant identity or other check carried out by the Foundation Trust;
- 18.1.13** he/she has failed to sign and deliver to the Secretary a statement in the form required by the Foundation Trust confirming acceptance of the Governors' Code of Conduct;
- 18.1.14** he/she has failed to make, or falsely makes, any declaration required by paragraph 15.6 of this Constitution;
- 18.1.15** he/she has been declared by the Council of Governors to be an habitual and/or vexatious complainant;
- 18.1.16** the relevant Partnership Organisation which he/she represents ceases to exist;
- 18.1.17** he/she has been expelled or removed from the post of governor from the Foundation Trust or another NHS foundation trust; or
- 18.1.18** he/she is an active member of a body or organisation with policies or objectives such that his/her membership thereof would likely cause the Foundation Trust to be in breach of its statutory obligations or to bring the Foundation Trust into disrepute.
- 18.2** Further circumstances in which an individual may not become or continue as a member of the Council of Governors are set out in Annex 5.
- 18.3** Where a person has been elected or appointed to be a Governor and he/she becomes disqualified under provisions set out paragraph 18 or Annex 5, he/she shall notify the Secretary in writing of such disqualification as soon as is practicable and, in any event, within ten Clear Days of first becoming aware of those matters which rendered him/her disqualified.
- 18.4** If it comes to the notice of the Secretary at the time of his/her taking office or later that the Governor is so disqualified, the Secretary shall immediately declare that the Governor in question is disqualified and notify him/her in writing to that effect as soon as is practicable.
- 18.5** Upon dispatch of any such notification, a Governor's tenure of office, if any, shall be terminated immediately and the Secretary shall cause his/her name to be removed from the register of members of the Council of Governors. From that point, the individual shall immediately cease to be or act as a Governor.
- 18.6** If a Governor is found to be incapable, by reason of mental disorder, illness or injury, of managing and/or administering his/her property and/or affairs for the purposes of paragraphs 18.1.8 above, a committee comprising the Chair, Secretary, and Lead Governor shall be convened.
- 18.7** The committee (as set out above) shall consider the Governor's circumstances, taking such steps as it considers appropriate to ensure that the Governor's views are understood.
- 18.8** Where the committee deems that the Governor is incapable, by reason of mental disorder, illness or injury, of managing and/or administering his/her property and/or affairs, he/she shall be immediately suspended from office. The Governor shall be duly

informed.

- 18.9** The committee shall make a recommendation to the next general meeting of the Council of Governors that the Council of Governors should either:
- 18.9.1** temporarily suspend the Governor from office until such time the Council of Governors, in its absolute discretion, considers the Governor to be capable of managing and/or administering his/her property and/or affairs; or
 - 18.9.2** disqualify the Governor from office where the Council of Governors in its absolute discretion, considers him/her to be incapable of managing and/or administering his/her property and affairs.
- 18.10** At the general meeting of the Council of Governors at which the committee's recommendations are considered, a resolution shall be approved by not less than three quarters of the members of the Council of Governors present and voting, to either:
- 18.10.1** temporarily suspend the Governor from office for an agreed, specified period; or
 - 18.10.2** disqualify the Governor from office; or
 - 18.10.3** remove the suspension of the Governor, should the Council of Governors not agree with the committee's recommendation.
- 18.11** In considering whether an individual is incapable by reason of mental disorder, illness or injury of managing and/or administering his/her property and/or affairs, the committee (described above) shall take into account the provisions of the Mental Capacity Act 2005, or any statutory modification thereof, and shall be entitled to take appropriate professional advice from internal Foundation Trust advisors and/or external advisors as necessary.
- 18.12** If a Governor fails to attend three consecutive meetings of the Council of Governors in any Financial Year, his/her tenure of office is to be terminated immediately unless the Council of Governors is satisfied by a three quarters majority of those members of the Council of Governors present and voting at a meeting of the Council of Governors that:
- 18.12.1** the absence was due to a reasonable cause; and
 - 18.12.2** the Governor will be able to start attending meetings of the Council of Governors again within such a period as the other Governors consider reasonable.
- 18.13** Notwithstanding the provisions of paragraph 18.12 above, if a Governor fails to attend three out of four consecutive meetings of the Council of Governors and he/she has previously been the subject of a decision in his/her favour under paragraph 18.10 above, the Governor's tenure of office is to be terminated immediately.
- 18.14** A Governor shall vacate his/her office immediately if:
- 18.14.1** he/she is considered to have acted in a manner inconsistent with the values of the Foundation Trust or in a manner detrimental to or contrary to:

18.14.1.1 the interests of the Foundation Trust; or

18.14.1.2 the Licence; or

18.14.1.3 the Governors' Code of Conduct; or

18.14.2 he/she has failed to declare an interest as required by the Constitution or he/she has spoken or voted at a meeting on a matter in which he/she has an interest contrary to the Constitution. For the purpose of this paragraph, "interest" includes a relevant and material interest, or a pecuniary, personal or family interest, whether that interest is actual or potential and whether that interest is direct or indirect; or

18.14.3 he/she is adjudged to have acted in a manner inconsistent with the values of the Foundation Trust or in a manner detrimental to it by a majority of not less than three quarters of the members of the Council of Governors present and voting at a meeting of the Council of Governors.

18.15 A Governor whose office is terminated subject to paragraph 18.14 above shall not be eligible to stand for re-election or re-appointment to the Council of Governors for a period of three years from the date of his/her removal from office or the date on which any appeal against his/her removal from office is disposed of, whichever is the later.

18.16 A Governor may resign from office at any time during the term of that office by giving notice in writing to the Secretary. Where possible and appropriate, a resigning Governor should agree a notice period with the Secretary prior to resigning from office.

18.17 If the Chair considers that the grounds for removal set out in paragraphs 18.1, 18.2 or 18.14 may apply to a Governor, the Chair may immediately suspend the Governor for a period to be determined by the Chair,

18.18 A Governor may not stand for re-election or be reappointed while they are suspended in accordance with this paragraph 18.

19 Council of Governors – duties of Governors

19.1 The general duties of the Council of Governors are:

19.1.1 to hold the Non-Executive Directors individually and collectively to account for the performance of the Board of Directors, and

19.1.2 to represent the interests of the Members of the Foundation Trust as a whole and the interests of the public.

20 Council of Governors – skills and knowledge

20.1 The Foundation Trust must take steps to secure that the Governors are equipped with the skills and knowledge they require in their capacity as Governors.

21 Council of Governors – meetings of Governors

Admission of the Public

21.1 Meetings of the Council of Governors shall be open to members of the public. Members

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of the public and representatives of the press may be excluded from a meeting for special reasons as set out in Annex 6.

Calling Meetings

- 21.2** Subject to paragraph 29 below, the Council of Governors is to meet at least four times per year. Meetings are to be held at such times and places as the Council of Governors may determine.
- 21.3** One of the Council of Governors' meetings shall be an annual meeting held no later than 30 September in each year when the Council of Governors is to receive and consider the Annual Accounts and any report of the Auditor on them and the Board of Directors is to present to the Council of Governors the Annual Report (the "Annual Governors' Meeting").
- 21.4** For the purposes of obtaining information about the Foundation Trust's performance of its functions or the Directors' performance of their duties (and deciding whether to propose a vote on the Foundation Trust's or Directors' performance), the Council of Governors may require one or more of the Directors to attend a meeting of the Council of Governors.
- 21.5** The Council of Governors may invite the Chief Executive, members of the Board of Directors or a representative of the Auditor or other advisors to attend and speak at a meeting of the Council of Governors.
- 21.6** The Chair of the Foundation Trust may, in exceptional circumstances, call a meeting of the Council of Governors at any time. If the Chair refuses to call a meeting after a requisition for that purpose, signed by at least one third of the whole number of members of the Council of Governors, or if without so refusing the Chair does not call a meeting within fourteen days after a requisition to do so, then the members of the Council of Governors may forthwith call a meeting provided they have been requisitioned to do so by more than 50% of the members of the Council of Governors.

Notice of meetings and agenda

- 21.7** Meetings of the Council of Governors shall be held at such times and places as the Council of Governors may determine.
- 21.8** Before each meeting of the Council of Governors, a notice of the meeting, specifying the business proposed to be transacted at it shall be delivered to every Governor, by post or electronically.
- 21.9** Agendas shall be sent to Governors five Clear Days before the meeting and supporting papers, whenever possible, shall be despatched no later than three Clear Days before the meeting, save in an emergency and with the agreement of the Chair.
- 21.10** In the case of a meeting called by Governors in default of the Chair, the notice shall be signed by those Governors and no such business shall be transacted at the meeting other than that specified in the notice.
- 21.11** Want of service of the notice on any Governor shall not affect the validity of the meeting. A notice of the meeting shall be presumed to have been served one day after posting or, in the case of a notice being sent electronically, on the date of transmission.

- 21.12** The Council of Governors shall agree the dates of general meetings of the Council of Governors in advance which shall be publicised through reasonable and appropriate means.

Conduct of meetings

- 21.13** The Chair of the Foundation Trust (i.e. the Chair of the Board of Directors, appointed in accordance with the provisions of paragraph 34 below) or, in his/her absence the Deputy Chair (appointed in accordance with the provisions of paragraph 36 below), or in his/her absence one of the Non-Executive Directors shall preside at meetings of the Council of Governors and be the Meeting Chair.
- 21.14** If the Meeting Chair has a conflict of interest in relation to the business being discussed, then the Deputy Chair shall chair that part of the meeting. Should the Deputy Chair not be present then one of the other non-executive directors shall chair that part of the meeting.
- 21.15** Governors' behaviour at meetings (and generally as a representative of the Foundation Trust) is expected to be exemplary. Statements of Governors made at meetings of the Council of Governors shall be relevant to the matter under discussion and the decision of the Meeting Chair on questions of order, relevancy, regularity and any other matters shall be final.
- 21.16** The names of the Meeting Chair and Governors present at the meeting shall be recorded in the minutes.

Voting

- 21.17** Every question at a meeting of the Council of Governors shall be determined by a majority of votes of the Governors present and qualified to vote. In the case of the number of votes for and against a motion being equal, the Meeting Chair shall have a casting vote.
- 21.18** Every Governor must make an annual declaration that he is qualified to vote at meetings of the Council of Governors. He/she will do so in the form specified below:

Declaration to the Secretary of the Queen Victoria Hospital NHS Foundation Trust

Elected Governors

"I hereby declare that I am, at the date of this declaration, a member of the [Public / Staff] Constituency, and I am not prevented from being a member of the Council of Governors by reason of any provision of paragraph 8 of Schedule 7 to the 2006 Act or the Constitution."

Appointed Governors

"I hereby declare that I am at the date of this declaration a properly Appointed Governor and I am not prevented from being a member of the Council of Governors by reason of any provision of paragraph 8 of Schedule 7 to the 2006 Act or the Constitution."

- 21.19** A Governor may not vote at a meeting of the Council of Governors unless, prior to the meeting, he/she has made the declaration referred to in paragraph 21.19 above.
- 21.20** Each Governor must also notify the Secretary as soon as possible and provide a further declaration at any subsequent meeting if his/her circumstances have changed.
- 21.21** All Governors shall be deemed to have confirmed the declaration upon attending any subsequent meeting of the Council of Governors, and every agenda for meetings of the Council of Governors will draw this to the attention of Governors.
- 21.22** All questions put to the vote shall, at the discretion of the Meeting Chair, be determined by oral expression or by a show of hands. A paper ballot may be used if the majority of Governors present so request.
- 21.23** If half of the Governors present so request, the voting (other than by paper ballot) on any question may be recorded to show how each Governor present voted or abstained.
- 21.24** If a Governor so requests, his/her vote shall be recorded by name upon any vote (other than by paper ballot).
- 21.25** In no circumstances may an absent Governor vote by proxy. Absence is defined as being absent at the time of the vote.

Electronic Communication

- 21.26** The Council of Governors may agree that Governors can participate in its meetings by telephone, video or computer link or other such agreed means. Participation in a meeting in this manner shall be deemed exceptional but shall constitute presence in person at the meeting. Express approval from the Meeting Chair must be sought in advance.
- 21.27** Further provisions which apply in these circumstances are set out in Annex 7.

Content and length of speeches

- 21.28** Approval to speak at meetings shall be given by the Meeting Chair. This includes Governors, Members, members of the public or press, Officers or any other person in attendance at a meeting.
- 21.29** Speeches must be directed to the matter, motion or question under discussion or to a point of order.
- 21.30** Unless, in the opinion of the Meeting Chair, it would not be desirable or appropriate to limit speeches on any topic to be discussed, having regard to its nature complexity or importance, no proposal, speech nor any reply, may exceed three minutes.
- 21.31** In the interests of time, the Meeting Chair may, in his/her absolute discretion, limit the number of replies, questions or speeches which are heard at any one meeting.

Quorum

- 21.32** Any meeting of the Council of Governors requires a quorum of at least half of the total number of Governors to be present, with a majority of those present being Public Governors.

- 21.33** No business shall be carried out at a meeting which is not quorate.
- 21.34** If the Meeting Chair or a Governor has been disqualified from participating in the discussion on any matter and/or from voting on any resolution by reason of the declaration of a conflict of interest (paragraphs 22, 40 and Annex 8), he/she shall no longer count towards the quorum. If a quorum is then not available for the discussion and/or the passing of a resolution on any matter, that matter may not be discussed further or voted upon at that meeting. Such a position shall be recorded in the minutes of the meeting. The meeting must then proceed to the next agenda item.
- 21.35** If at any meeting of the Council of Governors, there is no quorum present within 30 minutes of the time fixed for the start of the meeting, the meeting shall stand adjourned for a period of at least five Clear Days. The Secretary shall give notice of the date, time and place of the adjourned meeting and, notwithstanding paragraph 21.34 above, upon re-convening, those present shall constitute a quorum.

Committees and groups

- 21.36** The Council of Governors may appoint committees or groups consisting of its members to assist it in carrying out its functions but may not delegate any of its powers or functions to them. A committee or group so appointed may appoint its own working groups.
- 21.37** These committees or groups may include Directors or Officers of the Foundation Trust and/or outside advisors to help them in their tasks.

22 Council of Governors – Conflicts of interest of Governors

- 22.1** If a Governor has a relevant and material interest, or a pecuniary, personal or family interest, whether that interest is actual or potential and whether that interest is direct or indirect, in any proposed contract or other matter which is under consideration or is to be considered by the Council of Governors, the Governor shall disclose the nature and extent of that interest to the members of the Council of Governors as soon as he/she becomes aware of it.
- 22.2** If a declaration under this paragraph proves to be, or becomes, inaccurate or incomplete, the Governor must make a further declaration before the Foundation Trust enters into the transaction or arrangement.
- 22.3** This paragraph does not require a declaration of an interest of which the Governor is not aware or where the Governor is not aware of the transaction or arrangement in question.
- 22.4** A Governor need not declare an interest if:
- 22.5** it cannot reasonably be regarded as likely to give rise to a conflict of interest; or
- 22.6** to the extent that the Governors are already aware of it.
- 22.7** Any interests raised by the Governors in this way shall be recorded in the register of interests of the Governors.
- 22.8** Further provisions as to the circumstances in which a Governor must declare a conflict of interest are set out in Annex 8.

23 Council of Governors – remuneration, travel and other expenses

- 23.1** Governors are not to receive remuneration from the Foundation Trust provided that this shall not prevent remuneration of Governors by their employer.
- 23.2** Subject to any Foundation Trust policy on the payment of expenses, the Foundation Trust may pay travelling and other expenses to members of the Council of Governors at rates determined by the Foundation Trust. These shall be published in the Annual Report.

24 Referral to Monitor’s panel for advising Governors

- 24.1** In this paragraph, the "Panel" means a panel of persons appointed by Monitor to which a Governor of the Foundation Trust may refer a question as to whether the Foundation Trust has failed or is failing:
- 24.1.1** to act in accordance with the Constitution; or
 - 24.1.2** to act in accordance with provision made by or under Chapter 5 of the 2006 Act.
- 24.2** A Governor may refer a question to the panel only if more than half of the members of the Council of Governors present and voting approve the referral at a general meeting of the Council of Governors.

25 Governors’ Steering Committee (GSC)

- 25.1** The purpose of the Governors’ Steering Committee is to:
- 25.1.1** support and facilitate the work of the Council of Governors and make recommendations to it on any aspects of its work;
 - 25.1.2** facilitate communication between the Council of Governors and the Board of Directors;
 - 25.1.3** provide advice and support to the Chair, Chief Executive and the Secretary;
 - 25.1.4** initiate appropriate reviews and reports on matters within the remit of the Council of Governors; and
 - 25.1.5** actively engage the Governors in adding value to the Foundation Trust.
- 25.2** The GSC shall have authority to form working groups to facilitate the work of the GSC and to support any recommendations it may make to the Council of Governors.
- 25.3** The GSC shall meet as regularly as it considers necessary to fulfil its obligations. It shall report to the Council of Governors as required.
- 25.4** Members of the GSC shall be chosen by the Council of Governors and the GSC shall be chaired by the Lead Governor.
- 25.5** The GSC shall invite others to attend its meetings as it considers appropriate and as the need arises.

26 Lead Governor

- 26.1** In accordance with a process approved by the Chair after consulting the Council of Governors, the Secretary will administer the nomination procedure for a Lead Governor.
- 26.2** The Council of Governors may appoint a Deputy Lead Governor. The secretary will administer the nomination procedure for a Deputy Lead Governor.
- 26.3** (not used)

27 Meeting of the Council of Governors to consider the Annual Accounts and Reports

- 27.1** The following documents are to be presented to the Council of Governors at a general meeting of the Council of Governors (the “Annual Governors’ Meeting”):
 - 27.1.1** the Annual Accounts;
 - 27.1.2** any report of the Auditor on them; and
 - 27.1.3** the Annual Report.

28 Annual Members’ Meeting

- 28.1** The Foundation Trust shall hold an annual meeting of its Members (the “Annual Members’ Meeting”). The Annual Members’ Meeting shall be open to all members of the public.
- 28.2** In addition to the obligations set out in paragraph 28.3 below, the Council of Governors shall present to each Annual Members’ Meeting:
 - 28.2.1** a report on steps taken to secure that, taken as a whole, the actual Membership of the Public Constituency is representative of those eligible for such Membership;
 - 28.2.2** the progress of the Membership Strategy; and
 - 28.2.3** any changes to the Membership Strategy.
- 28.3** At least one member of the Board of Directors must attend each Annual Members’ Meeting and present the following documents:
 - 28.3.1** the Annual Accounts;
 - 28.3.2** any report of the Auditor on them;
 - 28.3.3** the Annual Report.

29 Combined Meetings of Members and Governors

- 29.1** The Foundation Trust may combine a meeting of the Council of Governors convened for the purposes of paragraph 27.1 above with the Annual Members’ Meeting (paragraph 28).

30 Special Members' Meetings

- 30.1** Notwithstanding any provisions contained in this Constitution regarding meetings of the Council of Governors, the Annual Members' Meetings or meetings of the Board of Directors, the Board of Directors or the Council of Governors may resolve to call special meetings of the Foundation Trust for the benefit of its Members (a "Special Members' Meeting") for the purpose of providing Members with information and to offer Members an opportunity to provide feedback to the Foundation Trust.
- 30.2** Special Members' Meetings are open to all Members of the Foundation Trust, Governors, Directors and representatives of the Auditor and any external consultant as well as members of the general public and representatives of the press unless determined otherwise.
- 30.3** Notwithstanding the provisions of paragraph 30.2 above, the Board of Directors or Council of Governors may invite to attend a Special Members' Meeting any experts or advisors whose attendance they consider to be in the best interests of the Foundation Trust.
- 30.4** Arrangements for the Special Members' Meeting shall be carried out in accordance with arrangements for meetings of the Council of Governors except that the quoracy shall be as follows:
- 30.4.1** Chair (or Deputy Chair);
 - 30.4.2** at least one Member from the Staff Constituency; and
 - 30.4.3** at least one Member from the Public Constituency.

31 Board of Directors – composition

- 31.1** The Trust is to have a Board of Directors. It shall comprise both Executive Directors and Non-Executive Directors, at least half of which, excluding the Chair, should comprise Non-Executive Directors determined by the Board to be independent.
- 31.2** The Board of Directors is to comprise:
- 31.2.1** the following Non-Executive Directors:
 - 31.2.1.1** a Chair; and
 - 31.2.1.2** at least four other Non-Executive Directors.
 - 31.2.2** the following Executive Directors:
 - 31.2.2.1** a Chief Executive (who shall be the Accounting Officer);
 - 31.2.2.2** a Finance Director; and
 - 31.2.2.3** at least two other Executive Directors.
- 31.3** One of the Executive Directors is to be a Registered Medical Practitioner or a Registered Dentist.

- 31.4** One of the Executive Directors is to be a Registered Nurse or a Registered Midwife.
- 31.5** Subject to the provisions of paragraphs 31.3 and 31.4 above, the Board of Directors shall determine any change in the number of Directors, provided that any change in the number shall be in the range set out at paragraph 31.2 above, and that the number of Non-Executive Directors (including the Chair) shall always be greater than the number of Executive Directors. The Council of Governors shall be consulted if the changes relate to the Non-Executive Directors.
- 31.6** The validity of any act of the Foundation Trust is not affected by any vacancy among the Directors or by any defect in the appointment of any Directors.

32 Board of Directors – general duty

- 32.1** The general duty of the Board of Directors and of each Director individually, is to act with a view to promoting the success of the Foundation Trust so as to maximise the benefits for the Members of the Foundation Trust as a whole and for the public.

33 Board of Directors – qualification for appointment as a Non-Executive Director

- 33.1** A person may be appointed as a Non-Executive Director only if he/she:
- 33.1.1** is a Member of the Public Constituency, and
 - 33.1.2** he/she is not disqualified by virtue of paragraph 38 or Annex 5 below.

34 Board of Directors – appointment of the Chair and other Non-Executive Directors

- 34.1** The Council of Governors at a general meeting of the Council of Governors shall appoint the Chair of the Foundation Trust and the other Non-Executive Directors, taking into account the views of the Board of Directors on the qualities, skills and experience required for each position.
- 34.2** The Chair and the Non-Executive Directors shall be appointed for a period of office of up to three years. Any term beyond six years will be subject to annual re-appointment.
- 34.3** Non-Executive Directors shall be appointed in accordance with a process agreed by the Appointments Committee on behalf of the Council of Governors.
- 34.4** An existing Non-Executive Director, nearing the end of his/her term, shall be considered for a further term of office, subject to the following:
- 34.4.1** a satisfactory appraisal that he/she continues to be effective;
 - 34.4.2** he/she continues to demonstrate commitment to the role;
 - 34.4.3** he/she is willing to complete a further term of office;
 - 34.4.4** he/she is not precluded by paragraph 34.2 by virtue of time already served as a Non-Executive Director.
- 34.5** Should the Appointments Committee decide to advertise externally for a Non-Executive Director, a specification shall be drawn up and approved by the Appointments Committee that shall set out the personal and professional qualities needed.

- 34.6** Where paragraph 34.5 applies, the Appointments Committee shall follow a process which involves advertising for the vacancy, shortlisting against the specification and interviewing candidates. In the case of appointing a Non-Executive Director, the interview panel will include at least one Public Governor and the Chair. In the case of appointing the Chair, the interview panel will include at least one Public Governor and the Senior Independent Director.
- 34.7** Recommendations for appointment shall be taken to the next general meeting of the Council of Governors for formal appointment.

35 Board Directors – suspension and removal of the Chair and other Non-Executive Directors

- 35.1** Removal of the Chair or another Non-Executive Director shall require the approval of three quarters of the members of the Council of Governors.
- 35.2** During any meeting of the Council of Governors at which the Chair may be suspended or removed, the Senior Independent Director shall preside, or if the Senior Independent Director is absent from the meeting or is absent temporarily on the grounds of a conflict of interest, another Non-Executive Director shall preside.
- 35.3** Suspension or removal of the Chair or another Non-Executive Director shall require a resolution to be submitted by three quarters of the members of the Council of Governors and sponsored by at least one Governor.
- 35.4** The Governor sponsoring the resolution shall set out in writing the reasons in support of the resolution. At the meeting of the Council of Governors where the resolution is to be considered and voted upon, the Chair or other Non-Executive Director, who is the subject of the resolution, shall be given the opportunity to respond to the reasons given. If the individual fails to attend the meeting without due cause, the meeting may proceed in their absence. The decision to proceed in these circumstances shall be at the sole discretion of the Meeting Chair.
- 35.5** In making the decision to remove the Chair or another Non-Executive Director, the Council of Governors shall take into account the results of the annual appraisal concerning the individual in question. The Council of Governors shall also remove or suspend a Non-Executive Director in consultation with the Chair (if the matter concerns another Non-Executive Director) or the Senior Independent Director (if the matter concerns the Chair).
- 35.6** If any resolution to suspend or remove either the Chair or another Non-Executive Director is not approved at the meeting of the Council of Governors where the matter was considered, no further resolution can be put forward to suspend or remove such Non-Executive Director, or the Chair, which is based on the same reasons, within twelve calendar months of the date of the meeting at which the resolution was considered.
- 35.7** Suspension is a temporary measure which shall be used to prevent the Chair or a Non-Executive Director from exercising his or her functions pending the completion of an investigation or removal from office.
- 35.8** The Council of Governors may use the power of suspension in the following circumstances:
- 35.8.1** where the Foundation Trust is in receipt of information which gives cause for concern about the Chair or a Non-Executive Director continuing to hold office

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because of its effect on the reputation of the Trust or on the integrity of the individual in question;

35.8.2 where there is sufficient evidence to warrant removal from office but before removal takes effect; or

35.8.3 where there is an allegation of fraud or other impropriety or other alleged misconduct that would require the Chair or a Non-Executive Director to be suspended to protect patients, staff or public funds.

36 Board of Directors – appointment of the Senior Independent Director and Deputy Chair

- 36.1** A Senior Independent Director shall be appointed by the Board of Directors in consultation with the Council of Governors.
- 36.2** A Non-Executive Director appointed as the Senior Independent Director shall be the Senior Independent Director for a period consistent with his/her existing term of office as a Non-Executive Director.
- 36.3** Any Non-Executive Director so appointed may at any time resign from the office of Senior Independent Director by giving notice in writing to the Secretary.
- 36.4** The Senior Independent Director may also fulfil the role of the Deputy Chair.
- 36.5** The Council of Governors at a general meeting of the Council of Governors shall appoint one of the non-executive Directors as Deputy Chair, who may be the Senior Independent Director.
- 36.6** If the Chair is unable to discharge his/her functions as a Chair of the Foundation Trust, the Deputy Chair will be the “acting Chair” until such time as the Chair is able to discharge his/her functions as Chair or a new Chair is appointed by the Council of Governors in accordance with paragraph 34 above.

37 Board of Directors – appointment and removal of the Chief Executive and other Executive Directors

- 37.1** The Non-Executive Directors shall appoint or remove the Chief Executive.
- 37.2** The appointment of the Chief Executive shall require the approval of the Council of Governors.
- 37.3** A committee consisting of the Chair, the Chief Executive and the other Non-Executive Directors shall appoint or remove the other Executive Directors.
- 37.4** The Foundation Trust shall establish a committee of Non-Executive Directors and the Chief Executive to decide the remuneration and allowances, and the other terms and conditions of office, of the Executive Directors (the “Nomination and Remuneration Committee”). When deciding the remuneration and allowances, and the other terms and conditions of office of the Chief Executive, the membership of the Nomination and Remuneration Committee shall not include the Chief Executive.

38 Board of Directors - disqualification

- 38.1** The following may not become or continue as a member of the Board of Directors:

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- 38.1.1** either:
- a.** an executive or non-executive director or governor of another NHS foundation trust, or
 - b.** an executive or non-executive director of another Health Service Body, or
 - c.** an executive or non-executive director of a body corporate
- which presents a conflict of interest with the affairs of the Foundation Trust which cannot be resolved;
- 38.1.2** someone who is incapable by reason of his/her mental disorder, illness or injury of managing and/or administering his/her property and/or affairs. In considering whether an individual is incapable by reason of mental disorder, illness or injury of managing and/or administering his/her property and/or affairs, the provisions of the Mental Capacity Act 2005, or any statutory modification thereof, shall be taken into account. Further internal or external advice shall be sought where necessary;
- 38.1.3** an individual who has refused, without reasonable cause, to fulfil any training requirement established by the Board of Directors;
- 38.1.4** a person who is the subject of a disqualification order made under the Company Directors' Disqualification Act 1986;
- 38.1.5** on the basis of disclosures obtained through an application to the Disclosure and Barring Service, he/she is not considered suitable by the Chair; or
- 38.1.6** someone who has failed to sign and deliver to the Secretary a statement in the form required by the Foundation Trust confirming acceptance of the Directors' Code of Conduct.
- 38.2** Further circumstances in which an individual may not become or continue as a member of the Board of Directors are set out in Annex 5.

39 Board of Directors – meetings

- 39.1** Meetings of the Board of Directors shall be open to members of the public. Members of the public and representatives of the press may be excluded from a meeting for special reasons as set out in Annex 6.
- 39.2** The Board of Directors may agree that Directors can participate in its meetings by telephone, video or computer link or other such agreed means. Participation in a meeting in this manner shall be deemed exceptional but shall constitute presence in person at the meeting.
- 39.3** Further provisions which apply in these circumstances are set out in Annex 7.
- 39.4** Before holding a meeting, the Board of Directors must send a copy of the agenda of the meeting to the Council of Governors. As soon as practicable after holding a meeting, the Board of Directors must send a copy of the minutes of the meeting to the Council of Governors.

39.5 In the case of an equality of votes at a meeting of the Board of Directors, the Chair (or Meeting Chair as may be) shall have a casting vote.

39.6 (not used)

40 Board of Directors – Conflicts of interests of Directors

40.1 The duties that a Director of the Foundation Trust has by virtue of being a Director include in particular:

40.1.1 a duty to avoid a situation in which the Director has (or can have) a direct or indirect interest that conflicts (or possibly may conflict) with the interests of the Foundation Trust;

40.1.2 a duty not to accept a benefit from a third party by reason of being a Director or doing (or not doing) anything in that capacity.

40.2 The duty referred to in sub-paragraph 40.1.1 is not infringed if:

40.2.1 the situation cannot reasonably be regarded as likely to give rise to a conflict of interest; or

40.2.2 the matter has been authorised in accordance with the Constitution.

40.3 The duty referred to in sub-paragraph 40.1.2 is not infringed if acceptance of the benefit cannot reasonably be regarded as likely to give rise to a conflict of interest.

40.4 In sub-paragraph 40.1.2, “third party” means a person other than:

40.4.1 the Foundation Trust; or

40.4.2 a person acting on its behalf.

40.5 If a Director of the Foundation Trust has in any way a relevant and material interest or a direct or indirect interest in a proposed transaction or arrangement with the Foundation Trust, the Director must declare the nature and extent of that interest to the other Directors. This shall be recorded in the register of interests of the Directors.

40.6 If a declaration under this paragraph proves to be, or becomes, inaccurate or incomplete, a further declaration must be made.

40.7 Any declaration required by this paragraph must be made before the Foundation Trust enters into the transaction or arrangement.

40.8 This paragraph does not require a declaration of an interest of which the Director is not aware or where the Director is not aware of the transaction or arrangement in question.

40.9 A Director need not declare an interest:

40.9.1 if it cannot reasonably be regarded as likely to give rise to a conflict of interest;

40.9.2 if, or to the extent that, the Directors are already aware of it;

40.9.3 if, or to the extent that, it concerns terms of the Director’s appointment that

have been or are to be considered by:

40.9.3.1 a meeting of the Board of Directors; or

40.9.3.2 a committee of the Directors appointed for the purpose under the Constitution.

40.10 Any interests raised by the Directors in this way shall be recorded in the register of interests of the Directors.

40.11 A matter shall have been authorised for the purposes of paragraph 40.2.2 if:

40.11.1 The Directors, in accordance with the requirements set out in this paragraph [40.11], authorise any matter or situation proposed to them by any Director which would, if not authorised, involve a Director (an “Interested Director”) breaching his/her duty under paragraph 40.1.1 above to avoid conflicts of interest (a “Conflict”).

40.11.2 Any authorisation under this paragraph will be effective only if:

40.11.2.1 the matter in question shall have been proposed by any Director for consideration in the same way that any other matter may be proposed to the Directors under the provisions of this Constitution or in such other manner as the Directors may determine;

40.11.2.2 any requirement as to the quorum for consideration of the relevant matter is met without counting the Interested Director or any other Interested Director; and

40.11.2.3 the matter was agreed to without the Interested Director voting or would have been agreed to if the Interested Director's and any other Interested Director's vote had not been counted.

40.11.3 Any authorisation of a Conflict under this paragraph may (whether at the time of giving the authorisation or subsequently):

- 40.11.3.1** extend to any actual or potential conflict of interest which may reasonably be expected to arise out of the Conflict so authorised;
 - 40.11.3.2** provide that the Interested Director be excluded from the receipt of documents and information and the participation in discussions (whether at meetings of the Directors or otherwise) related to the Conflict;
 - 40.11.3.3** provide that the Interested Director shall or shall not be an eligible Director in respect of any future decision of the Directors in relation to any resolution related to the Conflict;
 - 40.11.3.4** impose upon the Interested Director such other terms for the purposes of dealing with the Conflict as the Directors think fit
 - 40.11.3.5** provide that, where the Interested Director obtains, or has obtained (through his/her involvement in the Conflict and otherwise than through his/her position as a Director of the Foundation Trust) information that is confidential to a third party, he/she will not be obliged to disclose that information to the Board of Directors, or to use it in relation to the Foundation Trust's affairs where to do so would amount to a breach of that confidence; and
 - 40.11.3.6** permit the Interested Director to absent himself/herself from the discussion of matters relating to the Conflict at any meeting of the Directors and be excused from reviewing papers prepared by, or for, the Directors to the extent they relate to such matters. Where the Directors authorise a Conflict, the Interested Director will be obliged to conduct himself/herself in accordance with any terms imposed by the Directors in relation to the Conflict.
- 40.11.4** Where the Directors authorise a Conflict, the Interested Director shall be obliged to conduct himself/herself in accordance with any terms imposed by the Directors in relation to the Conflict.
- 40.11.5** The Directors may revoke or vary such authorisation at any time, but this will not affect anything done by the Interested Director, prior to such revocation or variation in accordance with the terms of such authorisation.
- 40.11.6** A Director is not required, by reason of being a Director to account to the Foundation Trust for any remuneration, profit or other benefit which he/she derives from or in connection with a relationship involving a Conflict which has been authorised by the Directors (subject in each case to any terms, limits or conditions attaching to that authorisation) and no contract shall be liable to be avoided on such grounds.
- 40.12** Subject to paragraph 40.13 below if a question arises at a meeting of Directors or of a committee of Directors as to the right of a Director to participate in the meeting (or part of the meeting) for voting or quorum purposes, the question may, before the conclusion of the meeting, be referred to the Chair whose ruling in relation to any Director other than the Chair is to be final and conclusive.
- 40.13** If any question as to the right to participate in the meeting (or part of the meeting) should arise in respect of the Chair, the question is to be decided by a decision of the

Directors (other than the Chair) at that meeting, for which purpose the Chair is not to be counted as participating in the meeting (or that part of the meeting) for voting or quorum purposes.

- 40.14** Further provisions as to the circumstances in which a Director must declare a conflict of interest are set out in Annex 8.

41 Board of Directors – remuneration and terms of office

- 41.1** The Council of Governors at a general meeting of the Council of Governors shall decide the remuneration and allowances, and the other terms and conditions of office, of the Chair and the other Non-Executive Directors. These shall be published in the Annual Report.
- 41.2** Subject to any Foundation Trust policy on the payment of expenses, the Foundation Trust may pay travelling and other expenses to members of the Board of Directors at rates determined by the Foundation Trust.

42 Registers

- 42.1** The Foundation Trust shall have:
- 42.1.1** a register of Members showing, in respect of each Member, the constituency to which he/she belongs;
 - 42.1.2** a register of members of the Council of Governors;
 - 42.1.3** a register of interests of the Governors;
 - 42.1.4** a register of Directors; and
 - 42.1.5** a register of interests of the Directors.
- 42.2** The Secretary shall be responsible for compiling and maintaining the registers which may be kept in either paper or electronic form. Admission to or removal from any register shall be in accordance with the provisions of this Constitution. The Secretary shall update registers with new or amended information as soon as is practical.

43 Admission to and removal from the registers

Register of Members

- 43.1** The Secretary shall maintain a register of Members in two parts.
- 43.2** Part one, which shall be the register referred to in the 2006 Act, shall include the name of each Member and the Constituency to which they belong and this shall be open to inspection by the public in accordance with paragraph 45 below.
- 43.3** Part two shall contain all the information from the application referred to in paragraph 7 and shall not be open to inspection by the public nor may copies or extracts from it be available to any third party (save to the extent that copies or extracts from it be made available to any third party appointed to the Foundation Trust to maintain the register of the Members and to conduct elections in accordance with the provisions of paragraph 15).

- 43.4** Notwithstanding the provisions of paragraphs 44.1 to 44.3 (inclusive), the Foundation Trust shall extract such information as it needs in aggregate to satisfy itself that the actual Membership of the Foundation Trust's Public Constituency is representative of those eligible for Membership and for the administration of the provisions of this Constitution.

Register of members of the Council of Governors

- 43.5** The register of members of the Council of Governors shall list:
- 43.5.1** the name of each Governor;
 - 43.5.2** their category of membership of the Council of Governors (Public, Staff, Local Authority or Partnership Governor);
 - 43.5.3** an address through which they can be contacted, which may be the Secretary;
 - 43.5.4** the dates of his/her terms of office including start and end date, or date of his/her resignation/removal.

Register of interests of the Governors

- 43.6** The register of interests of the Governors shall contain:
- 43.6.1** the names of each Governor;
 - 43.6.2** whether he/she has declared any interests and, if so, the interests declared in accordance with this Constitution;
 - 43.6.3** the dates of his/her terms of office including start and end date, or date of his/her resignation/removal.

Register of Directors

- 43.7** The register of Directors shall list:
- 43.7.1** the name of each Director;
 - 43.7.2** their capacity on the Board of Directors;
 - 43.7.3** address through which they can be contacted, which may be the Secretary;
 - 43.7.4** the dates of his/her terms of office including start and end date, or date of his/her resignation/removal.

Register of interests of the Directors

- 43.8** The register of interest of the Directors shall contain:
- 43.8.1** the name of each Director;
 - 43.8.2** whether he/she has any declared any interests and, if so, if the interests declared in accordance with this Constitution;

- 43.8.3** the dates of his/her terms of office including start and end date, or date of his/her resignation/removal.

44 Registers – inspection and copies

- 44.1** The Foundation Trust shall make the registers specified in paragraph 43 above available for inspection by members of the public, except in the circumstances set out below or as otherwise prescribed by regulations, including, for the avoidance of doubt, the Public Benefit Corporation (Register of Members) Regulations 2004 (SI2004/539).
- 44.2** The Foundation Trust shall not make any part of its registers available for inspection by members of the public which shows details of any Member of the Foundation Trust, if the Member so requests.
- 44.3** So far as the registers are required to be made available:
- 44.3.1** they are to be available for inspection free of charge at all reasonable times; and
- 44.3.2** a person who requests a copy of or extract from the registers is to be provided with a copy or extract.
- 44.4** If the person requesting a copy or extract is not a Member of the Foundation Trust, the Foundation Trust may impose a reasonable charge for doing so.

45 Documents available for public inspection

- 45.1** The Foundation Trust shall make the following documents available for inspection by members of the public free of charge at all reasonable times and on its website:
- 45.1.1** a copy of the current Constitution;
- 45.1.2** a copy of the latest Annual Accounts and of any report of the Auditor on them; and
- 45.1.3** a copy of the latest Annual Report.
- 45.2** The Foundation Trust shall also make the following documents relating to a special administration of the Foundation Trust available for inspection by members of the public free of charge at all reasonable times and on its website:
- 45.2.1** a copy of any order made under section 65D (appointment of trust special administrator), 65J (power to extend time), 65KC (action following Secretary of State's rejection of final report), 65L (trusts coming out of administration) or 65LA (trusts to be dissolved) of the 2006 Act;
- 45.2.2** a copy of any report laid under section 65D (appointment of trust special administrator) of the 2006 Act;
- 45.2.3** a copy of any information published under section 65D (appointment of trust special administrator) of the 2006 Act;
- 45.2.4** a copy of any draft report published under section 65F (administrator's draft report) of the 2006 Act;

- 45.2.5** a copy of any statement provided under section 65F (administrator's draft report) of the 2006 Act;
 - 45.2.6** a copy of any notice published under section 65F (administrator's draft report), 65G (consultation plan), 65H (consultation requirements), 65J (power to extend time), 65KA (Monitor's decision), 65KB (Secretary of State's response to Monitor's decision), 65KC (action following Secretary of State's rejection of final report) or 65KD (Secretary of State's response to re-submitted final report) of the 2006 Act;
 - 45.2.7** a copy of any statement published or provided under section 65G (consultation plan) of the 2006 Act;
 - 45.2.8** a copy of any final report published under section 65I (administrator's final report);
 - 45.2.9** a copy of any statement published under section 65J (power to extend time) or 65KC (action following Secretary of State's rejection of final report) of the 2006 Act;
 - 45.2.10** a copy of any information published under section 65M (replacement of trust special administrator) of the 2006 Act.
- 45.3** Any person who requests a copy of or extract from any of the above documents is to be provided with a copy or extract.
- 45.4** If the person requesting a copy or extract is not a Member of the Foundation Trust, the Foundation Trust may impose a reasonable charge for doing so.

46 Auditor

- 46.1** The Foundation Trust shall have an Auditor.
- 46.2** The Audit Committee shall make recommendations to the Council of Governors on the appointment of the Auditor.
- 46.3** In appointing the Auditor, the Council of Governors shall have regard to the recommendations of the Audit Committee.
- 46.4** The Council of Governors shall appoint or remove the Auditor at a general meeting of the Council of Governors.
- 46.5** The Accounting Officer shall ensure that the Auditor carries out his/her duties in accordance with Schedule 10 to the 2006 Act.

47 Audit Committee

- 47.1** The Foundation Trust shall establish a committee of Non-Executive Directors as an Audit Committee to review the establishment of an effective system of internal control and risk management, and to perform such monitoring and reviewing and to carry out other such functions as are appropriate.

48 Accounts

- 48.1** The Foundation Trust must keep proper accounts and proper records in relation to the accounts.
- 48.2** Monitor may with the approval of the Secretary of State give directions to the Foundation Trust as to the content and form of its accounts.
- 48.3** The accounts are to be audited by the Foundation Trust's Auditor.
- 48.4** The Foundation Trust shall prepare in respect of each Financial Year Annual Accounts in such form as Monitor may with the approval of the Secretary of State direct.
- 48.5** The functions of the Foundation Trust with respect to the preparation of the Annual Accounts shall be delegated to the Accounting Officer.

49 Annual Report, Forward Plans and other non-NHS work

- 49.1** The Foundation Trust shall prepare an Annual Report and send it to Monitor.
- 49.2** Each Annual Report shall give:
 - 49.2.1** information on any steps taken by the Foundation Trust to ensure that (taken as a whole) the actual Membership of the Public Constituency is representative of those eligible for such Membership;
 - 49.2.2** information on the remuneration of the Directors and on the expenses of the Governors and the Directors;
 - 49.2.3** the information on the impact that income received by the Trust, otherwise than from the fulfilment of the Principal Purpose, has had on the provision of goods and services for those purposes; and
 - 49.2.4** such other information as may be prescribed by Monitor.
- 49.3** The Foundation Trust shall give information as to its forward planning in respect of each Financial Year to Monitor.
- 49.4** The Forward Plan shall be prepared by the Board of Directors.
- 49.5** In preparing the Forward Plan, the Directors shall have regard to the views of the Council of Governors.
- 49.6** Each Forward Plan shall include information about:
 - 49.6.1** the activities other than the provision of goods and services for the purposes of the health service in England that the Foundation Trust proposes to carry on, and
 - 49.6.2** the income it expects to receive from doing so.
- 49.7** Where a Forward Plan contains a proposal that the Foundation Trust carry on an activity of a kind mentioned in sub-paragraph 49.6.1, the Council of Governors must:

49.7.1 determine whether it is satisfied that the carrying on of the activity will not to any significant extent interfere with the fulfilment by the Foundation Trust of its Principal Purpose or the performance of its other functions; and

49.7.2 notify the Directors of the Foundation Trust of its determination.

49.8 The Trust's total income in any financial year is made up of: (a) income attributable to its principal purpose as provided in paragraph 3.1 above; plus (b) income attributable to the provision of goods and services for any other purposes ("non NHS income"). If the Trust in any Financial Year proposes to increase its non NHS income and this would result in the non NHS income as a proportion of its total income increasing by 5% or more, then the Trust may implement the proposal only if more than half of the members of the Council of Governors present and voting at a meeting of the Council of Governors approve its implementation.

50 Instruments

50.1 The Foundation Trust shall have a seal.

50.2 The seal shall not be affixed except under the authority of the Board of Directors.

51 Indemnity

51.1 Members of the Council of Governors, the Board of Directors, the Secretary and other Officers of the Foundation Trust who act honestly and in good faith shall not have to meet out of their own personal resources any personal civil liability which is incurred in the execution or purported execution of their functions save where they have acted recklessly. Any costs arising in this way shall be met by the Foundation Trust.

51.2 The Foundation Trust may purchase and maintain insurance against this liability for its own benefit and for the benefit of members of the Council of Governors, Board of Directors, Secretary and other Officers.

51.3 The Foundation Trust may take out insurance either through the NHS Litigation Authority or otherwise in respect of Directors' and Officers' liability, including liability arising by reason of the Foundation Trust acting as a corporate trustee of an NHS charity.

52 Disputes between the Council of Governors and the Board of Directors

52.1 Subject to paragraph 24 above, in the event of a dispute between the Council of Governors and the Board of Directors:

52.1.1 in the first instance, the Chair, on the advice of the Secretary and other such advice as the Chair may see fit to obtain, shall seek to resolve the dispute;

52.1.2 if the Chair is unable to resolve the dispute, he/she shall appoint and chair a special committee comprising equal numbers of Directors and Governors to consider the circumstances and to make recommendations to the Council of Governors and the Board of Directors with a view to resolving the dispute;

52.1.3 if the recommendations (if any) of the special committee are unsuccessful in resolving the dispute, the Chair may refer the dispute back to the Board of Directors who shall make the final decision.

- 52.2** The dispute resolution procedures set out in this paragraph do not preclude the Governors from referring the matter to a panel of persons appointed by Monitor as set out in paragraph 24 (above). In these circumstances, the dispute must relate to a question about the Trust failing or failure to act in accordance with the Constitution or in accordance with provision made by or under Chapter 5 of the 2006 Act and must otherwise satisfy the conditions set out in paragraph 24.

53 Amendment of the Constitution

- 53.1** The Trust may make amendments of its Constitution only if:
- 53.1.1** more than half of the members of the Council of Governors present and voting at a meeting of the Council of Governors approve the amendments;
 - 53.1.2** more than half of the members of the Board of Directors present and voting at a meeting of the Board of Directors approve the amendments.
- 53.2** Amendments made under paragraph 53.1 take effect as soon as the conditions in that paragraph are satisfied, but the amendment has no effect in so far as the Constitution would, as a result of the amendment, not accord with Schedule 7 of the 2006 Act.
- 53.3** Where an amendment is made to the Constitution in relation to the powers or duties of the Council of Governors (or otherwise with respect to the role that the Council of Governors has as part of the Foundation Trust):
- 53.3.1** at least one member of the Council of Governors must attend the next Annual Members' Meeting and present the amendment to the Members; and
 - 53.3.2** the Foundation Trust must give the Members an opportunity to vote on whether they approve the amendment.
- 53.4** If more than half of the Members present and voting approve the amendment, the amendment continues to have effect; otherwise, it ceases to have effect and the Foundation Trust must take such steps as are necessary as a result.
- 53.5** Amendments by the Foundation Trust of its Constitution are to be notified to Monitor. For the avoidance of doubt, Monitor's functions do not include a power or duty to determine whether or not the Constitution, as a result of the amendments, accords with Schedule 7 of the 2006 Act.

54 Mergers etc. and Significant Transactions

- 54.1** The Foundation Trust may only apply for a merger, acquisition, separation or dissolution with the approval of more than half of the members of the Council of Governors.
- 54.2** The Foundation Trust may enter into a Significant Transaction only if more than half of the members of the Council of Governors of the Foundation Trust present and voting approve entering into the transaction.
- 54.3** A "Significant Transaction" is a transaction which meets any of the following criteria:

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Ratio	Description	Percentage
Assets	The Gross Assets subject to the transaction divided by the gross assets of the Trust.	>25
Income	The income attributable to: <ul style="list-style-type: none"> • the assets; or • the contract associated with the transaction divided by the income of the Trust. 	>25
Consideration to total Trust Capital	The Gross Capital of the company or business being acquired/divested divided by the Total Capital of the Trust following completion, or the effects on the Total Capital of the Trust resulting from a transaction.	>25

For the purposes of this paragraph:

“Gross Assets” is the total of fixed assets and current assets;

“Gross Capital” equals the market value of the target’s shares and debt securities, plus the excess of current liabilities over current assets; and

“Total Capital” of the Trust equals taxpayers’ equity.

54.4 Notwithstanding the above provisions and for the avoidance of doubt, a Significant Transaction does not include:

54.4.1 a transaction pursuant to: Sections 56, 56A 56B and 57A of the 2006 Act; or

54.4.2 any contracts in place from time to time with Horsham and Mid Sussex Clinical Commissioning Group (or its successor organisation) on behalf of Kent Surrey and Sussex Clinical Commissioning Groups (or their successor organisations), any other Clinical Commissioning Groups and/or the NHS Commissioning Board.

54.5 Any transaction which meets any of the criteria set out in paragraph 54.3 shall be notified to the Council of Governors if the percentage is in excess of 10% but less than 25%.

ANNEX 1 – THE PUBLIC CONSTITUENCY

(Paragraph 8)

PUBLIC CONSTITUENCY OF THE FOUNDATION TRUST

NAME OF CONSTITUENCY	AREA	MIMIMUM NO. OF MEMBERS	NO. OF GOVERNORS
Kent, Surrey, East and West Sussex and South London	The electoral wards of: Kent County Council West Sussex County Council East Sussex County Council Surrey County Council Medway Unitary Authority Brighton and Hove City Council London Borough of Croydon London Borough of Kingston London Borough of Merton London Borough of Richmond London Borough of Sutton London Borough of Bexley London Borough of Bromley London Borough of Greenwich London Borough of Lambeth London Borough of Lewisham London Borough of Southwark London Borough of Wandsworth	200	20

ANNEX 2 – THE STAFF CONSTITUENCY

(Paragraph 9)

STAFF CONSTITUENCY OF THE FOUNDATION TRUST

DESCRIPTION OF MEMBERS	MINIMUM NO. OF MEMBERS	NO. OF GOVERNORS
Staff employed by Queen Victoria Hospital NHS Foundation Trust as set out in paragraph 9.1 of the Constitution	50	3

ANNEX 3 – COMPOSITION OF COUNCIL OF GOVERNORS

(Paragraph 14)

COMPOSITION OF THE COUNCIL OF GOVERNORS OF THE FOUNDATION TRUST

Governor Type	Governor Description	No. of Governors
Elected	Public	20
Elected	Staff	3
Total of Elected Governors		23
Appointed (Local Authority)	Local Authority – West Sussex County Council	1
Appointed (Partnership Organisation)	East Grinstead Town Council	1
Appointed (Partnership Organisation)	The League of Friends	1
Total of Appointed Governors		3
Total Number of Governors		26

VACANCIES ARISING ON THE EXPIRY OF A GOVERNOR TERM OF OFFICE

Where a term of office for a Public Governor expires, the Trust will ordinarily hold an election for the relevant public constituency with the duly elected Public Governor for that constituency taking office on the expiry of the existing Public Governor's term of office.

Where requested by the Board for good reason, the Council of Governors shall consider a request to delay such an election for a period of 12 months. Any further period of delay shall only be with the further approval of the Council of Governors and for such period as they may determine. Any votes on such proposals to be by a majority of the Council of Governors voting. Good reasons for a delay include, but are not limited to, the following:

- The effects of a pandemic or other health or civil emergency (or government guidance on the holding of elections for foundation trusts); or
 - Anticipated transactions involving the Trust under any of sections 56 (mergers), 56A (Acquisitions) or 57A (dissolution) of the 2006 Act within the forthcoming 12 months.
- The request for a delay by the Board and the approval by the Council of Governors may occur at any time prior to the expiry of any relevant existing Public Governor's term of office.

When considering such a request, the Council of Governors must take into account that the Trust must always ensure that the aggregate number of Governors who are Public Governors on the Council of Governors always remains the majority of Governors on the Council of Governors. The request shall be granted where a majority of the Council of Governors voting approve.

Where an election for a Public Governor constituency occurs following any period of delay approved by the Council of Governors, the election thereafter will be for a term ending on the date that the term would have ended but for the delay to the election.

In the case of elections delayed in 2020 by virtue of the pandemic (and prior to these provisions appearing in the Constitution), the election for each Public Governor constituency will be for a term ending on the date that the term would have ended but for the delay to the election.

The validity of any act of the Council of Governors is not affected by any vacancy among the Governors or by any defect in the appointment of any Governor.

ANNEX 4 – THE MODEL ELECTION RULES

(Paragraph 15)

MODEL ELECTION RULES FOR ELECTIONS TO THE COUNCIL OF GOVERNORS

PART 1 INTERPRETATION

1. Interpretation

PART 2 TIMETABLE FOR ELECTION

2. Timetable
3. Computation of time

PART 3 RETURNING OFFICER

4. Returning officer
5. Staff
6. Expenditure
7. Duty of co-operation

PART 4 STAGES COMMON TO CONTESTED AND UNCONTESTED ELECTIONS

8. Notice of election
9. Nomination of candidates
10. Candidate's particulars
11. Declaration of interests
12. Declaration of eligibility
13. Signature of candidate
14. Decisions as to validity of nomination forms
15. Publication of statement of nominated candidates
16. Inspection of statement of nominated candidates and nomination forms
17. Withdrawal of candidates
18. Method of election

PART 5 CONTESTED ELECTIONS

19. Poll to be taken by ballot
20. The ballot paper
21. The declaration of identity (public and patient constituencies)

Action to be taken before the poll

22. List of eligible voters
23. Notice of poll
24. Issue of voting information by returning officer
25. Ballot paper envelope and covering envelope
26. E-voting systems

The poll

27. Eligibility to vote
28. Voting by persons who require assistance
29. Spoilt ballot papers and spoilt text message votes
30. Lost voting information
31. Issue of replacement voting information
32. ID declaration form for replacement ballot papers (public and patient constituencies)
33. Procedure for remote voting by internet
34. Procedure for remote voting by telephone
35. Procedure for remote voting by text message

Procedure for receipt of envelopes, internet votes, telephone vote and text message votes

36. Receipt of voting documents
37. Validity of votes
38. Declaration of identity but no ballot (public and patient constituency)
39. De-duplication of votes
40. Sealing of packets

PART 6 COUNTING THE VOTES

STV41. Interpretation of Part 6

42. Arrangements for counting of the votes
43. The count
- STV44. Rejected ballot papers and rejected text voting records
- FPP44. Rejected ballot papers and rejected text voting records
- STV45. First stage
- STV46. The quota
- STV47. Transfer of votes
- STV48. Supplementary provisions on transfer
- STV49. Exclusion of candidates
- STV50. Filling of last vacancies
- STV51. Order of election of candidates
- FPP51. Equality of votes

PART 7 FINAL PROCEEDINGS IN CONTESTED AND UNCONTESTED ELECTIONS

- FPP52. Declaration of result for contested elections
- STV52. Declaration of result for contested elections
53. Declaration of result for uncontested elections

PART 8 DISPOSAL OF DOCUMENTS

54. Sealing up of documents relating to the poll
55. Delivery of documents
56. Forwarding of documents received after close of the poll
57. Retention and public inspection of documents
58. Application for inspection of certain documents relating to election

PART 9 DEATH OF A CANDIDATE DURING A CONTESTED ELECTION

FPP59. Countermand or abandonment of poll on death of candidate

STV59. Countermand or abandonment of poll on death of candidate

PART 10 ELECTION EXPENSES AND PUBLICITY

Expenses

60. Election expenses

61. Expenses and payments by candidates

62. Expenses incurred by other persons

Publicity

63. Publicity about election by the corporation

64. Information about candidates for inclusion with voting information

65. Meaning of “for the purposes of an election”

PART 11 QUESTIONING ELECTIONS AND IRREGULARITIES

66. Application to question an election

PART 12 MISCELLANEOUS

67. Secrecy

68. Prohibition of disclosure of vote

69. Disqualification

70. Delay in postal service through industrial action or unforeseen event

1. Interpretation

1.1 In these rules, unless the context otherwise requires: “2006 Act” means the National Health Service Act 2006;

“corporation” means the public benefit corporation subject to this constitution;

“council of governors” means the council of governors of the corporation;

“declaration of identity” has the meaning set out in rule 21.1;

“election” means an election by a constituency, or by a class within a constituency, to fill a vacancy among one or more posts on the council of governors;

“e-voting” means voting using either the internet, telephone or text message; “e-voting information” has the meaning set out in rule 24.2;

“ID declaration form” has the meaning set out in Rule 21.1; “internet voting record” has the meaning set out in rule 26.4(d);

“internet voting system” means such computer hardware and software, data other equipment and services as may be provided by the returning officer for the purpose of enabling voters to cast their votes using the internet;

“lead governor” means the governor nominated by the corporation to fulfil the role described in Appendix B to The NHS Foundation Trust Code of Governance (Monitor, December 2013) or any later version of such code.

“list of eligible voters” means the list referred to in rule 22.1, containing the information in rule 22.2;

“method of polling” means a method of casting a vote in a poll, which may be by post, internet, text message or telephone;

“Monitor” means the corporate body known as Monitor as provided by section 61 of the 2012 Act;

“numerical voting code” has the meaning set out in rule 64.2(b) “polling website” has the meaning set out in rule 26.1;

“postal voting information” has the meaning set out in rule 24.1;

“telephone short code” means a short telephone number used for the purposes of submitting a vote by text message;

“telephone voting facility” has the meaning set out in rule 26.2; “telephone voting record” has the meaning set out in rule 26.5 (d); “text message voting facility” has the meaning set out in rule 26.3; “text voting record” has the meaning set out in rule 26.6 (d);

“the telephone voting system” means such telephone voting facility as may be provided by the returning officer for the purpose of enabling voters to cast their votes by telephone;

“the text message voting system” means such text messaging voting facility as may be provided by the returning officer for the purpose of enabling voters to cast their votes by text message;

“voter ID number” means a unique, randomly generated numeric identifier allocated to each voter by the Returning Officer for the purpose of e-voting,

“voting information” means postal voting information and/or e-voting information

1.2 Other expressions used in these rules and in Schedule 7 to the NHS Act 2006 have the same meaning in these rules as in that Schedule.

PART 2 TIMETABLE FOR ELECTIONS

2. Timetable

2.1 The proceedings at an election shall be conducted in accordance with the following timetable:

Proceeding	Time
Publication of notice of election	Not later than the fortieth day before the day of the close of the poll
Final day for delivery of nomination forms to returning officer	Not later than the twenty eighth day before the day of the close of the poll
Publication of statement of nominated candidates	Not later than the twenty seventh day before the day of the close of the poll
Final day for delivery of notices of withdrawals by candidates from election	Not later than twenty fifth day before the day of the close of the poll
Notice of the poll	Not later than the fifteenth day before the day of the close of the poll
Close of the poll	By 5.00pm on the final day of the election

3. Computation of time

3.1 In computing any period of time for the purposes of the timetable:

- (a) a Saturday or Sunday;
 - (b) Christmas day, Good Friday, or a bank holiday, or
 - (c) a day appointed for public thanksgiving or mourning,
- shall be disregarded, and any such day shall not be treated as a day for the

purpose of any proceedings up to the completion of the poll, nor shall the returning officer be obliged to proceed with the counting of votes on such a day.

3.2 In this rule, “bank holiday” means a day which is a bank holiday under the Banking and Financial Dealings Act 1971 in England and Wales

PART 3 RETURNING OFFICER

4. Returning Officer

- 4.1 Subject to rule 69, the returning officer for an election is to be appointed by the corporation.
- 4.2 Where two or more elections are to be held concurrently, the same returning officer may be appointed for all those elections.

5. Staff

- 5.1 Subject to rule 69, the returning officer may appoint and pay such staff, including such technical advisers, as he or she considers necessary for the purposes of the election.

6. Expenditure

- 6.1 The corporation is to pay the returning officer:
 - (a) any expenses incurred by that officer in the exercise of his or her functions under these rules,
 - (b) such remuneration and other expenses as the corporation may determine.

7. Duty of co-operation

- 7.1 The corporation is to co-operate with the returning officer in the exercise of his or her functions under these rules.

PART 4 STAGES COMMON TO CONTESTED AND UNCONTESTED ELECTIONS

8. Notice of election

8.1 The returning officer is to publish a notice of the election stating:

- (a) the constituency, or class within a constituency, for which the election is being held,
- (b) the number of members of the council of governors to be elected from that constituency, or class within that constituency,
- (c) the details of any nomination committee that has been established by the corporation,
- (d) the address and times at which nomination forms may be obtained;
- (e) the address for return of nomination forms (including, where the return of nomination forms in an electronic format will be permitted, the e-mail address for such return) and the date and time by which they must be received by the returning officer,
- (f) The date and time by which any notice of withdrawal must be received by the returning officer
- (g) the contact details of the returning officer
- (h) the date and time of the close of the poll in the event of a contest.

9. Nomination of candidates

9.1 Subject to rule 9.2, each candidate must nominate themselves on a single nomination form.

9.2 The returning officer:

- (a) is to supply any member of the corporation with a nomination form, and is to prepare a nomination form for signature at the request of any member of the corporation, but it is not necessary for a nomination to be on a form supplied by the returning officer and a nomination can, subject to rule 13, be in an electronic format.

10. Candidate's particulars

10.1 The nomination form must state the candidate's:

- (a) full name,
- (b) contact address in full (which should be a postal address although an e-mail address may also be provided for the purposes of electronic communication), and
- (c) constituency, or class within a constituency, of which the candidate is a member.

11. Declaration of interests

11.1 The nomination form must state:

- (a) any financial interest that the candidate has in the corporation, and
- (b) whether the candidate is a member of a political party, and if so, which party, and if the candidate has no such interests, the paper must include a statement to that effect.

12. Declaration of eligibility

12.1 The nomination form must include a declaration made by the candidate:

- (a) that he or she is not prevented from being a member of the council of governors by paragraph 8 of Schedule 7 of the 2006 Act or by any provision of the constitution; and,
- (b) for a member of the public or patient constituency, of the particulars of his or her qualification to vote as a member of that constituency, or class within that constituency, for which the election is being held.

13. Signature of candidate

13.1 The nomination form must be signed and dated by the candidate, in a manner prescribed by the returning officer, indicating that:

- (a) they wish to stand as a candidate,

- (b) their declaration of interests as required under rule 11, is true and correct, and
- (c) their declaration of eligibility, as required under rule 12, is true and correct.

13.2 Where the return of nomination forms in an electronic format is permitted, the returning officer shall specify the particular signature formalities (if any) that will need to be complied with by the candidate.

14. Decisions as to the validity of nomination

14.1 Where a nomination form is received by the returning officer in accordance with these rules, the candidate is deemed to stand for election unless and until the returning officer:

- (a) decides that the candidate is not eligible to stand,
- (b) decides that the nomination form is invalid,
- (c) receives satisfactory proof that the candidate has died, or
- (d) receives a written request by the candidate of their withdrawal from candidacy.

14.2 The returning officer is entitled to decide that a nomination form is invalid only on one of the following grounds:

- (a) that the paper is not received on or before the final time and date for return of nomination forms, as specified in the notice of the election,
- (b) that the paper does not contain the candidate's particulars, as required by rule 10;
- (c) that the paper does not contain a declaration of the interests of the candidate, as required by rule 11,
- (d) that the paper does not include a declaration of eligibility as required by rule 12, or
- (e) that the paper is not signed and dated by the candidate, if required by rule 13.

14.3 The returning officer is to examine each nomination form as soon as is practicable after he or she has received it, and decide whether the candidate has been validly nominated.

14.4 Where the returning officer decides that a nomination is invalid, the returning officer must endorse this on the nomination form, stating the reasons for their decision.

14.5 The returning officer is to send notice of the decision as to whether a nomination is valid or invalid to the candidate at the contact address given in the candidate's nomination form. If an e-mail address has been given in the candidate's nomination form (in addition to the candidate's postal address), the returning officer may send notice of the decision to that address.

15. Publication of statement of candidates

15.1 The returning officer is to prepare and publish a statement showing the candidates who are standing for election.

15.2 The statement must show:

(a) the name, contact address (which shall be the candidate's postal address), and constituency or class within a constituency of each candidate standing, and

(b) the declared interests of each candidate standing, as given in their nomination form.

15.3 The statement must list the candidates standing for election in alphabetical order by surname.

15.4 The returning officer must send a copy of the statement of candidates and copies of the nomination forms to the corporation as soon as is practicable after publishing the statement.

16. Inspection of statement of nominated candidates and nomination forms

16.1 The corporation is to make the statement of the candidates and the nomination forms supplied by the returning officer under rule 15.4 available for inspection by members of the corporation free of charge at all reasonable times.

16.2 If a member of the corporation requests a copy or extract of the statement of candidates or their nomination forms, the corporation is to provide that member with the copy or extract free of charge.

17. Withdrawal of candidates

17.1 A candidate may withdraw from election on or before the date and time for withdrawal by candidates, by providing to the returning officer a written notice of withdrawal which is signed by the candidate and attested by a witness.

18. Method of election

18.1 If the number of candidates remaining validly nominated for an election after any withdrawals under these rules is greater than the number of members to be elected to the council of governors, a poll is to be taken in accordance with Parts 5 and 6 of

these rules.

- 18.2 If the number of candidates remaining validly nominated for an election after any withdrawals under these rules is equal to the number of members to be elected to the council of governors, those candidates are to be declared elected in accordance with Part 7 of these rules.
- 18.3 If the number of candidates remaining validly nominated for an election after any withdrawals under these rules is less than the number of members to be elected to be council of governors, then:
- (a) the candidates who remain validly nominated are to be declared elected in accordance with Part 7 of these rules, and
 - (b) the returning officer is to order a new election to fill any vacancy which remains unfilled, on a day appointed by him or her in consultation with the corporation.

19. Poll to be taken by ballot

- 19.1 The votes at the poll must be given by secret ballot.
- 19.2 The votes are to be counted and the result of the poll determined in accordance with Part 6 of these rules.
- 19.3 The corporation may decide that voters within a constituency or class within a constituency, may, subject to rule 19.4, cast their votes at the poll using such different methods of polling in any combination as the corporation may determine.
- 19.4 The corporation may decide that voters within a constituency or class within a constituency for whom an e-mail address is included in the list of eligible voters may only cast their votes at the poll using an e-voting method of polling.
- 19.5 Before the corporation decides, in accordance with rule 19.3 that one or more e-voting methods of polling will be made available for the purposes of the poll, the corporation must satisfy itself that:
- (a) if internet voting is to be a method of polling, the internet voting system to be used for the purpose of the election is:
 - (i) configured in accordance with these rules; and
 - (ii) will create an accurate internet voting record in respect of any voter who casts his or her vote using the internet voting system;

 - (b) if telephone voting to be a method of polling, the telephone voting system to be used for the purpose of the election is:
 - (i) configured in accordance with these rules; and
 - (ii) will create an accurate telephone voting record in respect of any voter who casts his or her vote using the telephone voting system;

 - (c) if text message voting is to be a method of polling, the text message voting system to be used for the purpose of the election is:
 - (i) configured in accordance with these rules; and
 - (ii) will create an accurate text voting record in respect of any voter who

casts his or her vote using the text message voting system.

20. The ballot paper

20.1 The ballot of each voter (other than a voter who casts his or her ballot by an e- voting method of polling) is to consist of a ballot paper with the persons remaining validly nominated for an election after any withdrawals under these rules, and no others, inserted in the paper.

20.2 Every ballot paper must specify:

- (a) name of the corporation,
- (b) the constituency, or class within a constituency, for which the election is being held,
- (c) the number of members of the council of governors to be elected from that constituency, or class within that constituency,
- (d) the names and other particulars of the candidates standing for election, with the details and order being the same as in the statement of nominated candidates, the
- (e) instructions on how to vote by all available methods of polling, including the relevant voter's voter ID number if one or more e-voting methods of polling are available,
- (f) if the ballot paper is to be returned by post, the address for its return and the date and time of the close of the poll, and
- (g) the contact details of the returning officer.

20.3 Each ballot paper must have a unique identifier.

20.4 Each ballot paper must have features incorporated into it to prevent it from being reproduced.

21. The declaration of identity (public and patient constituencies)

21.1 The corporation shall require each voter who participates in an election for a public or patient constituency to make a declaration confirming:

- (a) that the voter is the person:
 - (i) to whom the ballot paper was addressed, and/or

- (ii) to whom the voter ID number contained within the e-voting information was allocated,
- (b) that he or she has not marked or returned any other voting information in the election, and
- (c) the particulars of his or her qualification to vote as a member of the constituency or class within the constituency for which the election is being held.

(*"declaration of identity")

and the corporation shall make such arrangements as it considers appropriate to facilitate the making and the return of a declaration of identity by each voter, whether by the completion of a paper form ("ID declaration form") or the use of an electronic method.

- 21.2 The voter must be required to return his or her declaration of identity with his or her ballot.
- 21.3 The voting information shall caution the voter that if the declaration of identity is not duly returned or is returned without having been made correctly, any vote cast by the voter may be declared invalid.

Action to be taken before the poll

22. List of eligible voters

- 22.1 The corporation is to provide the returning officer with a list of the members of the constituency or class within a constituency for which the election is being held who are eligible to vote by virtue of rule 27 as soon as is reasonably practicable after the final date for the delivery of notices of withdrawals by candidates from an election.
- 22.2 The list is to include, for each member:
 - (a) a postal address; and,
 - (b) the member's e-mail address, if this has been provided to which his or her voting information may, subject to rule 22.3, be sent.
- 22.3 The corporation may decide that the e-voting information is to be sent only by e-mail to those members in the list of eligible voters for whom an e-mail address is included in that list.

23. Notice of poll

- 23.1 The returning officer is to publish a notice of the poll stating:

- (a) the name of the corporation,
- (b) the constituency, or class within a constituency, for which the election is being held,
- (c) the number of members of the council of governors to be elected from that constituency, or class with that constituency,
- (d) the names, contact addresses, and other particulars of the candidates standing for election, with the details and order being the same as in the statement of nominated candidates,
- (e) that the ballot papers for the election are to be issued and returned, if appropriate, by post,
- (f) the methods of polling by which votes may be cast at the election by voters in a constituency or class within a constituency, as determined by the corporation in accordance with rule 19.3,
- (g) the address for return of the ballot papers,
- (h) the uniform resource locator (url) where, if internet voting is a method of polling, the polling website is located;
- (i) the telephone number where, if telephone voting is a method of polling, the telephone voting facility is located,
- (j) the telephone number or telephone short code where, if text message voting is a method of polling, the text message voting facility is located,
- (k) the date and time of the close of the poll,
- (l) the address and final dates for applications for replacement voting information, and
- (m) the contact details of the returning officer.

24. Issue of voting information by returning officer

24.1 Subject to rule 24.3, as soon as is reasonably practicable on or after the publication of the notice of the poll, the returning officer is to send the following information by post to each member of the corporation named in the list of eligible voters:

- (a) a ballot paper and ballot paper envelope,
- (b) the ID declaration form (if required),
- (c) information about each candidate standing for election, pursuant to rule 61 of these rules, and

(d) a covering envelope; (“postal voting information”).

24.2 Subject to rules 24.3 and 24.4, as soon as is reasonably practicable on or after the publication of the notice of the poll, the returning officer is to send the following information by e-mail and/ or by post to each member of the corporation named in the list of eligible voters whom the corporation determines in accordance with rule 19.3 and/ or rule 19.4 may cast his or her vote by an e-voting method of polling:

- (a) instructions on how to vote and how to make a declaration of identity (if required),
- (b) the voter’s voter ID number,
- (c) information about each candidate standing for election, pursuant to rule 64 of these rules, or details of where this information is readily available on the internet or available in such other formats as the Returning Officer thinks appropriate,
- (d) contact details of the returning officer, (“e-voting information”).

24.3 The corporation may determine that any member of the corporation shall:

- (a) only be sent postal voting information; or
- (b) only be sent e-voting information; or
- (c) be sent both postal voting information and e-voting information;

for the purposes of the poll.

24.4 If the corporation determines, in accordance with rule 22.3, that the e-voting information is to be sent only by e-mail to those members in the list of eligible voters for whom an e- mail address is included in that list, then the returning officer shall only send that information by e-mail.

24.5 The voting information is to be sent to the postal address and/ or e-mail address for each member, as specified in the list of eligible voters.

25. Ballot paper envelope and covering envelope

25.1 The ballot paper envelope must have clear instructions to the voter printed on it, instructing the voter to seal the ballot paper inside the envelope once the ballot paper has been marked.

25.2 The covering envelope is to have:

- (a) the address for return of the ballot paper printed on it, and
 - (b) pre-paid postage for return to that address.
- 25.3 There should be clear instructions, either printed on the covering envelope or elsewhere, instructing the voter to seal the following documents inside the covering envelope and return it to the returning officer –
- (a) the completed ID declaration form if required, and
 - (b) the ballot paper envelope, with the ballot paper sealed inside it.
- 26. E-voting systems**
- 26.1 If internet voting is a method of polling for the relevant election then the returning officer must provide a website for the purpose of voting over the internet (in these rules referred to as "the polling website").
- 26.2 If telephone voting is a method of polling for the relevant election then the returning officer must provide an automated telephone system for the purpose of voting by the use of a touch-tone telephone (in these rules referred to as "the telephone voting facility").
- 26.3 If text message voting is a method of polling for the relevant election then the returning officer must provide an automated text messaging system for the purpose of voting by text message (in these rules referred to as "the text message voting facility").
- 26.4 The returning officer shall ensure that the polling website and internet voting system provided will:
- (a) require a voter to:
 - (i) enter his or her voter ID number; and
 - (ii) where the election is for a public or patient constituency, make a declaration of identity; in order to be able to cast his or her vote;
 - (c) specify:
 - (i) the name of the corporation
 - (ii) the constituency, or class within a constituency, for which the election is being held.
 - (iii) the number of members of the council of governors to be elected from that constituency, or class within that constituency,
 - (iv) the names and other particulars of the candidates standing for election, with the details and order being the same as in the statement of nominated candidates,

- (v) instructions on how to vote and how to make a declaration of identity,
- (vi) the date and time of the close of the poll, and
- (vii) the contact details of the returning officer;
- (viii)
- (c) prevent a voter from voting for more candidates than he or she is entitled to at the election;
- (d) create a record ("internet voting record") that is stored in the internet voting system in respect of each vote cast by a voter using the internet that comprises of-
 - (i) the voter's voter ID number;
 - (ii) the voter's declaration of identity (where required);
 - (iii) the candidate or candidates for whom the voter has voted; and
 - (iv) the date and time of the voter's vote,
- (e) if the voter's vote has been duly cast and recorded, provide the voter with confirmation of this; and
- (f) prevent any voter from voting after the close of poll.

26.5 The returning officer shall ensure that the telephone voting facility and telephone voting system provided will:

- (a) require a voter to
 - (i) enter his or her voter ID number in order to be able to cast his or her vote; and
 - (ii) where the election is for a public or patient constituency, make a declaration of identity;
- (b) specify:
 - (i) the name of the corporation,
 - (ii) the constituency, or class within a constituency, for which the election is being held,
 - (iii) the number of members of the council of governors to be elected from that constituency, or class within that constituency,
 - (iv) instructions on how to vote and how to make a declaration of identity,
 - (v) the date and time of the close of the poll, and
 - (vi) the contact details of the returning officer;
- (c) prevent a voter from voting for more candidates than he or she is entitled to at the election;
- (d) create a record ("telephone voting record") that is stored in the telephone voting system in respect of each vote cast by a voter using the telephone that

comprises of:

- (i) the voter's voter ID number;
- (ii) the voter's declaration of identity (where required);
- (iii) the candidate or candidates for whom the voter has voted; and
- (iv) the date and time of the voter's vote

if the voter's vote has been duly cast and recorded, provide the voter with confirmation of this;

- (f) prevent any voter from voting after the close of poll.

26.6 The returning officer shall ensure that the text message voting facility and text messaging voting system provided will:

- (a) require a voter to:
 - (i) provide his or her voter ID number; and
 - (ii) where the election is for a public or patient constituency, make a declaration of identity;in order to be able to cast his or her vote;
- (b) prevent a voter from voting for more candidates than he or she is entitled to at the election;
- (c) create a record ("text voting record") that is stored in the text messaging voting system in respect of each vote cast by a voter by text message that comprises of:
 - (i) the voter's voter ID number;
 - (ii) the voter's declaration of identity (where required);
 - (iii) the candidate or candidates for whom the voter has voted; and
 - (iv) the date and time of the voter's vote
- (d) if the voter's vote has been duly cast and recorded, provide the voter with confirmation of this;
- (e) prevent any voter from voting after the close of poll.

The poll

27. Eligibility to vote

27.1 An individual who becomes a member of the corporation on or before the closing date for the receipt of nominations by candidates for the election, is eligible to vote in that election.

28. Voting by persons who require assistance

- 28.1 The returning officer is to put in place arrangements to enable requests for assistance to vote to be made.
- 28.2 Where the returning officer receives a request from a voter who requires assistance to vote, the returning officer is to make such arrangements as he or she considers necessary to enable that voter to vote.

29. Spoilt ballot papers and spoilt text message votes

- 29.1 If a voter has dealt with his or her ballot paper in such a manner that it cannot be accepted as a ballot paper (referred to as a “spoilt ballot paper”), that voter may apply to the returning officer for a replacement ballot paper.
- 29.2 On receiving an application, the returning officer is to obtain the details of the unique identifier on the spoilt ballot paper, if he or she can obtain it.
- 29.3 The returning officer may not issue a replacement ballot paper for a spoilt ballot paper unless he or she:
- (a) is satisfied as to the voter’s identity; and
 - (b) has ensured that the completed ID declaration form, if required, has not been returned.
- 29.4 After issuing a replacement ballot paper for a spoilt ballot paper, the returning officer shall enter in a list (“the list of spoilt ballot papers”):
- (a) the name of the voter, and
 - (b) the details of the unique identifier of the spoilt ballot paper (if that officer was able to obtain it), and
 - (c) the details of the unique identifier of the replacement ballot paper.
- 29.5 If a voter has dealt with his or her text message vote in such a manner that it cannot be accepted as a vote (referred to as a “spoilt text message vote”), that voter may apply to the returning officer for a replacement voter ID number.
- 29.6 On receiving an application, the returning officer is to obtain the details of the voter ID number on the spoilt text message vote, if he or she can obtain it.
- 29.7 The returning officer may not issue a replacement voter ID number in respect of a spoilt text message vote unless he or she is satisfied as to the voter’s identity.
- 29.8 After issuing a replacement voter ID number in respect of a spoilt text message vote, the returning officer shall enter in a list (“the list of spoilt text message votes”):

- (a) the name of the voter, and
- (b) the details of the voter ID number on the spoilt text message vote (if that officer was able to obtain it), and
- (c) the details of the replacement voter ID number issued to the voter

30. Lost voting information

30.1 Where a voter has not received his or her voting information by the tenth day before the close of the poll, that voter may apply to the returning officer for replacement voting information.

30.2 The returning officer may not issue replacement voting information in respect of lost voting information unless he or she:

- (a) is satisfied as to the voter's identity,
- (b) has no reason to doubt that the voter did not receive the original voting information,
- (c) has ensured that no declaration of identity, if required, has been returned.

30.3 After issuing replacement voting information in respect of lost voting information, the returning officer shall enter in a list ("the list of lost ballot documents"):

- (a) the name of the voter
- (b) the details of the unique identifier of the replacement ballot paper, if applicable, and
- (c) the voter ID number of the voter.

31. Issue of replacement voting information

31.1 If a person applies for replacement voting information under rule 29 or 30 and a declaration of identity has already been received by the returning officer in the name of that voter, the returning officer may not issue replacement voting information unless, in addition to the requirements imposed by rule 29.3 or 30.2, he or she is also satisfied that that person has not already voted in the election, notwithstanding the fact that a declaration of identity if required has already been received by the returning officer in the name of that voter.

31.2 After issuing replacement voting information under this rule, the returning officer shall enter in a list ("the list of tendered voting information"):

- (a) the name of the voter,

- (b) the unique identifier of any replacement ballot paper issued under this rule;
- (c) the voter ID number of the voter.

32. ID declaration form for replacement ballot papers (public and patient constituencies)

32.1 In respect of an election for a public or patient constituency an ID declaration form must be issued with each replacement ballot paper requiring the voter to make a declaration of identity.

Polling by internet, telephone or text

33. Procedure for remote voting by internet

33.1 To cast his or her vote using the internet, a voter will need to gain access to the polling website by keying in the url of the polling website provided in the voting information.

33.2 When prompted to do so, the voter will need to enter his or her voter ID number.

33.3 If the internet voting system authenticates the voter ID number, the system will give the voter access to the polling website for the election in which the voter is eligible to vote.

33.4 To cast his or her vote, the voter will need to key in a mark on the screen opposite the particulars of the candidate or candidates for whom he or she wishes to cast his or her vote.

33.5 The voter will not be able to access the internet voting system for an election once his or her vote at that election has been cast.

34. Voting procedure for remote voting by telephone

34.1 To cast his or her vote by telephone, the voter will need to gain access to the telephone voting facility by calling the designated telephone number provided in the voter information using a telephone with a touch-tone keypad.

34.2 When prompted to do so, the voter will need to enter his or her voter ID number using the keypad.

34.3 If the telephone voting facility authenticates the voter ID number, the voter will be prompted to vote in the election.

34.4 When prompted to do so the voter may then cast his or her vote by keying in the numerical voting code of the candidate or candidates, for whom he or she wishes to vote.

34.5 The voter will not be able to access the telephone voting facility for an election once his or her vote at that election has been cast.

35. Voting procedure for remote voting by text message

- 35.1 To cast his or her vote by text message the voter will need to gain access to the text message voting facility by sending a text message to the designated telephone number or telephone short code provided in the voter information.
- 35.2 The text message sent by the voter must contain his or her voter ID number and the numerical voting code for the candidate or candidates, for whom he or she wishes to vote.
- 35.3 The text message sent by the voter will need to be structured in accordance with the instructions on how to vote contained in the voter information, otherwise the vote will not be cast.

Procedure for receipt of envelopes, internet votes, telephone votes and text message votes

36. Receipt of voting documents

- 36.1 Where the returning officer receives:
- (a) a covering envelope, or
 - (b) any other envelope containing an ID declaration form if required, a ballot paper envelope, or a ballot paper,
- before the close of the poll, that officer is to open it as soon as is practicable; and rules 37 and 38 are to apply.
- 36.2 The returning officer may open any covering envelope or any ballot paper envelope for the purposes of rules 37 and 38, but must make arrangements to ensure that no person obtains or communicates information as to:
- (a) the candidate for whom a voter has voted, or
 - (b) the unique identifier on a ballot paper.
- 36.3 The returning officer must make arrangements to ensure the safety and security of the ballot papers and other documents.

37. Validity of votes

- 37.1 A ballot paper shall not be taken to be duly returned unless the returning officer is satisfied that it has been received by the returning officer before the close of the poll, with an ID declaration form if required that has been correctly completed, signed and dated.
- 37.2 Where the returning officer is satisfied that rule 37.1 has been fulfilled, he or she is to:

- (a) put the ID declaration form if required in a separate packet, and
 - (b) put the ballot paper aside for counting after the close of the poll.
- 37.3 Where the returning officer is not satisfied that rule 37.1 has been fulfilled, he or she is to:
- (a) mark the ballot paper “disqualified”,
 - (b) if there is an ID declaration form accompanying the ballot paper, mark it “disqualified” and attach it to the ballot paper,
 - (c) record the unique identifier on the ballot paper in a list of disqualified documents (the “list of disqualified documents”); and
 - (d) place the document or documents in a separate packet.
- 37.4 An internet, telephone or text message vote shall not be taken to be duly returned unless the returning officer is satisfied that the internet voting record, telephone voting record or text voting record (as applicable) has been received by the returning officer before the close of the poll, with a declaration of identity if required that has been correctly made.
- 37.5 Where the returning officer is satisfied that rule 37.4 has been fulfilled, he or she is to put the internet voting record, telephone voting record or text voting record (as applicable) aside for counting after the close of the poll.
- 37.6 Where the returning officer is not satisfied that rule 37.4 has been fulfilled, he or she is to:
- (a) mark the internet voting record, telephone voting record or text voting record (as applicable) “disqualified”,
 - (b) record the voter ID number on the internet voting record, telephone voting record or text voting record (as applicable) in the list of disqualified documents; and
 - (c) place the document or documents in a separate packet.
38. Declaration of identity but no ballot paper (public and patient constituency)¹
- 38.1 Where the returning officer receives an ID declaration form if required but no ballot paper, the returning officer is to:
- (a) mark the ID declaration form “disqualified”,
 - (b) record the name of the voter in the list of disqualified documents, indicating that a declaration of identity was received from the voter without a ballot

paper, and

- (c) place the ID declaration form in a separate packet

39. De-duplication of votes

39.1 Where different methods of polling are being used in an election, the returning officer shall examine all votes cast to ascertain if a voter ID number has been used more than once to cast a vote in the election.

39.2 If the returning officer ascertains that a voter ID number has been used more than once to cast a vote in the election he or she shall:

- (a) only accept as duly returned the first vote received that was cast using the relevant voter ID number; and
- (b) mark as “disqualified” all other votes that were cast using the relevant voter ID number

39.3 Where a ballot paper is disqualified under this rule the returning officer shall:

- (a) mark the ballot paper “disqualified”,
- (b) if there is an ID declaration form accompanying the ballot paper, mark it “disqualified” and attach it to the ballot paper,
- (c) record the unique identifier and the voter ID number on the ballot paper in the list of disqualified documents;
- (d) place the document or documents in a separate packet; and
- (e) disregard the ballot paper when counting the votes in accordance with these rules.

39.4 Where an internet voting record, telephone voting record or text voting record is disqualified under this rule the returning officer shall:

- (a) mark the internet voting record, telephone voting record or text voting record (as applicable) “disqualified”,
- (b) record the voter ID number on the internet voting record, telephone voting record or text voting record (as applicable) in the list of disqualified documents;
- (c) place the internet voting record, telephone voting record or text voting record (as applicable) in a separate packet, and

- (d) disregard the internet voting record, telephone voting record or text voting record (as applicable) when counting the votes in accordance with these rules.

40. Sealing of packets

40.1 As soon as is possible after the close of the poll and after the completion of the procedure under rules 37 and 38, the returning officer is to seal the packets containing:

- (a) the disqualified documents, together with the list of disqualified documents inside it,
- (b) the ID declaration forms, if required,
- (c) the list of spoiled ballot papers and the list of spoiled text message votes,
- (d) the list of lost ballot documents,
- (e) the list of eligible voters, and
- (f) the list of tendered voting information

and ensure that complete electronic copies of the internet voting records, telephone voting records and text voting records created in accordance with rule 26 are held in a device suitable for the purpose of storage.

STV41. Interpretation of Part 6

STV41.1 In Part 6 of these rules:

“ballot document” means a ballot paper, internet voting record, telephone voting record or text voting record.

“continuing candidate” means any candidate not deemed to be elected, and not excluded,

“count” means all the operations involved in counting of the first preferences recorded for candidates, the transfer of the surpluses of elected candidates, and the transfer of the votes of the excluded candidates,

“deemed to be elected” means deemed to be elected for the purposes of counting of votes but without prejudice to the declaration of the result of the poll,

“mark” means a figure, an identifiable written word, or a mark such as “X”,

“non-transferable vote” means a ballot document:

(a) on which no second or subsequent preference is recorded for a continuing candidate,

or

(b) which is excluded by the returning officer under rule STV49,

“*preference*” as used in the following contexts has the meaning assigned below:

(a) “first preference” means the figure “1” or any mark or word which clearly indicates a first (or only) preference,

(b) “next available preference” means a preference which is the second, or as the case may be, subsequent preference recorded in consecutive order for a continuing candidate (any candidate who is deemed to be elected or is excluded thereby being ignored); and

(c) in this context, a “second preference” is shown by the figure “2” or any

mark or word which clearly indicates a second preference, and a third preference by the figure “3” or any mark or word which clearly indicates a third preference, and so on,

“*quota*” means the number calculated in accordance with rule STV46,

“surplus” means the number of votes by which the total number of votes for any candidate (whether first preference or transferred votes, or a combination of both) exceeds the quota; but references in these rules to the transfer of the surplus means the transfer (at a transfer value) of all transferable ballot documents from the candidate who has the surplus,

“stage of the count” means:

- (a) the determination of the first preference vote of each candidate,
- (b) the transfer of a surplus of a candidate deemed to be elected, or
- (c) the exclusion of one or more candidates at any given time,

“transferable vote” means a ballot document on which, following a first preference, a second or subsequent preference is recorded in consecutive numerical order for a continuing candidate,

“transferred vote” means a vote derived from a ballot document on which a second or subsequent preference is recorded for the candidate to whom that ballot document has been transferred, and

“transfer value” means the value of a transferred vote calculated in accordance with rules STV47.4 or STV47.7.

42. Arrangements for counting of the votes

42.1 The returning officer is to make arrangements for counting the votes as soon as is practicable after the close of the poll.

42.2 The returning officer may make arrangements for any votes to be counted using vote counting software where:

- (a) the board of directors and the council of governors of the corporation have approved:
 - (i) The use of such software for the purpose of counting votes in the relevant election, and
 - (ii) a policy governing the use of such software, and
- (b) the corporation and the returning officer are satisfied that the use of

such software will produce an accurate result.

43. The count

43.1 The returning officer is to:

- (a) count and record the number of:
 - (i) ballot papers that have been returned; and
 - (ii) the number of internet voting records, telephone voting records and/or text voting records that have been created, and
- (b) count the votes according to the provisions in this Part of the rules

and/or the provisions of any policy approved pursuant to rule 42.2(ii) where vote counting software is being used.

43.2 The returning officer, while counting and recording the number of ballot papers, internet voting records, telephone voting records and/or text voting records and counting the votes, must make arrangements to ensure that no person obtains or communicates information as to the unique identifier on a ballot paper or the voter ID number on an internet voting record, telephone voting record or text voting record.

43.3 The returning officer is to proceed continuously with counting the votes as far as is practicable.

STV44 Rejected ballot papers and rejected text voting records

STV44.1 Any ballot paper:

- (a) which does not bear the features that have been incorporated into the other ballot papers to prevent them from being reproduced,
- (b) on which the figure “1” standing alone is not placed so as to indicate a first preference for any candidate,
- (c) on which anything is written or marked by which the voter can be identified except the unique identifier, or
- (d) which is unmarked or rejected because of uncertainty,

shall be rejected and not counted, but the ballot paper shall not be rejected by

reason only of carrying the words “one”, “two”, “three” and so on, or any other mark instead of a figure if, in the opinion of the returning officer, the word or mark clearly indicates a preference or preferences.

STV44.2 The returning officer is to endorse the word “rejected” on any ballot paper which under this rule is not to be counted.

STV44.3 Any text voting record:

- (a) on which the figure “1” standing alone is not placed so as to indicate a first preference for any candidate,
- (b) on which anything is written or marked by which the voter can be identified except the unique identifier, or
- (c) which is unmarked or rejected because of uncertainty,

shall be rejected and not counted, but the text voting record shall not be rejected by reason only of carrying the words “one”, “two”, “three” and so on, or any other mark instead of a figure if, in the opinion of the returning officer, the word or mark clearly indicates a preference or preferences.

STV44.4 The returning officer is to endorse the word “rejected” on any text voting record which under this rule is not to be counted.

STV44.5 The returning officer is to draw up a statement showing the number of ballot papers rejected by him or her under each of the subparagraphs (a) to (d) of rule STV44.1 and the number of text voting records rejected by him or her under each of the sub-paragraphs (a) to (c) of rule STV44.3.

FPP44. Rejected ballot papers and rejected text voting records

FPP44.1 Any ballot paper:

- (a) which does not bear the features that have been incorporated into the other ballot papers to prevent them from being reproduced,
- (b) on which votes are given for more candidates than the voter is entitled to vote,
- (c) on which anything is written or marked by which the voter can be identified except the unique identifier, or
- (d) which is unmarked or rejected because of uncertainty,

shall, subject to rules FPP44.2 and FPP44.3, be rejected and not counted.

FPP44.2 Where the voter is entitled to vote for more than one candidate, a ballot

paper is not to be rejected because of uncertainty in respect of any vote where no uncertainty arises, and that vote is to be counted.

FPP44.3 A ballot paper on which a vote is marked:

- (a) elsewhere than in the proper place,
- (b) otherwise than by means of a clear mark,
- (c) by more than one mark,

is not to be rejected for such reason (either wholly or in respect of that vote) if an intention that the vote shall be for one or other of the candidates clearly appears, and the way the paper is marked does not itself identify the voter and it is not shown that he or she can be identified by it.

FPP44.4 The returning officer is to:

- (a) endorse the word “rejected” on any ballot paper which under this rule is not to be counted, and
- (b) in the case of a ballot paper on which any vote is counted under rules FPP44.2 and FPP 44.3, endorse the words “rejected in part” on the ballot paper and indicate which vote or votes have been counted.

FPP44.5 The returning officer is to draw up a statement showing the number of rejected ballot papers under the following headings:

- (a) does not bear proper features that have been incorporated into the ballot paper,
- (b) voting for more candidates than the voter is entitled to,
- (c) writing or mark by which voter could be identified, and
- (d) unmarked or rejected because of uncertainty,

and, where applicable, each heading must record the number of ballot papers rejected in part.

FPP44.6 Any text voting record:

- (a) on which votes are given for more candidates than the voter is entitled to vote,
- (b) on which anything is written or marked by which the voter can be identified except the voter ID number, or
- (c) which is unmarked or rejected because of uncertainty, shall, subject to rules FPP44.7 and FPP44.8, be rejected and not counted.

- FPP44.7 Where the voter is entitled to vote for more than one candidate, a text voting record is not to be rejected because of uncertainty in respect of any vote where no uncertainty arises, and that vote is to be counted.
- FPP448 A text voting record on which a vote is marked:
- (a) otherwise than by means of a clear mark,
 - (b) by more than one mark, is not to be rejected for such reason (either wholly or in respect of that vote) if an intention that the vote shall be for one or other of the candidates clearly appears, and the way the text voting record is marked does not itself identify the voter and it is not shown that he or she can be identified by it.
- FPP44.9 The returning officer is to:
- (a) endorse the word “rejected” on any text voting record which under this rule is not to be counted, and
 - (b) in the case of a text voting record on which any vote is counted under rules FPP44.7 and FPP 44.8, endorse the words “rejected in part” on the text voting record and indicate which vote or votes have been counted.
- FPP44.10 The returning officer is to draw up a statement showing the number of rejected text voting records under the following headings:
- (a) voting for more candidates than the voter is entitled to,
 - (b) writing or mark by which voter could be identified, and
 - (c) unmarked or rejected because of uncertainty,
- and, where applicable, each heading must record the number of text voting records rejected in part.

STV45 First stage

- STV45.1 The returning officer is to sort the ballot documents into parcels according to the candidates for whom the first preference votes are given.
- STV45.2 The returning officer is to then count the number of first preference votes given on ballot documents for each candidate, and is to record those numbers.
- STV45.3 The returning officer is to also ascertain and record the number of valid ballot documents.

- STV46. The quota
- STV46.1 The returning officer is to divide the number of valid ballot documents by a number exceeding by one the number of members to be elected.
- STV46.2 The result, increased by one, of the division under rule STV46.1 (any fraction being disregarded) shall be the number of votes sufficient to secure the election of a candidate (in these rules referred to as “the quota”).

At any stage of the count a candidate whose total votes equals or exceeds the quota shall be deemed to be elected, except that any election where there is only one vacancy a candidate shall not be deemed to be elected until the procedure set out in rules STV47.1 to STV47.3 has been complied with.

STV47 Transfer of votes

- STV47.1 Where the number of first preference votes for any candidate exceeds the quota, the returning officer is to sort all the ballot documents on which first preference votes are given for that candidate into sub-parcels so that they are grouped:

- (a) according to next available preference given on those ballot documents for any continuing candidate, or
- (b) where no such preference is given, as the sub-parcel of non-transferable votes.

- STV47.2 The returning officer is to count the number of ballot documents in each parcel referred to in rule STV47.1.

- STV47.3 The returning officer is, in accordance with this rule and rule STV48, to transfer each sub-parcel of ballot documents referred to in rule STV47.1 (a) to the candidate for whom the next available preference is given on those ballot documents.

- STV47.4 The vote on each ballot document transferred under rule STV47.3 shall be at a value (“the transfer value”) which:

- (a) reduces the value of each vote transferred so that the total value of all such votes does not exceed the surplus, and
- (b) is calculated by dividing the surplus of the candidate from whom the votes are being transferred by the total number of the ballot documents on which those votes are given, the calculation being made to two decimal places (ignoring the remainder if any).

- STV47.5 Where at the end of any stage of the count involving the transfer of ballot documents, the number of votes for any candidate exceeds the

quota, the returning officer is to sort the ballot documents in the sub-parcel of transferred votes which was last received by that candidate into separate sub-parcels so that they are grouped:

- (a) according to the next available preference given on those ballot documents for any continuing candidate, or
- (b) where no such preference is given, as the sub-parcel of non-transferable votes.

STV47.6 The returning officer is, in accordance with this rule and rule STV48, to transfer each sub- parcel of ballot documents referred to in rule STV47.5 (a) to the candidate for whom the next available preference is given on those ballot documents.

STV47.7 The vote on each ballot document transferred under rule STV47.6 shall be at: a transfer value calculated as set out in rule STV47.4(b), or
(b) at the value at which that vote was received by the candidate from whom it is now being transferred,
(c) whichever is the less.

STV47.8 Each transfer of a surplus constitutes a stage in the count.

STV47.9 Subject to rule STV47.10, the returning officer shall proceed to transfer transferable ballot documents until no candidate who is deemed to be elected has a surplus or all the vacancies have been filled.

STV47.10 Transferable ballot documents shall not be liable to be transferred where any surplus or surpluses which, at a particular stage of the count, have not already been transferred, are:

- (a) less than the difference between the total vote when credited to the continuing candidate with the lowest recorded vote and the vote of the candidate with the next lowest recorded vote, or
- (b) less than the difference between the total votes of the two or more continuing candidates, credited at that stage of the count with the lowest recorded total numbers of votes and the candidate next above such candidates.

STV47.11 This rule does not apply at an election where there is only one vacancy.

STV48. Supplementary provisions on transfer

STV48.1 If, at any stage of the count, two or more candidates have surpluses, the transferable ballot documents of the candidate with the highest

surplus shall be transferred first, and if:

- (a) The surpluses determined in respect of two or more candidates are equal, the transferable ballot documents of the candidate who had the highest recorded vote at the earliest preceding stage at which they had unequal votes shall be transferred first, and
- (b) the votes credited to two or more candidates were equal at all stages of the count, the returning officer shall decide between those candidates by lot, and the transferable ballot documents of the candidate on whom the lot falls shall be transferred first.

STV48.2 The returning officer shall, on each transfer of transferable ballot documents under rule STV47:

- (a) record the total value of the votes transferred to each candidate,
- (b) add that value to the previous total of votes recorded for each candidate and record the new total,
- (c) record as non-transferable votes the difference between the surplus and the total transfer value of the transferred votes and add that difference to the previously recorded total of non-transferable votes, and
- (d) compare:
 - (i) the total number of votes then recorded for all of the candidates, together with the total number of non-transferable votes, with
 - (ii) the recorded total of valid first preference votes.

STV48.3 All ballot documents transferred under rule STV47 or STV49 shall be clearly marked, either individually or as a sub-parcel, so as to indicate the transfer value recorded at that time to each vote on that ballot document or, as the case may be, all the ballot documents in that sub-parcel.

STV48.4 Where a ballot document is so marked that it is unclear to the returning officer at any stage of the count under rule STV47 or STV49 for which candidate the next preference is recorded, the returning officer shall treat any vote on that ballot document as a non-transferable vote; and votes on a ballot document shall be so treated where, for example, the names of two or more candidates (whether continuing candidates or not) are so marked that, in the opinion of the returning officer, the same order of preference is indicated or the numerical sequence is broken.

STV49 Exclusion of candidates

- STV49.1 If:
- (a) all transferable ballot documents which under the provisions of rule STV47 (including that rule as applied by rule STV49.11) and this rule are required to be transferred, have been transferred, and
 - (b) subject to rule STV50, one or more vacancies remain to be filled, the returning officer shall exclude from the election at that stage the candidate with the then lowest vote (or, where rule STV49.12 applies, the candidates with the then lowest votes).
- STV9.2 The returning officer shall sort all the ballot documents on which first preference votes are given for the candidate or candidates excluded under rule STV49.1 into two sub- parcels so that they are grouped as:
- (a) ballot documents on which a next available preference is given, and
 - (b) ballot documents on which no such preference is given (thereby including ballot documents on which preferences are given only for candidates who are deemed to be elected or are excluded).
- STV49.3 The returning officer shall, in accordance with this rule and rule STV48, transfer each sub- parcel of ballot documents referred to in rule STV49.2 to the candidate for whom the next available preference is given on those ballot documents.
- STV49.4 The exclusion of a candidate or of two or more candidates together, constitutes a further stage of the count.
- STV49.5 If, subject to rule STV50, one or more vacancies still remain to be filled, the returning officer shall then sort the transferable ballot documents, if any, which had been transferred to any candidate excluded under rule STV49.1 into sub- parcels according to their transfer value.
- STV49.6 The returning officer shall transfer those ballot documents in the sub-parcel of transferable ballot documents with the highest transfer value to the continuing candidates in accordance with the next available preferences given on those ballot documents, (thereby passing over candidates who are deemed to be elected or are excluded).

- STV49.7 The vote on each transferable ballot document transferred under rule STV49.6 shall be at the value at which that vote was received by the candidate excluded under rule STV49.1.
- STV9.8 Any ballot documents on which no next available preferences have been expressed shall be set aside as non-transferable votes.
- STV49.9 After the returning officer has completed the transfer of the ballot documents in the sub- parcel of ballot documents with the highest transfer value he or she shall proceed to transfer in the same way the sub-paragraph of ballot documents with the next highest value and so on until he/she has dealt with each sub-paragraph of a candidate excluded under rule STV49.1.
- STV49.10 The returning officer shall after each stage of the count completed under this rule:
- (a) record:
 - (i) the total value of votes, or
 - (ii) the total transfer value of votes transferred to each candidate,
 - (b) add that total to the previous total of votes recorded for each candidate and record the new total,
 - (c) record the value of non-transferable votes and add that value to the previous non- transferable votes total, and
 - (d) compare:
 - (i) the total number of votes then recorded for each candidate together with the total number of non-transferable votes, with
 - (ii) the recorded total of valid first preference votes.
- STV49.11 If after a transfer of votes under any provision of this rule, a candidate has a surplus, that surplus shall be dealt with in accordance with rules STV47.5 to STV47.10 and rule STV48.
- STV49.12 Where the total of the votes of the two or more lowest candidates, together with any surpluses not transferred, is less than the number of votes credited to the next lowest candidate, the returning officer shall in one operation exclude such two or more candidates.
- STV49.13 If when a candidate has to be excluded under this rule, two or more candidates each have the same number of votes and are lowest:
- (a) regard shall be had to the total number of votes credited to those candidates at the earliest stage of the count at which they had an unequal number of votes and the candidate with the

- lowest number of votes at that stage shall be excluded, and
- (b) where the number of votes credited to those candidates was equal at all stages, the returning officer shall decide between the candidates by lot and the candidate on whom the lot falls shall be excluded.

STV50. Filling of last vacancies

- STV50.1 Where the number of continuing candidates is equal to the number of vacancies remaining unfilled the continuing candidates shall thereupon be deemed to be elected.
- STV50.2 Where only one vacancy remains unfilled and the votes of any one continuing candidate are equal to or greater than the total of votes credited to other continuing candidates together with any surplus not transferred, the candidate shall thereupon be deemed to be elected.
- STV50.3 Where the last vacancies can be filled under this rule, no further transfer of votes shall be made.

STV51 Order of election of candidates

- STV51.1 The order in which candidates whose votes equal or exceed the quota are deemed to be elected shall be the order in which their respective surpluses were transferred, or would have been transferred but for rule STV47.10.
- STV51.2 A candidate credited with a number of votes equal to, and not greater than, the quota shall, for the purposes of this rule, be regarded as having had the smallest surplus at the stage of the count at which he/she obtained the quota.
- STV51.3 Where the surpluses of two or more candidates are equal and are not required to be transferred, regard shall be had to the total number of votes credited to such candidates at the earliest stage of the count at which they had an unequal number of votes and the surplus of the candidate who had the greatest number of votes at that stage shall be deemed to be the largest.
- STV51.4 Where the number of votes credited to two or more candidates were equal at all stages of the count, the returning officer shall decide between them by lot and the candidate on whom the lot falls shall be deemed to have been elected first.

FPP51 Equality of votes

- FPP51.1 Where, after the counting of votes is completed, an equality of votes is

found to exist between any candidates and the addition of a vote would entitle any of those candidates to be declared elected, the returning officer is to decide between those candidates by a lot, and proceed as if the candidate on whom the lot falls had received an additional vote.

PART 7 FINAL PROCEEDINGS IN CONTESTED AND UNCONTESTED ELECTIONS

FPP52. Declaration of result for contested elections

FPP52.1 In a contested election, when the result of the poll has been ascertained, the returning officer is to:

- (a) declare the candidate or candidates whom more votes have been given than for the other candidates, up to the number of vacancies to be filled on the council of governors from the constituency, or class within a constituency, for which the election is being held to be elected,
- (b) give notice of the name of each candidate who he or she has declared elected:
 - (i) where the election is held under a proposed constitution pursuant to powers conferred on the [insert name] NHS Trust by section 33(4) of the 2006 Act, to the Chair of the NHS Trust, or
 - (ii) in any other case, to the Chair of the corporation; and
- (c) give public notice of the name of each candidate whom he or she has declared elected.

FPP52.2 The returning officer is to make:

- (a) the total number of votes given for each candidate (whether elected or not), and
- (b) the number of rejected ballot papers under each of the headings in rule FPP44.5,
- (c) the number of rejected text voting records under each of the headings in rule FPP44.10, available on request.

STV52. Declaration of result for contested elections

STV52.1 In a contested election, when the result of the poll has been ascertained, the returning officer is to:

- (a) declare the candidates who are deemed to be elected under Part 6 of these rules as elected,
- (b) give notice of the name of each candidate who he or she has declared elected –
 - (i) where the election is held under a proposed constitution pursuant to powers conferred on the [insert name] NHS

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- Trust by section 33(4) of the 2006 Act, to the Chair of the NHS Trust, or
- (ii) in any other case, to the Chair of the corporation, and give public notice of the name of each candidate who he or she has declared elected.

STV52.2 The returning officer is to make:

- (a) the number of first preference votes for each candidate whether elected or not,
- (b) any transfer of votes,
- (c) the total number of votes for each candidate at each stage of the count at which such transfer took place,
- (d) the order in which the successful candidates were elected, and
- (e) the number of rejected ballot papers under each of the headings in rule STV44.1,
- (f) the number of rejected text voting records under each of the headings in rule STV44.3, available on request.

53. Declaration of result for uncontested elections

53.1 In an uncontested election, the returning officer is to as soon as is practicable after final day for the delivery of notices of withdrawals by candidates from the election:

- (a) declare the candidate or candidates remaining validly nominated to be elected,
- (b) give notice of the name of each candidate who he or she has declared elected to the Chair of the corporation, and
- (c) give public notice of the name of each candidate who he or she has declared elected.

PART 8 DISPOSAL OF DOCUMENTS

54. Sealing up of documents relating to the poll
- 54.1 On completion of the counting at a contested election, the returning officer is to seal up the following documents in separate packets:
- (a) the counted ballot papers, internet voting records, telephone voting records and text voting records,
 - (b) the ballot papers and text voting records endorsed with “rejected in part”,
 - (c) the rejected ballot papers and text voting records, and
 - (d) the statement of rejected ballot papers and the statement of rejected text voting records, and ensure that complete electronic copies of the internet voting records, telephone voting records and text voting records created in accordance with rule 26 are held in a device suitable for the purpose of storage.
- 54.2 The returning officer must not open the sealed packets of:
- (a) the disqualified documents, with the list of disqualified documents inside it,
 - (b) the list of spoilt ballot papers and the list of spoilt text message votes,
 - (c) the list of lost ballot documents, and
 - (d) the list of eligible voters,
or access the complete electronic copies of the internet voting records, telephone voting records and text voting records created in accordance with rule 26 and held in a device suitable for the purpose of storage.
- 54.3 The returning officer must endorse on each packet a description of:
- (a) its contents,
 - (b) the date of the publication of notice of the election,
 - (c) the name of the corporation to which the election relates, and
 - (d) the constituency, or class within a constituency, to which the election relates.

55. Delivery of documents

- 55.1 Once the documents relating to the poll have been sealed up and endorsed

pursuant to rule 56, the returning officer is to forward them to the chair of the corporation.

56. Forwarding of documents received after close of the poll

56.1 Where:

- (a) any voting documents are received by the returning officer after the close of the poll, or
- (b) any envelopes addressed to eligible voters are returned as undelivered too late to be resent, or
- (c) any applications for replacement voting information are made too late to enable new voting information to be issued, the returning officer is to put them in a separate packet, seal it up, and endorse and forward it to the Chair of the corporation.

57. Retention and public inspection of documents

57.1 The corporation is to retain the documents relating to an election that are forwarded to the chair by the returning officer under these rules for one year, and then, unless otherwise directed by the board of directors of the corporation, cause them to be destroyed.

57.2 With the exception of the documents listed in rule 58.1, the documents relating to an election that are held by the corporation shall be available for inspection by members of the public at all reasonable times.

57.3 A person may request a copy or extract from the documents relating to an election that are held by the corporation, and the corporation is to provide it, and may impose a reasonable charge for doing so.

58. Application for inspection of certain documents relating to an election

58.1 The corporation may not allow:

- (a) the inspection of, or the opening of any sealed packet containing –
 - (i) any rejected ballot papers, including ballot papers rejected in part,
 - (ii) any rejected text voting records, including text voting records rejected in part,
 - (iii) any disqualified documents, or the list of disqualified documents,
 - (iv) any counted ballot papers, internet voting records, telephone voting records or text voting records, or

- (v) the list of eligible voters, or
- (b) access to or the inspection of the complete electronic copies of the internet voting records, telephone voting records and text voting records created in accordance with rule 26 and held in a device suitable for the purpose of storage, by any person without the consent of the board of directors of the corporation.

58.2 A person may apply to the board of directors of the corporation to inspect any of the documents listed in rule 58.1, and the board of directors of the corporation may only consent to such inspection if it is satisfied that it is necessary for the purpose of questioning an election pursuant to Part 11.

58.3 The board of directors of the corporation's consent may be on any terms or conditions that it thinks necessary, including conditions as to –

- (a) persons,
- (b) time,
- (c) place and mode of inspection,
- (d) production or opening,

and the corporation must only make the documents available for inspection in accordance with those terms and conditions.

58.4 On an application to inspect any of the documents listed in rule 58.1 the board of directors of the corporation must:

- (a) in giving its consent, and
- (b) in making the documents available for inspection

ensure that the way in which the vote of any particular member has been given shall not be disclosed, until it has been established –

- (i) that his or her vote was given, and
- (ii) that Monitor has declared that the vote was invalid.

PART 9 DEATH OF A CANDIDATE DURING A CONTESTED ELECTION

FPP59. Countermand or abandonment of poll on death of candidate

- FPP59.1 If at a contested election, proof is given to the returning officer's satisfaction before the result of the election is declared that one of the persons named or to be named as a candidate has died, then the returning officer is to:
- (a) countermand notice of the poll, or, if voting information has been issued, direct that the poll be abandoned within that constituency or class, and
 - (b) order a new election, on a date to be appointed by him or her in consultation with the corporation, within the period of 40 days, computed in accordance with rule 3 of these rules, beginning with the day that the poll was countermanded or abandoned.
- FPP59.2 Where a new election is ordered under rule FPP59.1, no fresh nomination is necessary for any candidate who was validly nominated for the election where the poll was countermanded or abandoned but further candidates shall be invited for that constituency or class.
- FPP59.3 Where a poll is abandoned under rule FPP59.1(a), rules FPP59.4 to FPP59.7 are to apply.
- FPP59.4 The returning officer shall not take any step or further step to open envelopes or deal with their contents in accordance with rules 38 and 39, and is to make up separate sealed packets in accordance with rule 40.
- FPP59.5 The returning officer is to:
- (a) count and record the number of ballot papers, internet voting records, telephone voting records and text voting records that have been received,
 - (b) seal up the ballot papers, internet voting records, telephone voting records and text voting records into packets, along with the records of the number of ballot papers, internet voting records, telephone voting records and text voting records and ensure that complete electronic copies of the internet voting records telephone voting records and text voting records created in accordance with rule 26 are held in a device suitable for the purpose of storage.
- FPP59.6 The returning officer is to endorse on each packet a description of:

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- (a) its contents,
- (b) the date of the publication of notice of the election,
- (c) the name of the corporation to which the election relates, and
- (d) the constituency, or class within a constituency, to which the election relates.

FPP59.7 Once the documents relating to the poll have been sealed up and endorsed pursuant to rules FPP59.4 to FPP59.6, the returning officer is to deliver them to the Chair of the corporation, and rules 57 and 58 are to apply.

STV59. Countermand or abandonment of poll on death of candidate

STV59.1 If, at a contested election, proof is given to the returning officer's satisfaction before the result of the election is declared that one of the persons named or to be named as a candidate has died, then the returning officer is to:

- (a) publish a notice stating that the candidate has died, and
- (b) proceed with the counting of the votes as if that candidate had been excluded from the count so that –
 - (i) ballot documents which only have a first preference recorded for the candidate that has died, and no preferences for any other candidates, are not to be counted, and
 - (ii) ballot documents which have preferences recorded for other candidates are to be counted according to the consecutive order of those preferences, passing over preferences marked for the candidate who has died.

STV59.2 The ballot documents which have preferences recorded for the candidate who has died are to be sealed with the other counted ballot documents pursuant to rule 54.1(a).

PART 10 ELECTION EXPENSES AND PUBLICITY

Election expenses

60. Election expenses

60.1 Any expenses incurred, or payments made, for the purposes of an election which contravene this Part are an electoral irregularity, which may only be questioned in an application made to Monitor under Part 11 of these rules.

61. Expenses and payments by candidates

61.1 A candidate may not incur any expenses or make a payment (of whatever nature) for the purposes of an election, other than expenses or payments that relate to:

- (a) personal expenses,
- (b) travelling expenses, and expenses incurred while living away from home, and,
- (c) expenses for stationery, postage, telephone, internet (or any similar means of communication) and other petty expenses, to a limit of £100.

62. Election expenses incurred by other persons

62.1 No person may:

- (a) incur any expenses or make a payment (of whatever nature) for the purposes of a candidate's election, whether on that candidate's behalf or otherwise, or
- (b) give a candidate or his or her family any money or property (whether as a gift, donation, loan, or otherwise) to meet or contribute to expenses incurred by or on behalf of the candidate for the purposes of an election.

62.2 Nothing in this rule is to prevent the corporation from incurring such expenses, and making such payments, as it considers necessary pursuant to rules 63 and 64.

Publicity

63. Publicity about election by the corporation

63.1 The corporation may:

- (a) compile and distribute such information about the candidates, and
- (b) organise and hold such meetings to enable the candidates to speak and

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respond to questions, as it considers necessary.

- 63.2 Any information provided by the corporation about the candidates, including information compiled by the corporation under rule 64, must be:
- (a) objective, balanced and fair,
 - (b) equivalent in size and content for all candidates,
 - (c) compiled and distributed in consultation with all of the candidates standing for election, and
 - (d) must not seek to promote or procure the election of a specific candidate or candidates, at the expense of the electoral prospects of one or more other candidates.
- 63.3 Where the corporation proposes to hold a meeting to enable the candidates to speak, the corporation must ensure that all of the candidates are invited to attend, and in organising and holding such a meeting, the corporation must not seek to promote or procure the election of a specific candidate or candidates at the expense of the electoral prospects of one or more other candidates.
64. Information about candidates for inclusion with voting information
- 64.1 The corporation must compile information about the candidates standing for election, to be distributed by the returning officer pursuant to rule 24 of these rules.
- 64.2 The information must consist of:
- (a) a statement submitted by the candidate of no more than 250 words,
 - (b) if voting by telephone or text message is a method of polling for the election, the numerical voting code allocated by the returning officer to each candidate, for the purpose of recording votes using the telephone voting facility or the text message voting facility (“numerical voting code”), and
 - (c) a photograph of the candidate.
- 65. Meaning of “for the purposes of an election”**
- 65.1 In this Part, the phrase “for the purposes of an election” means with a view to, or otherwise in connection with, promoting or procuring a candidate’s election, including the prejudicing of another candidate’s electoral prospects; and the phrase “for the purposes of a candidate’s election” is to be construed accordingly.
- 65.2 The provision by any individual of his or her own services voluntarily, on his or her own time, and free of charge is not to be considered an expense for the

purposes of this Part.

PART 11 QUESTIONING ELECTIONS AND THE CONSEQUENCE OF IRREGULARITIES

66. Application to question an election

- 66.1 An application alleging a breach of these rules, including an electoral irregularity under Part 10, may be made to Monitor.
- 66.2 An application may only be made once the outcome of the election has been declared by the returning officer.
- 66.3 An application may only be made to Monitor by:
- (a) a person who voted at the election or who claimed to have had the right to vote, or
 - (b) a candidate, or a person claiming to have had a right to be elected at the election.
- 66.4 The application must:
- (a) describe the alleged breach of the rules or electoral irregularity, and
 - (b) be in such a form as Monitor may require.
- 66.5 The application must be presented in writing within 21 days of the declaration of the result of the election.
- 66.6 If Monitor requests further information from the applicant, then that person must provide it as soon as is reasonably practicable.
- 66.7 Monitor shall delegate the determination of an application to a person or panel of persons to be nominated for the purpose.
- 66.8 The determination by the person or panel of persons nominated in accordance with rule 66.7 shall be binding on and shall be given effect by the corporation, the applicant and the members of the constituency (or class within a constituency) including all the candidates for the election to which the application relates.
- 66.9 Monitor may prescribe rules of procedure for the determination of an application including costs.

67. Secrecy

67.1 The following persons:

- (a) the returning officer,
- (b) the returning officer's staff,

must maintain and aid in maintaining the secrecy of the voting and the counting of the votes, and must not, except for some purpose authorised by law, communicate to any person any information as to:

- (i) the name of any member of the corporation who has or has not been given voting information or who has or has not voted,
- (ii) the unique identifier on any ballot paper,
- (iii) the voter ID number allocated to any voter,
- (iii) the candidate(s) for whom any member has voted.

67.2 No person may obtain or attempt to obtain information as to the candidate(s) for whom a voter is about to vote or has voted, or communicate such information to any person at any time, including the unique identifier on a ballot paper given to a voter or the voter ID number allocated to a voter.

67.3 The returning officer is to make such arrangements as he or she thinks fit to ensure that the individuals who are affected by this provision are aware of the duties it imposes.

68. Prohibition of disclosure of vote

68.1 No person who has voted at an election shall, in any legal or other proceedings to question the election, be required to state for whom he or she has voted.

69. Disqualification

69.1 A person may not be appointed as a returning officer, or as staff of the returning officer pursuant to these rules, if that person is:

- (a) a member of the corporation,
- (b) an employee of the corporation,

- (c) a director of the corporation, or
- (c) a director of the corporation, or
- (d) employed by or on behalf of a person who has been nominated for election.

70. Delay in postal service through industrial action or unforeseen event

70.1 If industrial action, or some other unforeseen event, results in a delay in:

- (a) the delivery of the documents in rule 24, or
- (b) the return of the ballot papers,

the returning officer may extend the time between the publication of the notice of the poll and the close of the poll by such period as he or she considers appropriate.

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ANNEX 5 – ELIGIBILITY AND DISQUALIFICATION CRITERIA FOR GOVERNORS AND DIRECTORS

(Paragraphs 18 and 38)

- 1.1 A person may not become or continue as a member of the Council of Governors or the Board of Directors if:
- a) he/she has been adjudged bankrupt or whose estate has been sequestrated and (in either case) has not been discharged;
 - b) he/she has made a composition or arrangement with, or granted a trust deed for, his/her creditors and has not been discharged in respect of it;
 - c) he/she has within the preceding five years has been convicted anywhere in the world of any offence if a sentence of imprisonment (whether suspended or not) for a period of not less than three months (without the option of a fine) was imposed on him/her;
 - d) he/she has, within the preceding two years, been dismissed (otherwise than by reason of redundancy or ill health) from any paid employment within a Health Service Body;
 - e) his/her tenure of office as the Chair or director of a Health Service Body has been terminated on grounds that his/her appointment is not in the interest of the health service, for non-attendance at meetings or for non-disclosure of a material interest;
 - f) he/she is a member of a Local Authority Health Overview and Scrutiny Committee;
 - g) he/she is a member of a Health and Wellbeing Board;
 - h) he/she is a member of Health Watch (nationally or locally);
 - i) he/she is the subject of a Sex Offenders' Order and/or his/her name is included in the Sex Offenders' Register;
 - j) he/she is a person who is included in any barred list established under the Safeguarding Vulnerable Groups Act 2006;
 - k) he/she is a Close Family Member of a Governor or Director of the Foundation Trust;
 - l) he/she has failed to repay (without good cause) monies properly owed to the Foundation Trust;
 - m) he/she has demonstrated aggressive or violent behaviour (such as verbal assault, physical assault, violence or harassment) at any NHS hospital, NHS premises or NHS establishment, or against the Foundation Trust's employees or other persons who exercise functions for purposes of the Foundation Trust whether or not in circumstances leading to his/her removal or exclusion from any NHS hospital, premises or establishment.

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ANNEX 6 – CONDUCT OF MEETINGS OF THE COUNCIL OF GOVERNORS AND THE BOARD OF DIRECTORS

(Paragraphs 21 and 39)

- 1.1 Members of the public and representatives of the press shall be afforded facilities to attend all formal meetings of the Council of Governors and the Board of Directors except in circumstances where a special resolution is passed that members of the public and representatives of the press shall be excluded from a meeting.
- 1.2 The reasons for passing such a resolution shall be due to the sensitive or confidential nature of the discussion which might include information relating to:
 - a) employees, former employees or applicants;
 - b) occupiers or former occupiers of accommodation provided by or at the expense of the Foundation Trust;
 - c) patients or service users;
 - d) information relating to the financial or business affairs of a particular person.
- 1.3 Further, the Council of Governors or the Board of Directors, as the case may be, may resolve that:
 - a) in the interests of public order, the meeting should be adjourned, for a reasonable, specified period, to enable the meeting to complete business without the presence of the public or the press; or
 - b) publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted; or
 - c) there is another special reason, which shall be stated in the resolution, which requires that members of the public and representatives of the press be excluded.
- 1.4 Matters to be dealt with, following the exclusion of the public and representatives of the press, shall be confidential to the Governors or the Directors as the case may be. Members of the Council of Governors, Board of Directors, Officers and/or others in attendance at the request of the Chair shall not reveal or disclose the content of papers or reports presented, or any discussion on these generally, which take place while the public and press are excluded, without the express permission of the Chair.
- 1.5 The Chair may exclude any member of the public or representative of the press from a meeting of the Council of Governors or the Board of Directors, as the case may be, if he/she considers that they are interfering with or preventing the proper conduct of the meeting.
- 1.6 Nothing in this Constitution requires the Council of Governors or the Board of Directors, as the case may be, to allow members of the public and representatives of the press to record proceedings in any manner whatsoever other than in writing, or to make any oral report of proceedings as they take place, without the prior agreement of the Chair or the Meeting

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Chair.

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ANNEX 7 – MEETINGS OF THE COUNCIL OF GOVERNORS AND THE BOARD OF DIRECTORS ANNEX 7 – ELECTRONIC COMMUNICATION

(Paragraphs 21 and 39)

- 1.1 In exceptional cases, arrangements can be made for Governors or Directors to participate in meetings of the Council of Governors or the Board of Directors, as the case may be, by telephone, video or computer link or other such agreed means.
- 1.2 In these circumstances the following provisions apply:
- a) “Communication” and “electronic communication” shall have the meanings set out in the Electronic Communications Act 2000 or any statutory modification or re-enactment thereof.
 - b) A Governor or Director, as the case may be, in electronic communication with the Chair and all other parties to a meeting of the Council of Governors or the Board of Directors or of a committee thereof shall be regarded for all purposes as personally attending such a meeting provided that, but only for so long as, at such a meeting he/she has the ability to communicate interactively and simultaneously with all other parties attending the meeting including all persons attending by way of electronic communication.
 - c) A meeting at which one or more of the Governors or Directors, as the case may be, attends by way of electronic communication is deemed to be held at such a place as the Governors or Directors, as the case may be, shall at the said meeting resolve. In the absence of such a resolution, the meeting shall be deemed to be held at the place (if any) where a majority of the Governors or Directors, as the case may be, attending the meeting are physically present, or in default of such a majority, the place at which the Chair of the meeting is physically present.
 - d) Meetings held in accordance with this paragraph are subject to paragraph 21.32. For such a meeting to be valid, a quorum must be present and maintained throughout the meeting.
 - e) The minutes of a meeting held in this way must state that it was held by electronic communication and that the Governors or Directors, as the case may be, were all able to hear each other and were present throughout the meeting.

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ANNEX 8 – CONFLICTS OF INTEREST OF GOVERNORS AND DIRECTORS

(Paragraphs 22 and 40)

- 1.1 Interests which should be regarded as “relevant and material” for Governors and Directors are set out below:
- a) directorships, including non-executive directorships, held in private companies or public limited companies (with the exception of dormant companies); or
 - b) ownership, part ownership or directorship of private companies, businesses or consultancies likely or possibly seeking to do business with the NHS or the Foundation Trust; or
 - c) significant or controlling share in organisations likely or possibly seeking to do business with the NHS or the Foundation Trust; or
 - d) a position of authority in a charity or voluntary organisation in the field of health or social care; or
 - e) any connection with a voluntary or other organisation contracting for NHS or Foundation Trust services or commissioning NHS or Foundation Trust services; or
 - f) any connection with an organisation, entity or company considering entering into or having entered into a financial arrangement with the Foundation Trust, including but not limited to lenders of banks.
- 1.2 For the avoidance of doubt, they shall be included in the relevant register of interests of the Governors or the Directors, as the case may be.
- 1.3 A "family interest" is an interest of a Close Family Member of a Governor or Director which, if it were the interest of that Governor or Director, would be a personal or pecuniary interest of his/hers.
- 1.4 If Governors or Directors have any doubt about the relevance or materiality of an interest, this should be discussed with the Secretary. Influence rather than immediacy of the relationship is more important in assessing the relevance of an interest.
- 1.5 There shall be arrangements for excluding Governors and Directors from discussion or consideration of matters in which they have a “relevant or material” interest.

Report to: Council of Governors
Agenda item: 84-26
Date of meeting: 25 February 2026
Report from: Janet Hall, committee Chair
Leonora May, Company secretary
Report author: Leonora May, Company secretary
Date of report: February 2026
Appendices: App one- Governor steering committee terms of reference

Governor steering committee terms of reference

Introduction

This report is presented to Council to seek approval of the governor steering committee terms of reference.

The governor steering committee terms of reference are required to be reviewed annually.

The governor steering committee reviewed its terms of reference at its meeting on 15 December 2025 and agreed to recommend to the Council of Governors that the version appended to this report is approved.

Executive summary

There are no proposed changes to the terms of reference other than to the review dates.

Recommendation

Council is asked to **approve** the governor steering committee terms of reference as appended.

Terms of reference
Name of governance body
Governor Steering Committee (GSC)
Constitution
The Governor Steering Committee (“the committee”) is a standing and permanent committee of the Council of Governors established in accordance with paragraph 25 of the Trust’s constitution.
Accountability
The committee is accountable to the Council of Governors for its performance and effectiveness in accordance with these terms of reference.
Authority
The committee is authorised by the Council of Governors to form working groups to facilitate the work of the committee, and to support any recommendations they may make to the Council of Governors.
Purpose
<p>The purpose of the committee is to:</p> <ul style="list-style-type: none"> • Support and facilitate the work of the Council of Governors and make recommendations to it on any aspects of its work • Facilitate communication between the Council of Governors and the Board of Directors • Provide advice and support to the Trust Chair, chief executive and the company secretarial team • Initiate appropriate reviews and reports on matters within the remit of the Council of Governors • Actively engage governors in adding value to the Trust.
Responsibilities and duties
<p>Responsibilities</p> <p>On behalf of the Council of Governors, the committee shall be responsible for:</p> <ul style="list-style-type: none"> • Supporting the work of the Council of Governors in order that it might better fulfil its statutory duties, particularly: <ul style="list-style-type: none"> • Holding the Trust’s non-executive directors to account for the performance of the Board of Directors • Representing the interests of members and the public • Developing and maintaining close and effective working relationships with the Trust Chair, company secretarial team and Senior Independent Director. <p>Duties</p> <p>The committee has a duty to consult with and represent the interests of governors and members to:</p> <ul style="list-style-type: none"> • Set the agenda for Council of Governors meetings held in public • Influence the agenda and planning of the annual general meeting and annual members’ meeting • Identity themes and objectives for governor forum meetings.

Meetings
<p>Meetings of the committee shall be formal, compliant with the relevant codes of conduct and action notes will be recorded.</p> <p>The committee will meet quarterly in advance of each ordinary meeting of the council of governors. The committee Chair may cancel, postpone or convene additional meetings as necessary for the committee to fulfil its purpose and discharge its duties.</p>
Chairing
<p>The committee shall be chaired by the lead governor</p> <p>If the Chair is absent or has a conflict of interest which precludes his or her attendance for all or part of a meeting, the committee shall be chaired by the deputy lead governor or the Trust Chair.</p>
Secretariat
<p>The company secretary shall be the secretary to the committee and shall provide administrative support and advice to the Chair and membership. The duties of the secretary shall include but not be limited to:</p> <ul style="list-style-type: none"> • Preparation of the draft agenda for agreement with the Chair. • Organisation of meeting arrangements, facilities and attendance • Collation and distribution of meeting papers • Taking action notes and keeping a record of matters arising and issues to be carried forward • Maintaining the committee's work programme.
Membership
<p>Members</p> <ul style="list-style-type: none"> • Lead governor (Chair) • Deputy lead governor • Trust Chair • Senior independent director • Up to four public governors • One stakeholder governor • One staff governor <p>Attendees</p> <ul style="list-style-type: none"> • Company secretary • Any other individuals as the committee considers appropriate
Quorum
<p>For any meeting of the committee to proceed the Chair or lead governor must be present along with two other governors.</p>
Attendance
<p>Members and attendees are expected to attend all meetings or to send apologies to the Chair and committee secretary at least five clear days* prior to each meeting.</p>

Papers

Meeting papers shall be distributed to members and individuals invited to attend at least five clear days prior to the meeting.

Reporting

Action notes shall be approved formally by the committee at its next meeting.

The committee shall report to the Council of Governors as required.

Review

These terms of reference shall be reviewed by the committee annually or more frequently if necessary. The review process should include the company secretarial team. The Council of Governors shall be required to approve all changes.

The next scheduled review of these terms of reference will take place in January 2027~~6~~.

*** Definitions**

- In accordance with the Trust's constitution, 'clear day' means a day of the week not including a Saturday, Sunday or public holiday.

Report to: Council of Governors
Agenda item: 85-26
Date of meeting: 25 February 2026
Report from: Ken Sim, committee Chair
Leonora May, Company secretary
Report author: Leonora May, Company secretary
Date of report: February 2026
Appendices: App one- Appointments committee terms of reference

Appointments committee terms of reference

Introduction

This report is presented to Council to seek approval of the appointments committee terms of reference.

The appointments committee terms of reference are required to be reviewed annually.

The appointments committee members reviewed the terms of reference and agreed by email in February 2026 to recommend to the Council of Governors that the version appended to this report is approved.

Executive summary

There are no proposed changes to the terms of reference other than to the review dates and the removal of a duplicate word.

Recommendation

Council is asked to **approve** the appointments committee terms of reference as appended.

Terms of reference
Name of governance body
Appointments committee of the Council of Governors
Constitution
The Appointments committee is assigned by the Council of Governors to assist it in carrying out its functions. However, Council may not delegate any of its powers or functions to it. The Appointments committee may appoint its own working groups as appropriate.
Accountability
The Appointments committee is accountable to the Council of Governors for its performance and effectiveness.
Authority
The Appointments committee of the Council of Governors will operate within the requirements of the Constitution, the Standing Orders adopted by the Council of Governors and these terms of reference.
Purpose
The role of the Committee is to: <ol style="list-style-type: none"> 1. Conduct the appointment processes for the Foundation Trust (FT) Chair and non-executive directors, making recommendations in this regard to the Council of Governors. 2. Consider the composition and skills mix of the non-executive element of the Board of Directors and, in so doing, receive information regarding non-executive director appraisals (including that of the FT Chair) and take a view on succession planning. 3. Review at least once a year the remuneration and terms and conditions of the FT Chair and non-executive directors, making recommendations in this regard to the Council of Governors.
Duties and responsibilities
1. General The Committee will: <ol style="list-style-type: none"> a. ensure a regular review of the skills, knowledge and experience required of non-executive directors and make recommendations to the Council of Governors with regard to any changes considered necessary. b. give full consideration to succession planning for all non-executive directors in the course of the Board's work, taking into account the challenges and opportunities facing the trust, and the skills and expertise likely to be required on the Board of Directors in the future. c. review annually the performance of the non-executive directors, including the FT Chair, by taking the lead in agreeing a process for determining the performance evaluations. The Senior Independent Director (SID) will invite all governors to contribute written comments and then consult with the Lead Governor before carrying out the performance review of the FT Chair. The Council of Governors will, through its Appointments Committee, receive a report from the FT Chair regarding performance reviews of the non-executive directors, (the FT Chair having carried out these performance reviews). The

Council of Governors will, through its Appointments Committee, receive a report from the Senior Independent Director regarding the performance review of the FT Chair, the output of which will be shared with NHS England in line with national guidance. Confirmation that performance reviews have been completed, together with a summary of the outcome, will be reported to the Council of Governors.

2. Selection and Appointment

The Committee will:

- a. be responsible for selecting and nominating candidates to fill non-executive director vacancies, (including the FT Chair), as and when they arise for appointment by the Council of Governors;
- b. before any appointment is made by the Council of Governors, evaluate the balance of skills, knowledge and experience of the non-executive directors and, in light of this evaluation, prepare a description of the role and capabilities required for a particular appointment.
- c. In identifying suitable candidates, the Committee will:
 - use open advertising or the services of external advisers to facilitate the search;
 - create selection panels to carry out individual appointment processes, including the review of applications and interviewing of candidates. The panels will, for the appointment of non-executive directors, include the FT Chair, and for the appointment of the FT Chair, will include an independent assessor. In line with the Monitor (now NHS England) guidance '*Your statutory duties*' there should be a majority of governors on the interview panel.
 - consider candidates on merit and against objective criteria, taking care that appointees have enough time available to devote to the position, and take into account the views of the Board of Directors as to the skills, experience and attributes required for each position,
- d. consider recommending for re-appointment by the Council of Governors any non-executive director nearing the end of their initial term in office and do so in accordance with the provisions of the Constitution in that regard.
- e. ensure that on appointment to the Board of Directors, non-executive directors receive a formal letter of appointment setting out clearly what is expected of them in terms of time commitment, committee service and involvement outside Board meetings, and that all non-executive directors have confirmed that they have the time to serve. Terms and conditions of appointment should be made available for public inspection.
- f. ensure the full range of eligibility checks have been performed and satisfactory references provided before any offer of appointment is finalised;

3. Terms and Conditions

The Committee will

- a. make recommendations to the Council of Governors about the terms and conditions of appointment and terms of office for the FT Chair and non-executive directors;

- b. make recommendations to the Council of Governors about the remuneration and allowances of the FT Chair and non-executive directors, bearing in mind appropriate external benchmarking, the economic and financial climate, trust performance and any proposals for executive pay reviews. External professional advisers should be consulted to market-test the remuneration levels of the Chair and other non-executive directors at least once every three years and when any material change to the remuneration of a non-executive is proposed;

4. Other Duties

The Committee will:

- a. ensure the FT's annual report provides sufficient information about the Committee's role and duties, and the process by which it fulfils those duties;
- b. have access to sufficient resources in order to carry out its duties, including access to the trust secretariat for assistance as required;
- c. give due consideration to laws and regulations, and the provisions of *the Code of governance for NHS provider trusts*;
- d. oversee any investigation of activities which are within its Terms of Reference, and
- e. at least once a year, review its Terms of Reference, to ensure it is operating at maximum effectiveness, and recommend any changes it considers necessary to the Council of Governors for approval.

Chairing

The Appointments Committee will be chaired by a member of the Council of Governors, appointed by Council for this purpose.

In the event that the Chair is absent or has a conflict of interest which precludes his or her attendance for all or part of the meeting, a member of the Committee will be nominated by the Chair to deputise on his/her behalf.

Secretariat

The Company Secretary will be the secretary to the Appointments Committee. The duties of the secretary will include but not be limited to:

- providing administrative support and advice to the Chair and membership;
- preparation of the draft agenda for agreement with the Chair;
- organisation of meeting arrangements, facilities and attendance;
- collation and distribution of meeting papers;
- taking the minutes of meetings, including recording the names of those present and in attendance, and keeping a record of matters arising and issues to be carried forward;
- ascertaining at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly, and
- maintaining the Appointments Committee's work programme.

Membership

Members with voting rights

Membership of the Committee will be elected from the members of the Council of Governors. Officers and directors of the Trust may, on invitation by the Committee,

attend any of its meetings as advisers, but will not be eligible to vote on any matters which the Committee will be responsible for deciding on.

The Committee will comprise between five and eight governors, including the Chair of the Committee, the Lead Governor and the deputy Lead Governor.

The Council of Governors will appoint the Chair of the Committee. The terms of office for the Chair of the Committee will be for one year, with the option for the incumbent to stand again. Any Committee member dissatisfied with the performance of the Committee Chair will follow the procedure as laid down in the Constitution with this regard.

The Company Secretary will attend all meetings of the Committee, and other executive directors or advisers may be invited to attend in an advisory capacity. Such officers attending may, at the discretion of the Committee Chair be required to leave any part of the Committee's meetings.

Members conflicted on any aspect of an agenda presented to the Committee, such as succession planning for a non-executive director vacancy or the Chair's position will declare their conflict and withdraw from discussions.

In attendance with no voting rights

The following posts are invited to attend meetings of the Appointments' Committee but will not be members or have voting rights:

- The Trust Chair
- The Senior Independent Director
- The ~~The~~ Company Secretary

Quorum

Three members present will form a quorum for any of the Committee's meetings

Attendance

Members are expected to attend all meetings or to send apologies at least five clear days* prior to each meeting.

Frequency of meetings

The Committee will meet at least four times each year, and at other times as the Committee Chair and members may agree.

Papers

Papers to be distributed to members and those in attendance at least three working days in advance of the meeting.

Reporting

The Committee will report to the Council of Governors

The Committee Chair will report formally to the Council of Governors on its proceedings after each meeting on all matters within its duties and responsibilities.

The Committee will make whatever recommendations to the Council of Governors it deems appropriate on any area within its remit where action or improvement is needed.

The Committee will ensure that a statement is made in the annual report about its activities, including the process used to make appointments and explain if external advice or open advertising has not been used.

The Committee will make available upon request, in a format they deem appropriate, information regarding the attendance of all members at Committee meetings.

The Committee Chair will attend the annual members' meeting and be prepared to respond to any members' questions on the Committee's activities.

Review

These terms of reference will be reviewed annually or more frequently if necessary. The review process should include the company secretarial team for best practice advice and consistency.

The Committee's next scheduled review of these terms of reference will take place in ~~early 2026 for approval by the Council in April 2026~~2027.

***Definitions**

In accordance with the Trust's constitution, 'clear day' means a day of the week not including a Saturday, Sunday or public holiday.