



South East Coast
Ambulance Service
NHS Foundation Trust



Governor Handbook

March 2025



Introduction to SECamb

South East Coast Ambulance Service NHS Foundation Trust (SECamb) is part of the National Health Service (NHS). It was formed in 2006 following the merger of the three former ambulance trusts in Kent, Surrey, and Sussex and became a Foundation Trust on 1 March 2011.

We respond to 999 calls from the public, and urgent calls from healthcare professionals, and provide NHS 111 service across the region.

We are led by a Trust Board, which is made up of a Non-Executive Chairman, Non-Executive Directors, and Executive Directors, including the Chief Executive. As a Foundation Trust, and when fully staffed, we have a Council of Governors of 25 members being 14 publicly elected Governors, 4 staff-elected Governors and 7 Governors appointed from key partner organisations.

SECamb provides services to over 4.5 million people living in Kent, Surrey, Sussex and parts of North East Hampshire & Berkshire. We work across a diverse geographical area of 3,600 square miles, which

includes densely populated urban areas, sparsely populated rural areas and some of the busiest stretches of motorway in the country. Our patients range from critically ill and injured who need specialist treatment, to those with minor healthcare needs who can be treated at home or in the community.



We are one of 10 ambulance trusts in England, who deliver services from 108 sites including:

- **Trust Headquarters based in Crawley, West Sussex**
- **Two emergency operation centres (EOC) where 999 calls are received, clinical advice provided, and emergency vehicles are dispatched, if needed. These are located at the HQ building and at Medway, Kent**
- **Two contact centres where 111 calls are received and responded to, these are located at HQ building and at Medway, Kent**
- **11 Make Ready Centres**
- **22 Ambulance Stations**
- **67 Ambulance Community Response Posts**
- **Two Hazardous Area Responses**

SECAmb employs just over 4,800 staff including bank workers. We are privileged to have the support of volunteers within our Trust made up of

- **Community First Responders**
- **Emergency Responders**
- **Chaplains**
- **Governors**

Our trained emergency call takers receive nearly 862,000 calls every year. We use a specialist computer system called NHS Pathways to determine the condition of the patient (this is known as triaging a patient) so we can send the most appropriate response based on their clinical need.

Some patients who have minor ailments do not require an immediate emergency response or may not need an emergency response at all. We have clinically qualified staff in our EOCs who can take more details and provide further advice over the phone. If necessary, they can make referrals to other community healthcare professionals such as GPs or community nurses, or to social care professionals, ensuring every patient always receives the most appropriate treatment for their need.

From 1 October 2020 SECAmb, supported by IC24, is providing NHS111 across all of Kent, Medway and Sussex. NHS111 in Surrey Heartlands is provided by Practice Plus Group and in Surrey Heath by South Central Ambulance Service.

NHS111 can help if you have an urgent medical problem and you're not sure what to do. The service aims to make it easier for people to access healthcare services when they need medical help fast, but do not consider it to be a life-threatening situation

Calls to the NHS111 service from landlines and mobile phones are free of charge and the service is available 24 hours a day, 365 days a year to respond to people's healthcare needs when:

- **You don't know who to call for medical help or don't have a GP to call**
- **You are unsure if you need to go to A&E or another NHS urgent care service**
- **You require health information or reassurance about what to do next**
- **You require an urgent repeat prescription that cannot wait until your GP is available**

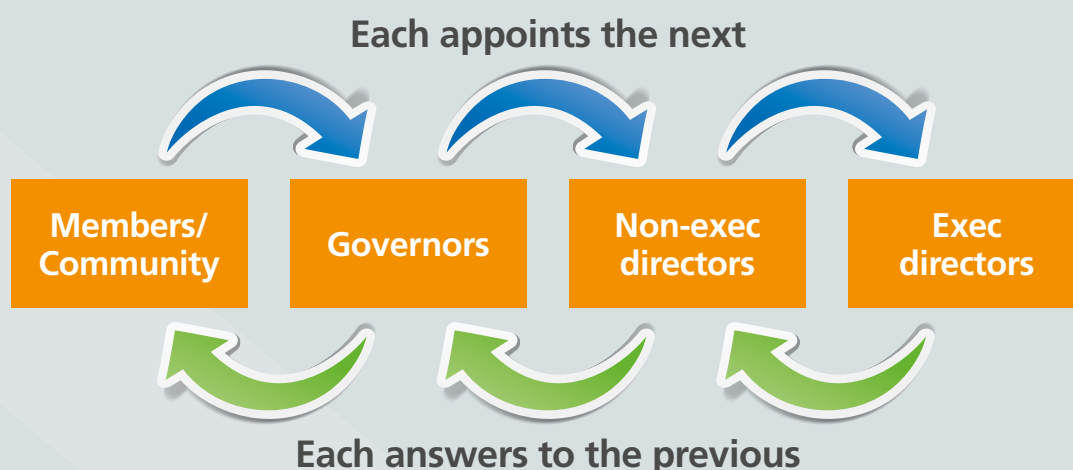


SECamb is a Foundation Trust (FT)

Foundation Trusts (FTs) are accountable to the communities they serve. When SECamb became a Foundation Trust it involved major changes in the way the Trust is governed, with our members and Governors playing a vital role in this new governance structure.

SECamb has a public membership of around 9,300 people, drawn from all over the South East Coast region. These people may have a personal or professional interest in SECamb, they may be a patient or a carer, or they may simply be members of the public who want to know more about their local ambulance service. In addition, our staff are also members of the Trust.

As a Foundation Trust, SECamb not only has a membership but also a Council of Governors. All our public and staff members are entitled to stand for election to the Council of Governors. Public members vote for Governors in their geographical constituency and staff members elect Governors according to their role, e.g., operational or non-operational.



The Council of Governors

The Council of Governors collaborates with the Trust's Board of Directors to guide the Trust's strategic direction. The Council comprises 25 members in total, plus a Chair, who also serves as the Chair of the Board of Directors. A fully staffed Council includes 14 elected public Governors, four elected staff Governors, and seven appointed Governors, who are selected by organisations closely associated with SECamb.

A list of the Governors and Board members can be found on our [website](#), as well as the Governor spaces for the next election.

SECamb and the wider NHS

SECamb is an integral part of the NHS, working within a complex network of healthcare providers to ensure seamless and effective patient care. Collaborating closely with various NHS partners, SECamb strives to deliver coordinated services. As a provider organisation, SECamb operates alongside other providers such as acute hospitals, community health trusts, and mental health trusts. Additionally, SECamb supplies clinical staff for air ambulances in our region, although these air ambulance services are managed by charitable organisations and are not part of the NHS.

Commissioning of NHS Services

The Trust and its commissioners are working together to develop good relationships. This is an overview of the different individuals and bodies involved in commissioning health services.

The Secretary of State for Health

The Secretary of State for Health and Social Care in the UK oversees the Department of Health and Social Care, managing the NHS and public health policies. Wes Streeter has held this position since July 2024. The role involves coordinating healthcare services and addressing global health issues.

The Department of Health

The Department of Health and Social Care (DHSC) in the UK is responsible for overseeing the National Health Service (NHS) and implementing health and social care policies. It aims to improve the health and well-being of the population by ensuring access to high-quality healthcare services and promoting public health initiatives.

Integrated Care Systems

Integrated Care Systems (ICSs) are collaborative partnerships that bring together various organisations involved in health and care services within a specific area. The goal of ICSs is to improve health outcomes and provide more coordinated, efficient, and effective care for the local population. By working together, these systems aim to integrate services across different sectors, including hospitals, community services, social care, and voluntary organisations, to ensure that care is more seamless and patient centered. The Health and Care Act 2022 formalises these systems, establishing Integrated Care Boards (ICBs) and Integrated Care Partnerships (ICPs) to oversee and implement these integrated care strategies.



Health and Wellbeing Boards

Health and Wellbeing Boards (HWBs) are statutory bodies in England established under the Health and Social Care Act 2012. They promote integrated working among local providers of healthcare and social care, bringing together leaders from the NHS, public health, and local government to improve the health and wellbeing of their local populations and reduce health inequalities.

You can find more information about the boards [here](#).

Sustainability & Transformation Partnerships (STPs)

Sustainability and Transformation Partnerships (STPs) are collaborative initiatives in England designed to improve health and social care services. Established in 2016, STPs bring together NHS organisations, local authorities, and other stakeholders to develop and implement five-year plans aimed at enhancing care quality, health outcomes, and service efficiency. They focus on integrating services and addressing local health needs through coordinated efforts.

STPs are place-based plans for the future of health and social care in their respective areas. There are four STPs within our region. Click [here](#) to select each area and read more about the plans and their aims.

Health Overview & Scrutiny Committees

HOSCs (Health Overview and Scrutiny Committees) are a central government initiative aimed at involving the public in improving local health services. HOSCs can scrutinise (carry out independent checks on) any local health services provided and commissioned through the NHS, as well as those provided by local authorities.

External Governance

NHS England

NHS England leads the National Health Service (NHS) in England, ensuring high-quality healthcare services. It oversees the commissioning of NHS services, supports local health systems, and implements national health policies to improve patient care and health outcomes.



Care Quality Commission (CQC)

The Care Quality Commission (CQC) and South East Coast Ambulance Service (SECAmb) collaborate to ensure high standards of care and continuous improvement. The CQC inspects and regulates SECAmb's services, providing feedback and recommendations. SECAmb uses these insights to enhance service quality, patient safety, and operational efficiency. This partnership aims to address challenges, improve patient outcomes, and ensure compliance with national healthcare standards.

The latest report from the Care Quality Commission (CQC) regarding the South East Coast Ambulance Service (SECAmb) was published on October 26, 2022. The report highlighted several areas requiring improvement, particularly in emergency and urgent care services. The overall rating for SECAmb was marked as "Requires Improvement," with specific concerns about leadership and operational performance. SECAmb has committed to addressing these issues and implementing the CQC's recommendations to enhance service quality and patient care.

Read the full report [here](#) on our website in the **What we do** section.

Internal Governance

Governance in a Foundation Trust

The Board of Directors is accountable for the running of the Trust. It is responsible for delivering the business plan and for ensuring that management systems and staff are in place to achieve the Trust's aims. The Council of Governors holds the Non-Executive Directors (NEDs), individually and collectively, to account for the performance of the Board of Directors.

The Board of Directors is made up of both Executive Directors and NEDs. NEDs are appointed by the Council of Governors to bring skills and experience from outside the Trust onto the Board. NEDs scrutinise the work of the Executive Directors through the Trust's Committee structure and should provide the Council of Governors with assurance that the Trust is making decisions based on the best information available and in the best interests of patients. This structure is designed to ensure clear accountability between the Executive Directors of the Trust and the Trust's key stakeholders.

Role and responsibilities of Governors

It is helpful to start by being clear about the difference between the role of the Board of Directors and the role of the Council of Governors. These two bodies should work together as critical partners.

In simple terms, these roles can be defined as follows:

Directors	Governors
Setting the strategic direction of the Trust	Representing the best interests of members and the public
Operational management of the Trust	Holding the non-Executive Directors, individually and collectively to account for the performance of the Board of Directors

Statutory Duties

Governors have certain statutory duties that they are expected to perform as part of their role. The statutory responsibilities of the Council of Governors as a collective body are:

- Appoint and, if necessary, remove the Chairman and Non-Executive Directors
- Set the pay levels and conditions of employment for the Chairman and Non-Executive Directors
- Approve the appointment of the Chief Executive (the Council does not appoint the Chief Executive)
- Receive the Trust's Annual Report and Accounts and the Auditor's Report
- Appoint or remove the Trust's Auditors
- Governors must decide whether the Trust's private patient work would significantly interfere with the Trust's principal purpose, which is to provide goods and services for the health service in England or performing the Trust's other functions
- The Council of Governors must also approve any proposed increase in non-NHS income of 5% or more in any financial year. Approval (here and below) means that at least half of the Governors taking part in the vote agree
- To hold the Non-Executive Directors, individually and collectively, to account for the performance of the Board of Directors
- To represent the interests of members of the Trust as a whole and the interests of the public
- The Council of Governors may require one or more of the directors to attend a Governors' meeting to obtain information about the Trust's performance of its functions of the directors' performance of their duties, and to help the Council of Governors to decide whether to propose a vote on the Trust's or director's performance
- Significant transactions' must be approved by the Governors. SECamb has defined 'significant transactions' within its **Constitution**
- The Council of Governors must also approve an application by the Trust to enter a merger, acquisition, or dissolution
- Amendments to the Trust's Constitution must be approved by the Council of Governors and the Board of Directors

When preparing the SECamb Annual Plan that sets out our plans for the coming years, legislation states that the Trust's Board of Directors "must have regard to the views of the Council of Governors". In practice, this means that the Council will have a role to play in influencing and shaping the development of the Annual Plan.

The Council has the important role of appointing the Chair and Non-Executive Directors. The Council is ultimately responsible for making these appointments, and recommendations for people to fill these posts must be made by a Nominations Committee on which there are more Governors than SECamb staff members. Since the Chair and NEDs have such crucial roles within the Trust, getting these appointments right will be vital to the continued success of the Trust.



What it means to be a Governor

The Council of Governors has been working together for some time now and the Trust's understanding of the role of a Governor has evolved in this time. The descriptions of the role, below, were developed by working with Governors to define the role in a way that is clear and concise.

Governors act as critical friends to the Trust, and in doing so should represent the interests of stakeholders (the public, patients, SECamb staff, and organisations that work closely with or have an interest in the Trust). In addition to performing statutory duties, all Governors have advisory, guardianship, and ambassadorial roles. The elements of these are set out below.

Roles and responsibilities	
Statutory As detailed above	Guardianship Holding the Non-Executive Directors to account for performance of the Board. Ensuring that the Trust is run in a way that reflects its purpose Guarding the public interest through constructive challenge and acting as a critical friend
Ambassadorial Recruiting and engaging with members of the Trust Ensuring the Trust feeds back to members on its vision, strategy and plans	Advisory Advising on the annual plan and quality accounts Supporting the Board of Directors by providing an independent perspective on Trust plans and developments Ensuring the Trust seeks the views of members to inform its plans

In practice, Governors fulfil their role through a variety of mechanisms. It is the Trust's responsibility to ensure that Governors have the information, training, and access to the Trust Board that they need to fulfil the role.

The role of the Lead Governor

Foundation Trusts are required to select a Lead Governor from among members of the Council.

The formal role of the Lead Governor is to act as a point of contact with NHS England, should this be required. SECamb's Lead and Deputy are also involved in finalising Council meeting agendas, on behalf of their fellow Governors, and the Lead Governor has a permanent seat on the Nominations Committee. In practice, the Lead and Deputy may also be available to other Governors who wish to discuss any queries or concerns or to ask for advice.

The Lead Governor presents an annual report on behalf of the Council at the Trust's Annual Members Meeting each September.



Council of Governors assurance map

This 'assurance map' aims to make it simple for Governors to see what information they should expect access to, and when and how they should receive it. There are two elements to this map. The first grid sets out the sources of assurance to enable the Council to fulfil its statutory role. The second grid sets out additional sources of assurance that the Trust wishes to provide in areas considered of particular interest to Governors.

Statutory assurance

The Council will gain assurance	Sources of Assurance	Where to find this	When to expect this
Delivery of annual plan	On-going interaction with the Trust Chief Executive updates Annual report Annual report from the external auditors	Council / Board papers Presented to CoG Presented to CoG	Each Council meeting July / August September
Financial stability	Chief Executive updates Annual accounts Annual report from the external auditors	Council / Board papers Presented to CoG Presented to CoG	Each Council meeting September September
Performance	Chief Executive updates Performance Dashboard	Council / Board papers Board papers	Each Council meeting Each Council meeting
Leadership	Chairman and NED's appraisal	Summary to be provided to CoG	As advised

Other sources of assurance

The Council will gain assurance about:	Sources of Assurance	Where to find this	When to expect this
Patient safety	Safeguarding annual report Infection control annual report Annual report	Board papers Board papers Board papers	To be confirmed July September
Quality	Quality account Clinical quality report Commissioning for quality and innovation (CQUIN) targets Patient survey results Complaints and Patient Advice and Liaison (PALS) annual report	Board papers Board papers Board papers SECAmb website Board papers	September Each Board meeting Each Board meeting As advised July
Risk management	Risk register Quality and Patient Safety Committee (QPS) report and minutes	Board papers Board papers	Each Board meeting Each Board meeting
Leadership	NHS Staff survey Equality Duty compliance-outcome of EDS grading process and equality objective progress Chairman and NED's appraisal	Presented to CoG Summary to be provided to CoG Summary to be provided to CoG	April/May April/May As advised

Representing members

The role of a Governor is often defined as representing the views of members. The Trust has collaborated with our Governors to develop a shared understanding of what it means to represent members, focusing on the best interests of both members and the wider public.

Different Foundation Trusts adopt various approaches. Our approach is to expect our Governors to bring the perspectives of our local communities into the Trust. However, we do not require Governors to formally consult with members in their constituencies about the Trust's plans or conduct patient surveys. This approach is based on several considerations: Governors may not have the necessary skills, knowledge, or confidence for face-to-face engagement with the public or staff, nor the time to do so effectively. Conversely, we believe the Trust has a duty to involve and engage the public, our staff, and other stakeholders (including our Foundation Trust members) when planning changes to our services.

Public and Staff-Elected Governors represent their members by being elected from among them and bringing their personal views and perspectives to the Council and the Trust. Governors are expected to stay informed about local issues as much as possible. Appointed Governors bring the general perspective of their sector to assist the Trust. However, the Trust also has a responsibility to understand members' views, and Governors should ensure this is happening.



All Governors are encouraged to join the Patient Engagement Task and Finish Group, which focuses on the planning of public-facing events. These events will provide opportunities for community engagement, education on SECamb's services, and promotion of public health and safety. Governors are encouraged to join Trust staff and volunteers at public events to help recruit members and hear feedback on the service when they can.

Induction and training

The Trust provides support and training for Governors to help them fulfil the role.

An introduction to the Trust and the Council will be held on Trust premises, with the date notified to election candidates/prospective appointees in advance, to incorporate:

- **A one-to-one meeting with the Chair**
- A meeting with the Lead and/or **Deputy Lead Governor**, who will advise you that Governors are expected where possible to join one of the groups or Committees of the Council
- A meeting with the **Head of Corporate Governance**, to include booking dates for further familiarisation with the Trust (see more on this below) and a conversation about any training and development needs and support on offer from the Trust
- The option to be given a mentor from among existing Governors, who can provide occasional advice and support remotely and/ or face to face support as agreed between mentor and mentee (potential mentors will try to attend the induction day)
- An afternoon of activity (as available) e.g., observing in one of our Emergency Operations Centres, a visit to a Make Ready Centre
- A programme of familiarisation with the Trust, to include the opportunity to observe with 999 crews, visits to EOC, 111, and a Make Ready Centre

New Governors will be provided with this Governor Handbook, our **Annual Report**, our **Inclusion Strategy** and the **Monitor** guidance for Governors, for reference.

Existing Governors will endeavour to meet informally with newly elected Governors as soon as possible after they join the Trust. In addition, Governors will be invited to other events such as our staff awards ceremonies and consultation events.

If Governors wish, the Trust can arrange bespoke training in areas where it would help in the role; examples of training sessions we have run include understanding financial information, public speaking and giving presentations, and basic lifesaving skills.

The **Corporate Governance and Membership Manager** is the first point of call for Governors seeking information, training, or support. Please see 'Sources of support and information', for contact details.

Time commitment as a Governor

Our current Governors have said that the more you can put into the role time wise, the more you will get out of it as it can be a steep but rewarding learning curve. On average, our Governors give between 2 – 4 days per month. Staff Governors have up to 22.5 hours per month to undertake the role as part of their work schedule.

Our Council of Governors' meetings take place four times per year, and the formal part takes a full morning while the afternoon is currently used to enable Governors to receive briefings from and hold discussions with our Non-Executive Directors, and to run other in-depth sessions about Trust priorities and work areas. The dates are set annually to give Governors as much notice as possible.

In addition, Governors are very much encouraged to attend formal meetings of the Board of Directors, which are held in public but can also be accessed online, the Governors and members of the public can ask questions. These are held eleven times per year for a full morning.

You can then choose to attend other SECamb events like our staff awards, meet with local Community First Responder volunteer groups, help us at Public Engagement events, or even give talks to local groups about the Trust. It really depends on your wishes.

The Council has set up Committees and Working Groups to help it fulfil its duties. In addition, the Board has set up a Nominations Committee to enable the Council to fulfil its role relating to appointments and remuneration. More information about these below.

Nominations Committee

The Nominations Committee (NomCom) is responsible for making recommendations to the Council of Governors about the appointment and re-appointment of Non-Executive Directors, including the Chair of the Trust. It also receives information about the performance of the NEDs and agrees the process by which NEDs have their performance reviewed, as well as setting the remuneration of the NEDs and Chair. The NomCom does not make decisions about appointments and remuneration but is authorised to bring recommendations to the full Council for consideration.

Since we became a Foundation Trust, the Committee has devised the process for recruiting the Chair and other NEDs, undertaken a number of recruitment and reappointment exercises, and reviewed remuneration several times.

The Governor and Membership Development Committee

The purpose of the committee is to provide comprehensive support and advice to the Trust on matters related to the Council of Governors and Trust Membership. The members of the committee will propose Council agenda items, advising on ways of working, planning Governors' training and development, and making recommendations on membership recruitment, communications, involvement and representation. The committee aims to enhance the effectiveness of the Council of Governors by addressing both the development needs of the Governors and strategies for engaging and maintaining a diverse and active Trust membership.



Understanding the time commitment

The table below gives you an idea of how many days per year the role may take, depending on how much you choose to participate. Ideally, we would have a Council that is fully engaged with all our activities. The more you are involved, the more effective you will be in your understanding of the Trust and the duties of the Council. Our Board meetings are recorded, and you are encouraged to attend, but you do not have to attend each one in person.

To discharge your duties as a Council you will need to attend our Council of Governor meetings in person.

Council meetings	Governor and Membership Development Committee	Nominations Committee	Public Board Meetings	Member events/ staff awards/ local health meetings etc
4 per year	4 per year	4 per year*	6 per year	10 per year
	Added =	Added =	Added =	Added =
4 Days	9 days	13 days	19 days	29 days per year for taking part in all listed activities

On average, our Governors give 3 days a month to the role

*Those who are on the Nominations Committee (you are elected by your peers on the Council) may see an increase in meetings around the time of Chair and Non-Executive Director Recruitment. All other committees are open to all Governors to attend.

Eligibility and Terms of Office

The **Trust's Constitution** sets out clear regulations about who is eligible to become a Governor and what their terms of office are once elected or appointed.

Council of Governors - tenure

- An elected Governor may hold office for a period of up to 3 years, subject to paragraph 9 of Annex 5
- An elected Governor shall cease to hold office if he ceases to be a Member of the Constituency or class by which he was elected
- An elected Governor shall be eligible for re-election at the end of his term but may not hold office for longer than 9 years
- An appointed Governor may hold office for a period in accordance with Annex 3
- An appointed Governor shall cease to hold office if the appointing organisation withdraws its sponsorship of him
- An appointed Governor shall be eligible for reappointment at the end of his term but may not hold office for longer than 9 years



Eligibility

- Governors will have been advised of these eligibility criteria prior to standing for election or being appointed, however it is worth reiterating them here. Please do read these carefully and inform the Trust of you have any queries or concerns

You are ineligible to become a Governor if:

- You are an Executive or Non-Executive of SECAMB
- You are the spouse or close relative of a member of the Board of Directors of the Trust
- You are a member of the local authority's scrutiny committee covering health matters
- You are a Governor or director of another NHS Foundation Trust or NHS Trust
- For elected Governors, you cease to be a member of the constituency by which you were elected
- For appointed Governors, you cease to be employed by the organisation which appointed you or the organisation withdraws its appointment of you
- NHSE uses its powers to remove you, suspend you from office or disqualify you
- You have been dismissed (other than for reasons of redundancy) from any paid employment with a health service body in the preceding 2 years
- You fail to confirm that you will abide by the Trust's code of conduct
- You have previously been or are currently subject to a sex offender order and/or required to register under the Sex Offenders Act 1997 or committed a sexual offence prior to the requirement to register under the current legislation
- You are incapable by reason of mental disorder, illness or injury of managing your property and affairs
- You are considered a vexatious complainant
- You are disqualified under the Local Government Act 2000
- You are considered unsuitable by the Board of Directors on the basis of disclosures obtained through a possible application to the Disclosure and Barring Service

Governor Code of Conduct

All Governors are required to sign a Code of Conduct and a Confidentiality Agreement. As ambassadors and guardians for the Trust, Governors should conduct themselves in ways that is fitting for a public role. All Governors must sign a declaration stating that they agree to follow the Trust's Code of Conduct for Governors. There is also a process in place for managing concerns about Governors.

In brief, this states that Governors should:

- Contribute to the workings of the Council of Governors in order for it to fulfil its role and functions
- Act in the best interests of the Trust and its members
- Adhere to the Trust's rules and relevant policies and support its objectives, in particular those of retaining foundation trust status
- Support the vision and aims of the Trust
- Not use the role to pursue personal or political agendas
- Recognise that the role is a collective one. Governor's exercise collective decision-making on behalf of all patients, members, local public and staff
- Note that the functions allocated to Governors are not of a managerial nature
- Recognise that, other than when attending meetings and events as a Governor, Governors have no rights or privileges over any other member of the Trust or member of the public
- Value and respect other Governors and all members of staff.
- Respect the confidentiality of information received in the role
- Attend meetings of the Council of Governors, members' meetings and training events, on a regular basis, in order to carry out the role
- Abide by the "Nolan Principles of Public Life": Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty and Leadership

Enabling you to participate

By its nature, the Trust covers a large geographical area and endeavours to hold Council and Board meetings at the Trust's Head Quarters in Crawley. Due to operational reasons this is not always possible therefore the meetings may be in different areas of where the Trust operates.

The governors are entitled to claim all reasonable expenses incurred while carrying out the duties of the role. At the time of writing, Governors can claim £0.45 per mile for journeys by car (this rate is recommended by the Government and the National Council of Voluntary Organisations). The Trust will also reimburse public transport fares and parking costs. Governors may claim up to 10,000 miles at 45p per mile before there are any tax implications.

Governors who may have mobility difficulties will be supported to attend meetings: we will reimburse costs for specialised transport; however, Governors will be expected to make the transport arrangements themselves. We are committed to providing any reasonable support you may need to enable you to participate fully. Please discuss any such needs with the Head of Corporate Governance. Council meetings are held mainly at our Head Quarters in Crawley. Meetings of the committees of the Council are currently held at our headquarters in Crawley in West Sussex. We endeavour to ensure all venues are accessible and will provide lunch and refreshments when appropriate.

Calling, Notice and Minutes of Meetings

The Council of Governors is to meet a minimum of four times in each financial year. Before each meeting of the Council of Governors, a notice of the meeting specifying the business proposed to be transacted shall be delivered to every Governor to be available to him/her at least five clear working days before the meeting. Notice will also be published on the Trust's website and, Futures NHS.

Meetings of the Council of Governors may be called by the Director of Corporate Governance and Company Secretary, the Chairman, or by ten Governors (including at least two elected Governors and two appointed Governors) who give written notice (including by fax and email) to the Director of Corporate Governance and Company Secretary specifying the business to be carried out. The Secretary shall send a written notice to all Governors as soon as possible after receipt of such a request and will call a meeting of the Council of Governors within the next twenty-eight days. If the Secretary fails to convene such a meeting, then the Chairman or ten Governors, whichever is the case, shall convene such a meeting.

Minutes of any meeting of the Council of Governors shall be published on the website within 28 days of such meeting.



Sources of support

Internal sources of support

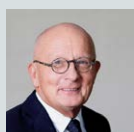
The Trust's Head of Corporate Governance is the first point of contact for any enquiries from Governors:



Richard Banks, Head of Corporate Governance

Email: Richard.banks@secamb.nhs.uk
Mobile/SMS/Text: 07501 495787
Tel: 0300 123 0999 (switchboard)

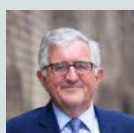
The Chair of the Council (and Board) Michael Whitehouse can also be contacted when needed:



Michael Whitehouse, Chair of Trust

Email: michael.whitehouse@secamb.nhs.uk
Tel: 0300 123 0999 (switchboard).

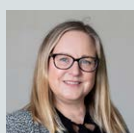
The Lead Governor or Deputy Lead Governor can also be contacted with enquiries, and you will be given a full list of contact details for fellow Governors.



Andrew Latham, Lead Governor

Email: Andrew.latham@secamb.nhs.uk
Peter Shore, Deputy Lead Governor

Further support is provided by the Corporate Governance and Membership manager who manages the Membership Office and supports Richard Banks with any Governor queries on expenses, membership engagement, training, elections and on any Governor activities such as shadowing shifts, observer shifts and Health & Safety Audit Review visits.



Jodie Simper, Corporate Governance and Membership Manager

Email: Jodie.simper@secamb.nhs.uk
Mobile/SMS/Text: 07770 728250

Other members of the Corporate Governance Team:



Peter Lee, Director of Corporate Governance & Company Secretary

Email: peter.lee@secamb.nhs.uk
Tel: 0300 123 0999 (switchboard)



Leigh Herbasz, Corporate Governance Officer

Email: leigh.herbasz@secamb.nhs.uk
Mobile/SMS/Text: 07796 479572



Karen Rubins-Lawrie, Corporate Governance Administrator

Email: karen.rubins-lawrie@secamb.nhs.uk
Mobile/SMS/Text: 07919 962478

Additional key documents

Governors will also be provided with several key documents to support them in the role. Many are available on the Trust's website: www.secamb.nhs.uk

- [Latest Annual Report and Accounts](#)
- [The Trust's Constitution](#)
- [Monitor's guidance on the role of a Governor](#)
- Inclusion Strategy (membership strategy)
- Code of Conduct and Confidentiality Agreement

External sources of support and information

If you are unable to access documents online, please contact the Head of Corporate Governance with your query and the Trust will try to provide any printed copies of any documents you need.

NHS England Website: NHS England

NHS Providers Website: www.nhsproviders.org/
Contact: enquiries@nhsproviders.org

Care Quality Commission Website: www.cqc.org.uk/

Contact: www.cqc.org.uk/contact-us
Sign up for their regular e-newsletter





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