

## Terms of Reference – Finance & Performance Committee

### June 2025

Document Status	Approved
Version	V2.1
<b>Document Change History</b> <i>(to include Executive changes, external review, Committee effectiveness)</i>	Replaces v2.0 - approved in July 2025
Initiated by	Becky Southall, Chief Governance Officer June 2025
Document Owner	Chief Governance Officer
Recommended at  Date	Finance and Performance Committee  May 2025
Approved at  Date	Board of Directors  July 2025
Valid Until Date	June 2026
Linked Policy Documents	Standing Orders Scheme of Reservation and Delegation of Powers Other Committee Terms of Reference Standing Financial Instructions Code of Governance for NHS Provider Boards Provider Licence
Dissemination requirement	Cascade to Board members and Senior Leaders and forms part of Board level induction pack
Part of the Trust's publication scheme	Yes

## Finance & Performance Committee Terms of Reference – May 2024

<b>1.0</b>	<b>Constitution</b>
<b>1.1</b>	The board of directors (“board”) of South Central Ambulance Service NHS Foundation Trust (“the trust”) hereby resolves to establish a Committee of the Board to be known as the Finance and Performance Committee (“the Committee”).
<b>1.2</b>	The Committee is constituted as a standing committee of the Board and may only exercise the powers formally delegated to it via these terms of reference.
<b>1.3</b>	The Committee will support the work of the board in ensuring that the trust acts in accordance with statute, legislation and regulatory requirements. It will be fully appraised of all aspects of the trust’s financial and operational performance in furtherance of achievement of the trust’s overall strategic aims and objectives.
<b>1.4</b>	Its constitution and Terms of Reference are set out below. Any changes will be subject to trust board approval.
<b>2.0</b>	<b>Purpose</b>
	The Committee is a formal, standing committee of the trust board and was established to support the work of the board by providing scrutiny in respect of all aspects of financial and operational performance. It will also support the work of the board in ensuring that the financial strategy supports long term service delivery on a sustainable basis  As part of an integrated approach, the Committee must have effective relationships with other Board Committees to avoid duplication.
<b>3.0</b>	<b>Authority</b>
<b>3.1</b>	The Committee is an assurance committee but is authorised by the Board to make decisions within these terms of reference, including matters specifically referred to it by the Board.
<b>3.2</b>	The Committee is authorised by the Board to investigate any activity within its terms of reference and to request any information it requires in order to discharge its duties. This authority includes the following, where it is necessary or expedient to do so: <ul style="list-style-type: none"> <li>• Obtaining outside legal or other independent professional advice and securing the attendance of individuals at meetings</li> <li>• Seeking any information that it requires from any officer or employee of the trust and all officers and employees are directed to cooperate with any request made by the committee</li> <li>• Obtaining any such internal information as is necessary to fulfil these terms of reference</li> </ul>
<b>3.3</b>	Any costs incurred in connection with (3.2) must be within the remit of the Scheme of Delegation and Standing Financial Instructions.
<b>3.4</b>	The Committee is authorised by the Board to liaise, as necessary, with other committees of the Board. The chair of the committee has responsibility for ensuring that the Audit Committee and the Board

	are advised of any risks or potential conflicts.
<b>3.5</b>	It is not the duty of the Committee to carry out functions that properly belong to the Board itself or to other Board Committees.
<b>3.6</b>	The Committee may establish, subject to Board approval, sub-groups to execute the delegated powers within these Terms of Reference.
<b>3.7</b>	Trust Standing Orders and Standing Financial Instructions apply to the operation of the Committee.
<b>3.8</b>	Whilst the Audit Committee has responsibility for ensuring that the trust's risk management framework is effective and operating as intended, the committee will review Board Assurance Framework (BAF) risks as assigned to it and any risks on the risk register relating to areas that fall within these terms of reference that are designated as significant risks as per the Trust's Risk Management Framework
<b>4.0</b>	<b>Duties and Responsibilities</b>
<b>4.1</b>	<b>Governance</b>
<b>4.1.1</b>	Ensure that all statutory and regulatory elements of financial and operational governance are adhered to within the Trust.
<b>4.1.2</b>	Receive and scrutinise the monthly Finance Report prior to receipt by the Board.
<b>4.1.3</b>	Approve financial and estates policies and procedures that are not reserved to the trust board and in line with the trust's policy framework.
<b>4.1.4</b>	Make recommendations to the Audit Committee concerning the annual programme of internal audit work based on identified areas of risk arising out of committee business.
<b>4.1.5</b>	<ul style="list-style-type: none"> <li>▪ Review BAF and significant risks relating to the committee's remit</li> <li>▪ Review internal audit reports and subsequent management actions pertinent to the duties and responsibilities of the committee</li> <li>▪ Receive upward reports from the committee's sub-groups</li> </ul>
<b>4.1.6</b>	The principal duties of the Committee are set out below:
<b>5.2</b>	<b>Finance</b>
<b>5.2.1</b>	<ul style="list-style-type: none"> <li>▪ Oversee the development of the Trust's medium and long financial strategy</li> <li>▪ Scrutinise annual, three and five-year financial plans and make recommendations to the Board (5 yr only when implemented.)</li> <li>▪ Review the Integrated Business Plan and make recommendations to the board in relation to approval</li> <li>▪ Review the annual Cost Improvement Plan and make recommendations to the trust board in relation to approval</li> <li>▪ Review the Annual Operating Plan and make recommendations to the board in relation to approval</li> <li>▪ Oversee performance against the trust's Financial Recovery Plan and seek assurance that appropriate financial controls are in place</li> <li>▪ Monitor progress against these plans and financial forecasting and ensure that remedial action is taken where required</li> <li>▪ Ensure that the budget setting process is robust</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Oversee the movement on reserve accounts, cash flow and balance sheet</li> <li>▪ Ensure that the Capital Expenditure Plan is robust and that is developed using a risk-based approach</li> <li>▪ Receive assurance on the delivery of the Capital Programme and the escalation of any risks identified and mitigating actions proposed</li> <li>▪ Receive and review relevant NHS benchmarking reports</li> <li>▪ Approve business cases in line with the value set out in the Scheme of Delegation and make recommendations to the trust board on business cases that require board approval</li> <li>▪ Monitor progress against business cases and ensure that benefits are realised post implementation</li> <li>▪ Review the effectiveness of appropriate policies (including Standing Financial Instructions) within the Committee's remit</li> <li>▪ Maintain oversight of the Trust's approach to bidding for new business</li> </ul>
<b>5.3</b>	<b>Performance</b>
<b>5.3.1</b>	<ul style="list-style-type: none"> <li>▪ Review operational performance via the key KPIs set out in the Integrated Performance Report (IPR) and ensure that any corrective actions are followed up and drive improvement</li> <li>▪ Refer issues/risks to other committees of the board as appropriate</li> </ul>
<b>5.4</b>	<b>Estates</b>
<b>5.4.1</b>	<ul style="list-style-type: none"> <li>▪ Ensure that the trust has a robust Estates Strategy in place and monitor delivery against associated plans</li> <li>▪ Monitor the implementation of the Sustainability Plan.</li> <li>▪ Property &amp; Asset Strategy ensure that the strategy reflects the Trust's purpose, aims, strategic and corporate objectives and that the Trust's property and assets are developed and maintained to meet the needs of service models and are sustainable and achieve value for money</li> </ul>
<b>6.0</b>	<b>Relationship with Audit Committee</b>
<b>6.1</b>	The Chair of the committee will be a member of the Audit Committee and is responsible for ensuring that any risks or issues that require Audit Committee attention are escalated to the committee and the board where appropriate and necessary.
<b>7.0.</b>	<b>Membership and Quorum</b>
<b>7.1</b>	Committee membership shall be appointed by the Board from amongst both the Executive Directors and Non-Executive Directors and shall consist of not less than three Non-Executive Directors members, at least one of whom should have recent and relevant financial experience and three t Executive members. One Non-Executive member will act as Chair of the Committee.
<b>7.2</b>	Membership: <ul style="list-style-type: none"> <li>• 3 Non-Executive Directors</li> <li>• Chief Finance Officer</li> <li>• Executive Director of Operations</li> <li>• Chief Paramedic Officer</li> </ul>

	<p>In attendance:</p> <ul style="list-style-type: none"> <li>• Chief Governance Officer</li> <li>•</li> <li>•</li> </ul>
<b>7.3</b>	Members are required to attend at least two thirds of the meetings held in each financial year. Where a member is unable to attend, they should notify the Committee Chair or Secretary of the Committee in advance.
<b>7.4</b>	In the absence of the Committee chair, the remaining members present shall elect one of themselves to chair the meeting.
<b>7.5</b>	The Chair of the Board shall not normally be a member of the Committee. He/she will have automatic rights as a member of the Committee at times when the quorum cannot be met or there are vacancies at Non-Executive Director level that warrant temporary Committee membership. The Chair of the Board may also attend at other times by advising the Committee Chair
<b>7.6</b>	<p>The Committee will be deemed quorate to the extent that there are 2 Non-Executive Directors and one Executive Director present.</p> <p>A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of its authorities and powers.</p>
<b>7.7</b>	Officers and employees of the trust who are members of the committee are present in a corporate director capacity and not to represent or advocate for their respective department, division, or service area.
<b>7.8</b>	Any member of the Committee may participate by means of telephone conferencing, video conferencing or similar communications equipment whereby all persons participating in the meeting can hear each other, and participation in the meeting in this manner shall be deemed to constitute presence in person at such meeting.
<b>8.0</b>	<b>Attendance at Meetings</b>
<b>8.1</b>	<p>In addition to the membership requirements outlined in (7.1) and (7.2) above, the following may also be invited to attend committee meetings:</p> <ul style="list-style-type: none"> <li>▪ Deputy Chief Finance Officer</li> <li>▪ Heads of Finance and Finance Managers</li> <li>▪ Assistant Directors of Operations</li> <li>▪ Head of Transformation</li> <li>▪ Director of Estates</li> <li>▪ Chair of the Board</li> <li>▪ Chief Executive Officer</li> </ul>
<b>8.2</b>	When an executive member or attendee is unable to attend a meeting, a fully briefed deputy with authority to act should attend on their behalf.
<b>8.3</b>	Other board members shall have the right of attendance (for all or part of the meeting), subject to invitation by the Committee Chair,

	particularly when the Committee is discussing areas of risk that are the responsibility of that individual.
<b>9.0</b>	<b>Meetings</b>
<b>9.1</b>	Meetings of the Committee shall be formal, minuted, and compliant with relevant statutory and good practice guidance as well as the Trust's Standing Orders and Standing Financial Instructions and the Code of Governance for NHS Provider Boards.
<b>9.2</b>	Meetings of the Finance and Performance Committee shall be held monthly and scheduled to support the business cycle of the Board.
<b>9.3</b>	Additional meetings may be convened on an exceptional basis at the request of the Committee Chair to consider business that requires urgent attention.
<b>10.0</b>	<b>Reporting and Accountability</b>
<b>10.1</b>	Minutes of the Committee meetings shall be recorded formally and ratified by the Committee at its next meeting. The meeting may be formally recorded to aid in the production of written minutes and the recording deleted in line with Trust guidance.
<b>10.2</b>	The Committee Chair shall prepare an assurance report (upward report) following each meeting for submission to the Board at its next formal business meeting.
<b>10.3</b>	<p>This report should include details of any matters in respect of which adequate actions or improvements are needed. The Committee Chair shall draw to the attention of the Board any issues that require disclosure to the full Board or require executive action.</p> <p>The following triggers are triggers for escalation to the Board:</p> <ul style="list-style-type: none"> <li>i. Non-compliance with indicators for 2 consecutive months, or off track against agreed trajectory</li> <li>ii. Risks that sit within the committees remit that are significant (15+) with inadequate mitigating actions or with actions overdue and no assured plan for resolution</li> <li>iii. Variation of 10% from target or agreed trajectory</li> <li>iv. Variation from the year end projection</li> <li>v. CIP milestone non-delivery with no clear plan – red RAG rating.</li> <li>vi. Business case review and recommendation to the Board</li> </ul>
<b>10.4</b>	The Committee shall be directly accountable to the Trust Board.
<b>10.5</b>	The Committee will provide an annual report to the Board setting out how it has discharged its responsibilities as set out in these Terms of Reference.
<b>10.6</b>	<p>The following Sub-Committees shall report to the Committee as the primary reporting line using the standard upward reporting template:</p> <ul style="list-style-type: none"> <li>▪ Financial Recovery Group</li> <li>▪ Net Zero Group</li> <li>▪ Emergency Planning, Resilience &amp; Response Group</li> <li>▪ Estates Group</li> </ul>
<b>10.7</b>	Meeting papers will be circulated to members 1 week (5 working days) prior to the meeting.

<b>10.8</b>	<p>The Committee will report to the Audit Committee on the following areas for assurance:</p> <ul style="list-style-type: none"> <li>▪ The work it has undertaken in support of the Annual Governance Statement</li> <li>▪ Strategic objectives aligned to this Committee</li> <li>▪ BAF and significant risks monitored by the Committee</li> <li>▪ Assurances and effectiveness of the Committee</li> </ul>
<b>10.9</b>	The Committee will liaise with the Quality & Safety Committee and People and Culture Committee in respect of the review of the Integrated Performance Report, where appropriate.
<b>11.0</b>	<b>Secretariat and Committee Support</b>
<b>11.1</b>	<p>A member of the Governance Team will act as Secretary to the Committee.</p> <p>The Chief Governance Officer shall provide independent advice to the Committee Chair and Committee Members on compliance with the law and regulatory matters relevant to the Committee's delegated authority in accordance with Standing Orders.</p>
<b>11.2</b>	<p>The Secretary to the Committee will maintain the Committee's administrative function, to include:</p> <ul style="list-style-type: none"> <li>i) preparation of the draft agenda for agreement with the Committee Chair,</li> <li>ii) collation and circulation of papers,</li> <li>iii) minuting the proceedings and resolutions of all meetings of the Committee including recording the names of those present and in attendance,</li> <li>iv) keeping a record of matters arising and actions to be carried forward,</li> <li>v) drafting minutes of the meetings to be available within 5 working days but no longer than 10 working days from the date of the meeting,</li> <li>vi) creating and maintaining a Forward Plan of business to come before the Committee.</li> </ul>
<b>12.0</b>	<b>Review Monitoring and Effectiveness</b>
<b>12.1</b>	<p>Members of the Committee will monitor the effectiveness of these Terms of Reference by:</p> <ul style="list-style-type: none"> <li>i) Recording the attendance of members and how often they send a representative.</li> <li>ii) Number and frequency of meetings in line with the Finance and Performance Terms of Reference as per section 9.2</li> <li>iii) Preparing an Annual Report as outlined in (10.5)</li> </ul>
<b>12.2</b>	The Trust's Annual Report shall include a section describing the work of the Committee in discharging its responsibilities.
<b>12.3</b>	The Chair of the Board will receive a copy of all meeting papers and will attend at least one meeting per annum for monitoring and assurance purposes.
<b>12.4</b>	Set an annual Forward plan for its work to form part of the Board's annual Forward Plan and report to the Board on its progress.

<b>13.0</b>	<b>Strategies ratified and approved by this Committee</b>
<b>13.1</b>	<p>Strategies:</p> <ul style="list-style-type: none"> <li>• Procurement Strategy</li> <li>• Contract Strategy</li> <li>• Financial Strategy</li> <li>• Performance/Operational Strategy</li> <li>• Estates Strategy</li> <li>• Green / Sustainability Strategy</li> <li>•</li> </ul>
<b>14.0</b>	<b>Policies ratified and approved by this Committee</b>
<b>14.1</b>	The Policies ratified by this committee are detailed in the Policy for the Development of Trust Policy.