



FINANCE & PERFORMANCE COMMITTEE TERMS OF REFERENCE

1. Constitution

The Board of Directors ("the Board") hereby resolves to establish a formally constituted, standing committee of the Board to be known as the Finance & Performance Committee ("the Committee").

The Committee has no executive powers other than those specifically delegated to it via these terms of reference. The Standing Orders adopted by the Board are applicable to the Committee in as far as they are relevant.

2. Authority

The Committee is authorised by the Board to investigate any activity within its terms of reference and seek any information that is requires from any member of staff. All members of staff are directed to co-operate with any request made by the Committee.

The Committee is authorised by the Board to obtain legal or other independent professional advice and to secure the attendance of others from outside of the Trust with relevant experience and expertise if it considers this necessary. Any such advice must be commissioned in line with the Trust's Standing Financial Instructions and related procedures.

3 Purpose of the Committee

To provide scrutiny and challenge in relation to all aspects of the Trust's financial and operational performance as outlined in section (9) of these terms of reference and provide assurance to the Board that there are effective systems and processes in place to monitor, report upon and improve all aspects of financial and operational performance taking a data and intelligence led approach.

4. Membership and Quorum

Membership of the Committee membership shall be appointed by the Board from amongst the Executive and Non-Executive Directors and shall include:

- 3 Non-Executive Directors
- Chief Finance Officer
- Executive Director of Operations
- Chief Paramedic Officer

4.1 Attendees

Although not members, the following will be in regular attendance at the Committee:

- Chief Governance Officer
- Chief People Officer (Estates Portfolio)

Other executive directors and members of Trust staff will attend the committee at the invitation of the Chair when matters under discussion are relevant to their areas of responsibility.

5. Quorum

The meeting will be quorate when 2 Non-Executive and 1 Executive member are present. The absence of any regular attendee listed in (4.1) will not affect meeting quoracy.

In the absence of a quorum, the meeting shall continue to be held, at the discretion of the Chair but no decisions shall be taken. Lack of quoracy will be reported to the Board in the Committee Chair's report.

Where a member is unable to attend the meeting, they may send an appropriately briefed deputy with authority to take decisions. Officers deputising for the member shall not count towards the quorum and shall not have a vote.

6. Frequency

The Committee will meet on a monthly basis. Additional meetings will be called as necessary if there is urgent business or the Committee Chair requests a meeting.

7. Reporting to the Board

The Committee Chair will report in writing to the Board at the Board meeting that follows the Committee meeting. This report will summarise the main points of discussion and will draw attention to any issues that require Board or Executive action, or to any risks that require escalation to Board.

8. Sub-Groups

The Committee is authorised to establish Groups to support its work subject to terms of reference that shall be approved by the Committee, but shall not delegate the powers conferred upon it by these terms of reference to any other body without the express authorisation of the Board

The following are sub-groups of the Committee, and the Chair shall provide a written report into the next Committee meeting after the Group has met:

- Emergency Preparedness Resilience & Response Steering Group
- Net Zero Group

9. Duties and Responsibilities

9.1 Strategy

Monitor progress against the Tier 1 Programmes in the Fit for the Future Partnerships & Sustainability and Enabling Services strategic theme and oversee the development and monitor the progress of the Multi-Year Plan which facilitates medium term financial planning and aligns operational performance and workforce requirements.

9.2 Risk

Seek assurance that risks to financial and operational performance are being effectively managed, mitigated and escalated to the Board where necessary. This will be achieved through receipt of the Board Assurance Framework and significant operational risks relating to the Committee's terms of reference and any emerging risks arising out of reports received in relation to (9.3) - (9.9) below:

9.3 Financial Performance

Seek assurance that the Multi-Year Plan balances financial and operational performance with workforce requirements and that the Trust can deliver within budget

Monitor progress against the Multi-Year Plan and seek assurance that any risks are being effectively mitigated

Monitor delivery against trajectories and recovery plans required under the NHS Oversight Framework, including system-level performance where relevant.

Monitor financial performance against plan on a monthly basis and seek assurance that risks to delivery are being managed and mitigated

Monitor performance against the Cost Improvement Programme and seek assurance around delivery and that there are effective mitigations in place to manage any areas of risk

Monitor delivery against the agreed Capital Programme and seek assurance that risk is being effectively managed and mitigated.

Review relevant NHS benchmarking reports and seek assurance around plans in place to improve the Trust's performance

Monitor the Contract Register and ensure seek assurance that action is being taken to renew contracts and derive best value for money and that procurement legislation is adhered to.

Ensure that budget setting processes are robust

9.4 Operational Performance

Monitor delivery against Operational Performance targets set out in the NHS Oversight Framework and in the trust's Integrated Performance Report and seek assurance that there are appropriate actions in train to improve performance and mitigate risk

Ensure that any risks to quality or workforce arising out of operational performance are referred to other Committees of the Board as appropriate.

9.5 Fleet Performance

Monitor Key Performance Indicators (KPIs) relating to the management of the Trust's Fleet and ensure that mitigating action is taken where required to ensure that fleet availability supports operational delivery requirements.

9.6 Estates

Oversee the development and delivery of the Estates Strategy and plans to ensure this meets operational delivery requirements and represents best use of Trust resources.

9.7 Sustainability

Ensure that the Trust has a Green Plan in place that delivers against legislative requirements and monitor delivery.

9.8 Business Cases

In line with the Scheme of Delegation, scrutinise business cases that exceed the limits of the Executive Management Committee and provide assurance to support the Board approval process.

Review business cases that have been approved and implemented and ensure that benefits are delivered and that learning is identified and taken forward.

9.9 Reports and Reviews

Review the findings of relevant internal audit reports, Peer Reports and Reports undertaken by external bodies and ensure that there are plans in place to address any actions arising

10. Delegation

By approval of these terms of reference the Board delegates the duties and responsibilities outlined in section (9) to the Committee.

11. Committee Effectiveness

The Committee will review its own performance and these terms of reference on an annual basis and will prepare a report for the Trust Board, describing its work and proposing any changes to these terms of reference.

12. Administration

A member of the Corporate Governance Team will act as Committee Secretary and will agree the agenda for meetings with the Chair and the Chief Finance Officer.

13. Review

These terms of reference will be reviewed in April 2027 unless there is a requirement to do so earlier.

Date of Finance & Performance Committee approval	29 May 2026
Date of Board Approval	03 June 2026