

## **Executive Management Board**

### **Terms of Reference**

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#### **1. Constitution**

The Executive Management Board (EMB) is established by the Chief Executive.

#### **2. Purpose**

2.1. The purpose of EMB is to seek on-going assurance that South East Coast Ambulance Service maintains robust systems of governance, risk management and internal control that enables clinical and managerial leaders to ensure safe, high quality, patient-centred care.

2.2. Where gaps are identified, EMB will;

- ensure corrective action is taken
- monitor effectiveness
- report the matter to the Board of Directors, as required

2.3. Once a quarter EMB will sit as the executive resilience committee (see section 8.8).

#### **3. Membership**

3.1. EMB shall be comprised of each member of the executive management team<sup>1</sup>. Directors may nominate a deputy to attend in their place, subject to the prior approval of the Chief Executive.

3.2. The Chair of EMB will be the Chief Executive. In his absence the Chief Executive will nominate a deputy.

#### **4. Quorum**

4.1. The Chair (or nominated Deputy) plus three members.

#### **5. Attendance**

5.1. With the approval of the Chair (or nominated Deputy) EMB may ask any member of staff to be in attendance for all or part of a meeting.

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<sup>1</sup> Executive Directors, Company Secretary and Head of Communications

## **6. Frequency**

6.1. EMB shall meet at least monthly. Extraordinary meetings may be called by the Chair, as required.

## **7. Authority**

7.1. EMB is authorised by the Chief Executive to take management decisions on matters not reserved to the Board of Directors and / or investigate any action within these Terms of Reference.

## **8. Duties**

8.1. To identify and ensure actions are taken to help deliver the trust's goals and objectives, assign responsibility for delivery and performance management, and ensure appropriate actions plans are in place to recover performance that is off plan.

8.2. To review business cases in advance of board approval, and to approve business cases which fall within the delegated financial limits approved by the Board.

8.3. To continuously monitor the quality of services provided by the trust and ensure that appropriate actions are in place to improve quality overall or address significant shortfalls against standards.

8.4. Bring together the sources of information it needs to ensure on-going assurance that the Trust has robust systems of governance, risk management and internal control, and where areas of concern are indicated, for taking the necessary corrective action. Specifically, it will review the adequacy and effectiveness of the assurance processes that support delivery of the Trust's objectives, the management of principal risks and compliance with legal and regulatory requirements.

8.5. EMB will have a standing agenda item at least monthly, on risk management, which will include the most recent risk register (downloaded from Datix) listing the risks where EMB is the 'operational group'.

8.6. It will review each risk; receive closed risks for decision (all risks with inherent score of >8); and receive for information all new risks with residual score of >12.

8.7. EMB will also seek assurance that high/extreme risks are being effectively managed by the relevant Operational Group(s). For example;

- All narrative is timely and appropriate
- Progress of action(s)
- Adequacy of controls (controls assurance) when identified
- Risk grading reviewed
- Key dates reviewed

- Status reviewed (Open or Proposed for Closure)

#### Executive Resilience Committee

8.8. The executive resilience committee oversees the effective management of Emergency, Preparedness, Resilience and Response, by reviewing the following:

- Major Incident Plan & Additional Contingencies
- Fuel Contingency Plan
- Resilience incidents
- HART vehicles
- NARU Interoperable Capabilities Project
- Contingency Planning & Resilience
- Special Event Planning
- Business Continuity Plans
- Exercising (live play/desk top)
- Risks – re HART/Resilience
- EPRR Core Standards Assurance
- General update on the work/effectiveness of the Resilience Group

### **9. Reporting**

9.1. The Chair shall report to the Board of Directors by exception any issue EMB considers the Board should be sighted on.

9.2. EMB will produce an annual report to be shared with the Board of Directors, setting out the effectiveness of its work during the year.

### **10. Support**

10.1. The Company Secretary will be responsible for ensuring the provision of secretarial support to EMB, which will include;

10.1.1. Agreeing meeting agendas with the Chair

10.1.2. Providing timely notice of meetings and forwarding details including the agenda and supporting papers to members and attendees in advance of the meetings

10.1.3. Recording and circulating formal minutes of meetings and keeping a record of matters arising and issues to be carried forward,

### **11. Review**

11.1. EMB will review its own performance and Terms of Reference at least once a year to ensure it is operating at maximum effectiveness.

**Approved: 26.09.2018**

**Review Date: September 2019**