

Executive Management Board

Terms of Reference

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 delivers its strategic aims and 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

3. Membership

3.1. EMB shall be comprised of each member of the executive management team¹. 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 be the Deputy CEO.

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.

6. Frequency

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

¹ Executive Directors, plus the Chief of Staff, Director of Corporate Governance and Director of Comms

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 strategic aims 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. In its capacity as Parent Group, ensure through regular Chair's Reports the ongoing effectiveness of the governance groups established by EMB – see appendix 1².

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.

10. Support

10.1. The Director of Corporate Governance / Company Secretary will be responsible for ensuring the provision of secretarial support to EMB, which will include:

10.1.1. Scheduling the annual business plan to align with the Board Assurance Framework, and agreeing meeting agendas with the Chair

² The management groups / reporting lines will be subject to change as held by the corporate governance team.

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 every two years to ensure it is operating at maximum effectiveness.

Approved by EMB: 23.04.2025