

# NORTH WEST AMBULANCE SERVICE NHS TRUST

## TERMS OF REFERENCE – RESOURCES COMMITTEE

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### 1. ROLE AND PURPOSE

The Resources Committee has been established as a formal committee of the Board of Directors. The purpose of the Committee is to obtain assurance on behalf of the Board of Directors that the Trust’s business, financial, digital and workforce plans are viable and that risks have been identified and mitigated. The Committee will monitor governance arrangements established to address internal and external service developments and will seek assurance on the delivery of corporate projects. The Committee will also seek assurance and advise the Board accordingly on subjects relating to employees and volunteers.

The Chair of the Committee will report in writing to the Board of Directors a summary of the business that has been transacted and basis for any recommendations made. The Board will use that report as the basis for their decisions but would remain accountable for taking the decision. Minutes of the meetings of the Board of Directors will record such decisions.

### 2. MEMBERSHIP

The Committee shall comprise the following membership:

- Three Non-Executive Directors – one of whom shall be the nominated Chair
- Director of Finance
- Chief Operating Officer/Deputy Chief Executive
- Director of People

The following officers shall be invited to attend meetings of the Committee in an advisory capacity when agenda items require them to be present. They are not routinely required to attend:

- Deputy Director of Finance
- Deputy Director of People
- Deputy Director of Quality, Innovation and Improvement
- Head of Strategy, Planning & Transformation
- Assistant Director of Estates and Fleet
- Head of Procurement

There is an expectation that members will attend a minimum of 5 out of 6 Committee meetings during each financial year.

In the event that the Chair of the Committee is unable to attend a meeting, the Non-Executive Director members shall appoint one of their number to be Chair for that meeting.

Other Officers of the Trust shall attend at the request of the Committee in order to present and provide clarification on agenda items, and with the consent of the Chair will be permitted to participate in the debate.

The quorum necessary for the transaction of Committee business shall be five, which is to include at least two Non-Executive Directors, which may include the Associate Non-Executive Director. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the powers exercisable by the Committee.

### **3. ACCOUNTABILITY**

Resources Committee authority is as set out in the NWS Scheme of Delegation.

### **4. REVIEW ARRANGEMENTS**

The Committee will identify annual objectives of the Committee, produce an annual work plan in the agreed Trust format, measure performance at the end of the year and produce an annual report. This will also include an assessment of compliance with the Committee's terms of reference and a review of the effectiveness of the committee. Any changes to the Terms of Reference must be recommended to the Board of Directors for approval.

Compliance with the Terms of Reference will be monitored on an ongoing basis by the member of the Corporate Governance Department providing administrative support to the Committee. Any concerns in relation to compliance will be reported to the Chair of the Committee and the Director of Corporate Affairs. In addition, the annual review will include a summary on compliance with the Terms of Reference.

### **5. WORKING METHODOLOGY**

Before each meeting, a notice of the meeting specifying the business proposed to be transacted shall be sent by post or electronic mail to the usual place of business or residence of each member, so as to be available at least five clear days before the meeting.

The Committee will normally meet on a bi-monthly basis and as a minimum six times per year. The Chair may, however, call a meeting at any time provided that notice of the meeting is given.

The Committee shall be supported administratively by the Corporate Governance Department, whose duties shall include: agreement of the agenda with the Chair and collation of papers; producing the minutes of the meeting for checking by the Chair, circulating draft minutes promptly to members once checked and advising the Committee on pertinent areas.

The minutes of meetings shall be formally recorded by a member of the Corporate Governance Department, checked by the Chair and submitted for agreement at the next meeting, whereupon they will be signed by the person presiding at it.

## **6. DUTIES AND INTERRELATIONS**

The Committee shall:

- i. Inform the development and provide assurance against the following Trust strategies, associated policies, action plans and annual reports:
  - Our Strategy 2022-2025
  - Digital Strategy
  - Estates Strategy / Implementation Plans
  - Fleet Strategy / Implementation Plans
  - Workforce Strategy
  - Procurement Strategy
  - 3 Year Implementation Roadmap
  - Long Term Financial Model
  - Financial Plan
  - Annual Plan (incl. financial and operational plans)
- ii. Monitor and consider the Strategic Risks within the Board Assurance Framework that are relevant to the Committee's remit, including the control and mitigation of high-level related risks and provide assurance to the Board that such risks are being effectively controlled and managed.
- iii. Receive external assurance reports from the CQC and other regulatory/statutory bodies in relation to the finance and workforce agenda and ensure that management responses/actions plans are robust.

### ***Finance, Investment and Planning***

- iv. Review the financial elements of the Trust's Business Plan via the Long Term Financial Model and ensure that key assumptions are both realistic and explicit (the Board of Directors will remain responsible for approval of the Business Plan).
- v. Monitor the financial performance of the Trust, the financial forecast and the key financial risks.
- vi. Monitor delivery of the Capital Expenditure programmes and seek assurance on the preparation of comprehensive programmes for subsequent years. Recommend the Capital Expenditure programme to the Board of Directors for approval and review Capital and Revenue investment proposals over £500k
- vii. Monitor delivery of Cost Improvement Programmes and seek assurance on the preparation of comprehensive programmes for subsequent years, recommend the Cost Improvement Programme to the Board of Directors for approval.
- viii. Review contract proposals in relation to Emergency Services, Patient Transport

Services, 111 Service and any other clinical or commercial venture under consideration by the Board and assess the financial implications of performance against the Trust's principal contracts.

- ix. Review contract award proposals (in line with the Scheme of Delegation and Standing Financial Instructions) and make appropriate recommendations to the Board of Directors
- x. Recommend projects over £500k, to the Board of Directors for approval
- xi. Review the Trust's Integrated Business Plans, Financial Strategy and Long Term Financial Plans.
- xii. Seek assurance in relation to fleet activity including vehicle servicing and inspections, insurance, vehicle replacement programme, carbon reduction strategy and waste assurance.
- xiii. Receive assurance in relation to estates including NHS sites, progress against NHS Carbon Reduction Strategy and Benchmark measures utilising the "Model Ambulance".
- xiv. Review business and commercial development proposals, for recommendation to the Board of Directors.

#### **Digital**

- xv. Review the Digital and Information Management and Technology (IM&T) programme of work to ensure it aligns with the Trust's strategic plans and monitor progress on major schemes.
- xvi. Review the recommendations from any external reviews in relation to IM & T and monitor progress on major schemes.

#### **Workforce**

- xvii. Seek assurance on the development and delivery of comprehensive workforce plans.
- xviii. Receive assurance relating to performance against key workforce indicators such as: sickness absence, appraisal review, mandatory training and turnover.
- xix. Seek assurance on the development of a vibrant volunteer cohort and receive assurance in relation to the recruitment, training and management of volunteers
- xx. Monitor progress against equality and diversity goals arising from the Equality Delivery System, WRES, WDES, gender pay gap reporting and other regulatory requirements to ensure compliance with the Equality Act 2010.
- xxi. Seek assurance that the essential standards of quality and safety (as determined by CQC's registration requirements) in relation to staff are at a minimum being met by every service that the organisation delivers.
- xxii. Receive assurance that there is an effective Learning Needs Analysis process in place across the Trust and monitor its effectiveness.
- xxiii. Provide assurance to the Board on compliance with relevant HR legislation and best practice including paramedic, doctors and nursing revalidation.

- xxv. To monitor any action plans relating to the staff survey and seek assurance that satisfaction levels are improving.

### **Strategy, Planning & Transformation**

To seek assurance against and have oversight of the Trust's -

- I. 3 Year Strategy implementation/transformation roadmap – i.e. what are the priorities and sequencing of outcomes to help us deliver the strategy over three years.
- II. Supporting Strategies including development, alignment, and implementation.
- III. Annual Planning Cycle including –
  - a. Development of trust-level annual plan and directorate business plans
  - b. Alignment between strategy and strategic risk management
  - c. Alignment between strategy and operational planning (incl. any external submissions)
  - d. Quarterly assurance against objectives (incl. achievements and learning)
  - e. Partnership working and system working

The Chair of the Committee shall maintain an effective relationship with the Chair of the Audit Committee and may, from time to time, refer matters to the Audit Committee and / or other Board Committees as appropriate for consideration.

## **7. DELEGATED AUTHORITY**

The Committee is authorised by the Board to:

- i. Investigate any activity within its terms of reference
- ii. Seek any information it requires from any employee and all employees are directed to co-operate with any request made by the Committee
- iii. Obtain independent professional advice, having due regard to recognised Trust procedures, and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary.

## **8. INWARD REPORTING ARRANGEMENTS**

The Committee shall receive Chair Assurance Reports from meetings of the following Sub Committees –

- Diversity and Inclusion Sub Committee
- Strategic Workforce Sub Committee