

Partnership Agreement

between

The Department of Health

and

The Northern Ireland Ambulance Service Trust

01 August 2024

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Introduction

1. The Partnership Agreement

1.1 This document sets out the partnership arrangements between the Northern Ireland Ambulance Service Trust (NIAS) and the Department of Health (the Department). In particular, it explains the overall governance framework within which NIAS operates, including the framework through which the necessary assurances are provided to stakeholders. Roles/responsibilities of partners within the overall governance framework are also outlined.

1.2 The partnership is based on a mutual understanding of strategic aims and objectives; clear accountability; and a recognition of the distinct roles each party contributes. Underpinning the arrangements are the principles set out in the NI Code of Good Practice '**Partnerships between Departments and Arm's-Length Bodies**' which should be read in conjunction with this document. The principles which are laid out in the Code are:

LEADERSHIP

Partnerships work well when Departments and Arm's Length Bodies demonstrate good leadership to achieve a shared vision and effective delivery of public services. Strong leadership will provide inspiration, instil confidence, and trust and empower their respective teams to deliver good outcomes for citizens.

PURPOSE

Partnerships work well when the purpose, objectives and roles of Arm's Length Bodies and the sponsor Department are clear, mutually understood and reviewed on a regular basis. There needs to be absolute clarity about lines of accountability and responsibility between Departments and Arm's Length Bodies. In exercising statutory functions Arm's Length Bodies need to have clarity about how their purpose and objectives align with those of Departments.

ASSURANCE
<i>Partnerships work well when Departments adopt a proportionate approach to assurance, based on Arm's Length Bodies' purpose and a mutual understanding of risk. Arm's Length Bodies should have robust governance arrangements in place and in turn Departments should give Arm's Length Bodies the autonomy to deliver effectively. Management information should be what is needed to enable Departments and Arm's Length Bodies to provide assurance and assess performance.</i>
VALUE
<i>Partnerships work well when Departments and Arm's Length Bodies share knowledge, skills, and experience in order to enhance their impact and delivery. Arm's Length Bodies are able to contribute to policy making and Departmental priorities. There is a focus on innovation, and on how Departments and Arm's Length Bodies work together to deliver the most effective policies and services for its customers.</i>
ENGAGEMENT
<i>Partnerships work well when relationships between Departments and Arm's Length Bodies are open, honest, constructive and based on trust. There is mutual understanding about each other's objectives and clear expectations about the terms of engagement.</i>

A full copy of the NI Code can be found at Annex 8.

1.3 This document should also be read in conjunction with guidance on proportionate autonomy which provides an outline of the principles and characteristics for proportionate autonomy (see DAO (DoF) 06/19). Guidance on proportionate autonomy has been considered in determining the extent of engagement and assurance to be established between NIAS and the Department and this is reflected in this agreement.

1.4 The Department and NIAS are committed to:

- Working together within distinct roles and responsibilities;
- Maintaining focus on successful delivery of Programme for Government (PfG) outcomes and Ministerial priorities (see also paras 2.6 and 2.7);
- Maintaining open and honest communication and dialogue;
- Keeping each other informed of any issues and concerns, and of emerging areas of risk; - "No surprises"
- Supporting and challenging each other on developing policy and delivery;
- Seeking to resolve issues quickly and constructively; and

- Acting at all times in the public interest and in line with the values of integrity, honesty, objectivity and impartiality.

1.5 The effectiveness of the partnership and the associated Engagement Plan will be reviewed each year by the Department and NIAS in order to assess whether the partnership is operating as intended and to identify any emerging issues/opportunities for enhancement. This can be carried out as part of existing governance arrangements. The Partnership Agreement document itself will be reviewed formally at least once every three years to ensure it remains fit for purpose and up to date in terms of current governance frameworks.

1.6 The formal review will be proportionate to the size and overall responsibilities of NIAS and will be published on the Departmental and NIAS websites as soon as practicable following completion.

1.7 A copy of this agreement has been placed in the Assembly Library and is available on the Departmental and NIAS websites.

NIAS Establishment and Purpose

2. Statutory Purpose and Strategic Objectives

2.1 The NIAS is classified as a health and social care body (akin to an executive non-Departmental public body) established by means of an Establishment Order made under Article 10 of the Health and Personal Social Services (Northern Ireland) Order 1991 (the 1991 Order). The Establishment Order is the Northern Ireland Ambulance Service Health & Social Services Trust (Establishment) Order (Northern Ireland) 1995 (the 1995 Establishment Order). For national accounts purposes NIAS is classified to the central government sector.

2.2 NIAS is established for the purposes specified in Article 3 of the 1995 Establishment Order ([The Northern Ireland Ambulance Service Health and Social Services Trust \(Establishment\) Order \(Northern Ireland\) 1995](#) ([legislation.gov.uk](#)) These include any functions of the Department with respect to the administration of health and social care that the Department may direct. The Minister for the Department of Health is answerable to the Assembly for the overall performance and delivery of both the Department and NIAS.

2.3 The Executive's outcome-based approach to delivery recognises the importance of Arm's Length Bodies and Departments working collaboratively and together in a joined-up approach to improve overall outcomes and results.

2.4 To that end there is strategic alignment between the aims, objectives and expected outcomes and results of NIAS and the Department.

2.5 The strategic aims of NIAS are set out in its Corporate Plan and are built around the following seven transformation priorities:

- Delivering Care
- Our Workforce
- Organisational Development
- Quality Improvement

- Digital Enablers
- Our Infrastructure
- Communications and Engagement

Each of these transformation priorities encompass a range of objectives which focus on key deliverables for change.

NIAS Governance Arrangements

3. Organisational Status

- 3.1 NIAS is a legal entity in its own right, employing its own staff and operating at arm's-length from the Department. As a legal entity it must comply with all associated legislation including legislation relating to its employer status.

4. Governance Framework

- 4.1 NIAS has an established Corporate Governance Framework which reflects all relevant good practice guidance. The framework includes the governance structures established within NIAS and the internal control and risk management arrangements in place. This includes its Board and Committee Structure. The Department should be satisfied with the framework.
- 4.2 An account of this is included in NIAS's annual Governance Statement together with the NIAS Board's self-assessment of its compliance with the extant Corporate Governance Code of Good Practice (NI). Any departure from the Corporate Governance Code must be explained in the Governance Statement. The extant Corporate Governance Code of Good Practice (NI) is available on the Department of Finance (DoF) website.
- 4.3 NIAS is required to follow the principles, rules, guidance and advice in *Managing Public Money Northern Ireland*. A list of other applicable guidance and instructions which NIAS is required to follow is set out in Annex 6. Good governance should also include positive stakeholder engagement, the building of positive relationships and a listening and learning culture.

5. NIAS Board

- 5.1 NIAS is led by a Board, non-executive members of which are appointed by the Minister of Health. The underpinning legislation^{1 2} dictates that the maximum number of directors a Trust can have is eleven and that the Board should be made up of a Chair, five non-executive directors and five executive directors.
- 5.2 The appointment process for non-executive Board members complies with the Code of Practice on Public Appointments for Northern Ireland. The underpinning legislation³ states that the executive directors of the Trust should be appointed by the relevant committee.
- 5.3 As Public Appointees Non-Executive Board members are office holders rather than employees, they are not subject to employee terms and conditions. Board appraisal arrangements are set out in paras 15.1 and 15.2 and matters for consideration in dealing with concerns/complaints in respect of Board members are provided in Annex 5.

The Board's operating framework/terms of reference/Standing Orders provide further detail on roles and responsibilities and should align closely with this Partnership Agreement.

- 5.4 The purpose of the NIAS Board is to provide effective leadership and strategic direction to the organisation and to ensure that the policies and priorities set by the Minister for Health are implemented. It is responsible for ensuring that the organisation has effective and proportionate governance arrangements in place and an internal control framework which allow risks to be effectively identified and managed. The Board will set the culture and values of the organisation and set the tone for the organisation's engagement with stakeholders and customers.
- 5.5 The Board is responsible for holding the Chief Executive to account for the management of the organisation and the delivery of agreed plans and outcomes.

¹ The Health and Social Services Trusts (Membership and Procedure Regulations (Northern Ireland) 1994, Article 2

² The Northern Ireland Ambulance Service Health and Social Services Trust (Establishment) Order (Northern Ireland) 1995, Article 4

³ The Health and Social Services Trusts (Membership and Procedure Regulations (Northern Ireland) 1994, Article 2

The Board should also however support the Chief Executive and Executive Directors as appropriate in the exercise of their duties.

- 5.6 Board members act solely in the interests of NIAS and must not use the Board as a platform to champion their own interests or pursue personal agendas. They occupy a position of trust, and their standards of action and behaviour must be exemplary and in line with the seven principles of public life (Nolan principles). NIAS has a Board Code of Conduct and Code of Accountability for Board members and there are mechanisms in place to deal with any Board disputes/conflicts to ensure they do not become wider issues that impact on the effectiveness of the Board. A Board Register of Interests is maintained, kept up to date and is publicly available to help provide transparency and promote public confidence in NIAS.
- 5.7 Communication and relationships within the Board are underpinned by a spirit of trust and professional respect. The Board recognises that using consensus to avoid conflict or encouraging members to consistently express similar views or consider only a few alternative views does not encourage constructive debate and does not give rise to an effective Board dynamic.
- 5.8 It is for the Board to decide what information it needs, and in what format, for its meetings/effective operation. If the Board is not confident that it is being fully informed about the organisation this will be addressed by the Chair of the Board as the Board cannot be effective with out-of-date or only partial knowledge.
- 5.9 To fulfil their duties, Board members must undertake initial training, and regular ongoing training and development. Review of Board skills and development will be a key part of the annual review of Board effectiveness.

6. Audit and Risk Assurance Committee

- 6.1 A further important aspect of NIAS's governance framework is its Audit and Risk Assurance Committee, established in line with the extant Audit and Risk Assurance Committee Handbook (NI).

6.2 The Audit and Risk Assurance Committee's purpose/role is to support the Accounting Officer and Board on governance issues. In line with the handbook the Audit and Risk Assurance Committees focuses on:

- assurance arrangements over governance; financial reporting; annual reports and accounts, including the Governance Statement; and
- ensuring there is an adequate and effective risk management and assurance framework in place.

6.3 NIAS and the Department have agreed arrangements in respect of Audit and Risk Assurance Committees which include:

- attendance by Departmental representatives in an observer capacity at NIAS's Audit and Risk Assurance Committee meetings;
- Access to NIAS Audit and Risk Assurance Committee papers and minutes;
- Any input required from NIAS's Audit and Risk Assurance Committee to the Departmental Audit and Risk Assurance Committee.

6.4 Full compliance with the Audit and Risk Assurance Committee Handbook (NI) is an essential requirement. In the event of significant non-compliance with the handbook's five good practice principles (or other non-compliance) discussion will be required with the Department and a full explanation provided in the annual Governance Statement.

6.5 The extant Audit and Risk Assurance Committee Handbook (NI) is available on the DoF website.

7. NIAS Chair

7.1 The Chair is responsible for setting the agenda and managing the Board to enable collaborative and robust discussion of issues. The Chair's role is to develop and motivate the Board and ensure effective relationships in order that the Board can work collaboratively to reach a consensus on decisions. To achieve this, the Chair should ensure:

- The Board has an appropriate balance of skills appropriate to its business;
- Board members are fully briefed on terms of appointment, duties, rights and responsibilities;
- Board members receive and maintain appropriate training;
- The Minister is advised of NIAS's needs when Board vacancies arise;
- There is a Board Operating Framework (Standing Orders) in place setting out the roles and responsibilities of the Board in line with relevant guidance;
- There is a code of practice for Board members in place, consistent with relevant guidance. Examples of this include the HSC Handbook, Codes of Conduct and Accountability, Declaration of Interests, Standing Orders and Nolan Principles

7.2 The role also requires the establishment of an effective working relationship with the NIAS Chief Executive that is simultaneously collaborative and challenging. It is important that the Chair and Chief Executive act in accordance with their distinct roles and responsibilities as laid out in Managing Public Money NI and their appointment letters.

7.3 The Chair has a presence in the organisation and cultivates external relationships which provide useful links for the organisation while being mindful of overstepping boundaries and becoming too involved in day-to-day operations or executive activities.

8. NIAS Chief Executive

8.1 The role of the NIAS Chief Executive is to run NIAS's business. The Chief Executive is responsible for all executive management matters affecting the organisation and for leadership of the executive management team.

8.2 The Chief Executive is designated as NIAS Accounting Officer by the Departmental Accounting Officer (see section 12). As Accounting Officer, they are responsible for safeguarding the public funds in their charge and ensuring

they are applied only to the purposes for which they were voted and more generally for efficient and economical administration.

- 8.3 The Chief Executive is accountable to the Board for NIAS's performance and delivery of outcomes and targets and is responsible for implementing the decisions of the Board and its Committees. The Chief Executive maintains a dialogue with the Chair on the important strategic issues facing the organisation and for proposing Board agendas to the Chair to reflect these. The Chief Executive ensures effective communication with stakeholders and communication on this to the Board. The Chief Executive also ensures that the Chair is alerted to forthcoming complex, contentious or sensitive issues, including risks affecting the organisation.
- 8.4 The Chief Executive acts as a role model to other executives by exhibiting open support for the Chair and Board members and the contribution they make. The Chair and Chief Executive have agreed how they will work together in practice, understanding and respecting each other's role, including the Chief Executive's responsibility as Accounting Officer.
- 8.5 Further detail on the role and responsibilities of the Chief Executive are as laid out in Managing Public Money NI and their Accounting Officer appointment letter.

The Chief Executive's role as Principal Officer for Ombudsman Cases

- 8.6 The Chief Executive is the Principal Officer for handling cases involving the NI Public Sector Ombudsman. The Chief Executive shall advise the Departmental Accounting Officer, through their relevant Sponsor Branch contact, of any complaints about NIAS accepted by the Ombudsman for investigation, and about the proposed response to any subsequent recommendations from the Ombudsman.

Role of the Department of Health

9. Partnership Working with NIAS

- 9.1 The Department of Health and NIAS are part of a total delivery system, within the same Ministerial portfolio. The partnership between the Department and NIAS is open, honest, constructive and based on trust. There is mutual understanding of each other's objectives and clear expectations on the terms of engagement.
- 9.2 In exercising its functions NIAS has absolute clarity on how its purpose and objectives align with those of the Department. There is also a shared understanding of the risks that may impact on each other, and these are reflected in respective Risk Registers.
- 9.3 There is a regular exchange of skills and experience between the Department and NIAS and where possible joint programme/project delivery boards/arrangements. NIAS may also be involved as a partner in policy/strategy development and provides advice on policy implementation/ the impact of policies in practice. NIAS is involved in a number of programmes of work to which the Trust contributes or provides specialist advice.
- 9.4 The DoF has established, on behalf of the Assembly, a delegated authority framework which sets out the circumstances where prior DoF approval is required before expenditure can be incurred, or commitments entered into. The Accounting Officer of the Department of Health has established an internal framework of delegated authority for the Department and its ALBs [[HSC\(F\) 33-2023 - Revised HSC & NIFRS Delegated Limits and requirements for Departmental / DoF approval](#)] which applies to NIAS. Where other specific approval requirements are established in respect of NIAS these will be set out at Annex 3.
- 9.5 Once NIAS's budget has been approved by the Minister and the Department [and subject to any restrictions imposed by statute / the Minister / this Partnership

Agreement or any other circulars, directives, and best practice guidance that may issue from, or by way of, the Department] NIAS shall have authority to incur expenditure approved in the budget without further reference to the Department. Inclusion of any planned and approved expenditure in the budget shall not however remove the need to seek formal Departmental approval where proposed expenditure is outside the delegated limits (as laid out in Annex 3) or is for new schemes not previously agreed. Nor does it negate the need to follow due processes laid out in guidance contained in Managing Public Money NI and Better Business Cases NI.

10. Lead Official

10.1 The Department has appointed an Executive Board Member (EBM) supported by a lead senior official (Director level) to manage the relationship with NIAS and ensure effective partnership working. Engagement between the Department and NIAS will be co-ordinated, collaborative and consistent. A clear sense of collaboration and partnership will be communicated to staff in both the Department and NIAS in order to promote mutual understanding and support. The lead senior official will normally be supported by other team members, and key contacts within the Department for NIAS such as Finance.

10.2 The lead senior official is the main policy lead for the policy area relating to NIAS business and has a clear understanding of NIAS's responsibilities for policy implementation/operational delivery and the relevant audiences/stakeholders involved.

10.3 The lead senior official will ensure that where there are relevant Departmental policy staff changes, time is taken to ensure they have a full understanding of NIAS's business and challenges.

11. Annual Engagement Plan

11.1 The Department and NIAS will agree an engagement plan before the start of each business year. The Annual Engagement Plan (Annex 2) will set out the

timing and nature of engagement between NIAS and the Department. The engagement plan will be specific to NIAS and should not stray into operational oversight.

11.2 Engagement between the Department's lead official/their teams and NIAS will be centred on partnership working, understanding of shared risks, and working together on business developments that align with policy objectives.

11.3 In line with relevant guidance⁴, NIAS will work in collaboration and partnership with the Department to prepare corporate and business plans. There should be good high level strategic alignment between Departmental and NIAS plans. Once approved it will be the Board of NIAS that primarily holds the Chief Executive to account for delivery and performance. The Department will engage with NIAS on areas of strategic interest, linking Departmental policy and NIAS delivery of policy intent.

11.4 The Annual Engagement Plan will also reference the agreed management and financial information to be shared over the course of a year. The aim will be to ensure clear understanding of why information is necessary and how it will be used. Where the same, or similar information is required for internal governance information requirements will be aligned so that a single report can be used for both purposes. In addition, the engagement plan should consider opportunities for learning and development, growth and actions which could help achieve better outcomes.

12. Departmental Accounting Officer

12.1 The Departmental Accounting Officer is accountable to the NI Assembly for the issue of grant in aid to NIAS. The Departmental Accounting Officer has designated the Chief Executive of NIAS as NIAS Accounting Officer and respective responsibilities of the Departmental Accounting Officer and the NIAS Accounting Officer are set out in Chapter 3 of Managing Public Money NI. The

⁴ Guidance issued by TEO on NICS Work Programme which includes guidance on business planning for an outcomes-based PfG/ODP

Departmental Accounting Officer may withdraw the NIAS Accounting Officer designation if they conclude that the NIAS Accounting Officer is no longer a fit person to carry out the responsibilities of an Accounting Officer or that it is otherwise in the public interest that the designation be withdrawn. In such circumstances the NIAS Board will be given a full account of the reasons for withdrawal and a chance to make representations. Withdrawal of NIAS Accounting Officer status would bring into question employment as Chief Executive and the Chair should engage with the Department should such circumstances arise.

12.2 As outlined in section 8, the NIAS Chief Executive is accountable to the NIAS Board for the stewardship of NIAS. This includes advising the Board on matters of financial propriety, regularity, prudent and economical administration, efficiency, and effectiveness.

12.3 The Departmental Accounting Officer must be informed in the event that the judgement of the NIAS Accounting Officer (on matters for which they are responsible) is over-ridden by the NIAS Board. The NIAS Accounting Officer must also take action if the NIAS Board is contemplating a course that would infringe the requirement for financial propriety, regularity, prudent and economical administration, efficiency or effectiveness. In all other regards, the Departmental Accounting Officer has no day-to-day involvement with NIAS or its' Chief Executive.

12.4 In line with DoF requirements, the NIAS Accounting Officer will provide an annual declaration of fitness to act as Accounting Officer to the Departmental Accounting Officer.

It is noted that Accounting Officer training (provided by the Chief Executives' Forum) must be completed by all new designated Accounting Officers at least within six months of appointment. Refresher training should be undertaken at least every six years.

13. Attendance at Public Accounts Committee

13.1 The NIAS Chief Executive/Accounting Officer may be summoned to appear before the Public Accounts Committee to give evidence on the discharge of their responsibilities as Accounting Officer (as laid out in their Accounting Officer appointment letter) on issues arising from the Comptroller and Auditor General's (C&AG's) studies or reports following the annual audit of accounts.

13.2 The Chair may also, on occasion, be called to give evidence to the Public Accounts Committee on such relevant issues arising within the C&AG's studies or reports, in relation to the role and actions taken by the Board, where appropriate.

13.3 In addition, the Departmental Accounting Officer may be summoned to appear before the Public Accounts Committee to give evidence on the discharge of their responsibilities as Departmental Accounting Officer with overarching responsibility for NIAS. In such circumstances, the Departmental Accounting Officer may therefore expect to be questioned on their responsibilities to ensure that:

- there is a clear strategic control framework for NIAS;
- sufficient and appropriate management and financial controls are in place to safeguard public funds;
- the nominated Accounting Officer is fit to discharge his or her responsibilities;
- there are suitable internal audit arrangements;
- accounts are prepared in accordance with the relevant legislation and any accounting direction; and
- intervention is made, where necessary, in situations where the NIAS Accounting Officer's advice on transactions in relation to regularity, propriety or value for money is overruled by the body's Board or its Chair.

Assurance Framework

14. Autonomy and Proportionality

14.1 The Department will ensure that NIAS has the autonomy to deliver effectively, recognising its status as a separate legal entity which has its own Board and governance arrangements. Guidance on proportionate autonomy has been considered in determining the extent of engagement and assurance established between NIAS and the Department and is reflected in this agreement.

14.2 A proportionate approach to assurance will be taken based on NIAS's overall purpose, business and budget and a mutual understanding of risk. The approach will include an agreed process through which the NIAS Accounting Officer provides written assurance to the Department that the public funds and organisational assets for which they are personally responsible are safeguarded, have been managed with propriety and regularity, and use of public funds represents value for money.

14.3 Recognising the governance arrangements in place within the organisation, the NIAS Accounting Officer will arrange for their written assurance to be discussed at the NIAS Audit and Risk Assurance Committee and presented to the NIAS Board prior to submission to the Department where possible. If not possible, or practicable, the Chair of the NIAS Board should have sight of the assurance statement, prior to it being submitted to the Department.

14.4 The NIAS Chair will provide written confirmation that the NIAS Accounting Officer's formal assurance has been considered by the Board and is reflective of NIAS's current position.

14.5 In addition to the NIAS Accounting Officer's written assurance, the Department will take assurance from the following key aspects of NIAS's own governance framework:

- Annual Review of Board Effectiveness;

- Completion of Board Appraisals which confirm Board member effectiveness;
- Internal Audit assurance and External Quality Assessment of the Internal Audit function;
- Externally audited Annual Report and Accounts, reviewed/considered by the NIAS Audit and Risk Assurance Committee.

15. Board Effectiveness

15.1 The NIAS Chair will ensure that the NIAS Board undertakes an annual review of Board Effectiveness⁵ which encompasses committees established by the Board.

15.2 The Chair will discuss the outcome of the annual review of Board Effectiveness with the DoH EBM Sponsor and the lead official to ensure a partnership approach to any improvements identified. This will inform the annual programme of Board training/development and discussions in respect of Board composition and succession.

15.3 In line with any parameters set out in founding (or other) legislation, the Chair in conjunction with the Department, and Ministers where appropriate, will consider the size and composition of the NIAS Board, proportionate to the size and complexity of NIAS and keep this under review.

15.4 In addition to the annual review of Board Effectiveness NIAS will undertake an externally facilitated review of Board effectiveness at least once every three years covering the performance of the Board, its Committees, and individual Board members. The Chair will liaise with the Department to identify a suitably skilled facilitator for the external review (this can be a peer review and should be proportionate) and will share the findings/outcome report with the Department on completion of the review.

⁵ NIAO Good Practice Guide on Board Effectiveness

16. Board Appraisals

16.1 The Chair of NIAS will conduct an annual appraisal in respect of each Non-Executive Board member which will also inform the annual programme of Board training/ development. The Chair will engage with the Chief Executive / Departmental EBM Sponsor and lead official as appropriate on improvements identified through the appraisal process and the annual training/development programme.

16.2 The Chair's annual appraisal will be completed by the relevant EBM within the Department. The appraisal will take account of the Key Characteristics of a good chairperson (particularly for the Chair to have well developed interpersonal skills) set out in the NIAO Good Practice Guide on Board Effectiveness available on the NIAO website. There will be close engagement between the Chair and DoH EBM Sponsor on improvements identified through the appraisal process.

17. Internal Audit Assurance

17.1 NIAS is required to establish and maintain arrangements for an internal audit function that operates in accordance with the Public Sector Internal Audit Standards (PSIAS). The Department must be satisfied with the competence and qualifications of the Head of Internal Audit and that the requirements for approving appointments are in accordance with PSIAS.

NIAS utilise BSO's Internal Audit services. BSO Internal Audit is PSIAS compliant and based on an overarching Service Level Agreement and Memorandum of Understanding with the Department, BSO discharges functions, such as Internal Audit to HSC Trusts, on behalf of DoH.

17.2 NIAS will provide its internal audit strategy, periodic audit plans and annual audit report, including the Head of Internal Audit's opinion on risk management, control and governance to the Department. NIAS will ensure the Department's internal audit team have complete right of access to all relevant records. This applies whether the internal audit function is provided in-house or is contracted out.

17.3 NIAS will ensure regular, periodic self-assessments of the internal audit function in line with PSIAS and will share these with the Department. NIAS will also liaise with the Department on the External Quality Assessment (EQA) of the internal audit function which (in line with PSIAS) is required to be conducted at least once every five years by a qualified independent assessor.

17.4 NIAS will alert the Department to any less than satisfactory audit reports at the earliest opportunity on an ongoing basis. NIAS will also alert the Department to a less than satisfactory annual opinion from the Head of Internal Audit at the earliest opportunity. NIAS and the Department will then engage closely on actions required to address the less than satisfactory opinion in order to move NIAS to a satisfactory position as soon as possible.

17.5 The Department will take assurance from the fact that NIAS has met the requirements of PSIAS and has a satisfactory annual opinion from the Head of Internal Audit as part of its overall assurance assessment.

18. Externally Audited Annual Report and Accounts

18.1 NIAS is required to prepare an Annual Report and Accounts in line with the Government Financial Reporting Manual (FReM) issued by DoF and the specific Accounts Direction issued by the Department, and in accordance with the deadlines specified.

18.2 The C&AG will arrange to audit the NIAS's annual accounts and will issue an independent opinion on the accounts. The C&AG passes the accounts to the Department who shall lay them before the NI Assembly together with NIAS's annual report.

18.3 The C&AG will also provide a Report to Those Charged with Governance (RTTCWG) to NIAS which NIAS will share with the Department.

- 18.4 NIAS will alert the Department to any likely qualification of the accounts at the earliest opportunity. In the event of a qualified audit opinion or significant issues reported in the RTTCWG the Department will engage with NIAS on actions required to address the qualification/significant issues.
- 18.5 The Department will take assurance from the external audit process and an unqualified position as part of its overall assurance assessment.
- 18.6 The C&AG may carry out examinations into the economy, efficiency, and effectiveness with which NIAS has used its resources in discharging its functions. The C&AG may also carry out thematic examinations that encompass the functions of NIAS.
- 18.7 For the purpose of audit and any other examinations, the C&AG has statutory access to documents as provided for under Articles 3 and 4 of the Audit and Accountability (Northern Ireland) Order 2003.
- 18.8 Where making payment of a grant, or drawing up a contract, NIAS should ensure that it includes a clause which makes the grant or contract conditional upon the recipient or contractor providing access to the C&AG in relation to documents relevant to the transaction. Where subcontractors are likely to be involved, it should also be made clear that the requirements extend to them.

Signatories

NIAS and the Department of Health agree to work in partnership with each other in line with the NI Code of Good Practice '**Partnerships between Departments and Arm's-Length Bodies**' and the arrangements set out in this Agreement.



Signed (NIAS Chair) M. LARMOUR

Date 20/8/24



Signed (NIAS Chief Executive) U. BLOOMFIELD

Date 21/8/24



Signed (Department of Health)

Date 22/8/24

Annex 1 - Applicable Legislation

List the founding legislation and other key statutes which provide NIAS with its statutory functions, duties and powers.

The applicable legislation is:

- [Health and Personal Social Services \(Northern Ireland\) Order 1972 \(legislation.gov.uk\)](#)
- The Health and Personal Social Services (Northern Ireland) Order 1991 ([The Health and Personal Social Services \(Northern Ireland\) Order 1991 \(legislation.gov.uk\)](#))
- The [Health and Personal Social Services \(Northern Ireland\) Order 1994 \(legislation.gov.uk\)](#)
- [The Northern Ireland Ambulance Service Health and Social Services Trust \(Establishment\) Order \(Northern Ireland\) 1995 \(legislation.gov.uk\)](#)
- The Health and Social Services Trusts (Membership and Procedure) (Amendment) Regulations (Northern Ireland) 2007 ([legislation.gov.uk](#))
- [Health and Social Care \(Reform\) Act \(Northern Ireland\) 2009 \(legislation.gov.uk\)](#)
- [The Health and Personal Social Services \(Quality, Improvement and Regulation\) \(NI\) Order 2003 \(legislation.gov.uk\)](#)

Annex 2 – Annual Engagement Plan

Good engagement is one of the key principles in the Partnership Code, underpinning the other principles of: Leadership; Purpose; Assurance; and Value.

As laid out in the Code, partnerships work well when relationships between Departments and ALBs are open, transparent, honest, constructive and based on trust and when there is mutual understanding of each other's objectives and clear expectations about the terms of engagement.

This engagement plan outlines the key areas of engagement between the Department of Health and NIAS and has been drawn up and agreed between the Department and NIAS.

Engagement Plan 2023/24		
Policy Development and Delivery		
<i>Add details of the planned engagement between the ALB and the Department in relation to development and monitoring of existing and new areas of policy.</i>		
Policy Area	Frequency/Timing	Lead Departmental/ALB Officials
Northern Ireland Ambulance Service (NIAS) policy	Regular monitoring of existing policy. As required when developing new areas of policy.	DoH Policy Lead Director NIAS Director of Planning, Performance & Corporate Services
Strategic Planning		
Activity	Date	Lead Departmental/ALB Official
ALB Strategic Planning Workshops – encompassing strategic planning and risk identification. Informed by input on Departmental	Sufficiently well in advance of the Business Year to inform development of the Business Plan for the year ahead	DoH Policy Lead Director NIAS Director of Planning, Performance & Corporate Services

priorities/plans and risk areas		
Engagement on the draft Business Plan and identification of areas of strategic interest to the Department to inform further scheduled engagement during the year	Sufficiently well in advance of the Business Year As required	DoH Policy Lead Director NIAS Director of Planning, Performance & Corporate Services (initially and then with relevant NIAS Directors)
Submission/presentation of the ALB Business Plan	February each year	DoH Policy Lead Director NIAS Chief Executive NIAS Director of Planning, Performance & Corporate Services
Approval of the ALB Business Plan	March each year	DoH Policy Lead Director NIAS Director of Planning, Performance & Corporate Services
Engagement on areas of strategic interest iro the ALB Business Plan during the year	January each year	DoH Policy Lead Director NIAS Director of Planning, Performance & Corporate Services
Joint Working		
<i>Add details of any interchange opportunities, and/or joint programme/project delivery boards</i>		
Activity	Frequency/Timing	Lead Departmental/ALB Official
None	N/A	N/A
Board Appointments		
<i>Add details of any engagement related to Public Appointment exercises</i>		
Activity	Date	Lead Departmental/ALB Official

Public Appointments, new appointments, reappointment, or extension activity	Annual Workplan / as required	DoH Head of Public Appointments DoH Head of HSC Sponsorship Branch NIAS Chair
Succession Planning	Annually	DoH Head of Public Appointments NIAS Chair
Completion of Skills Audits for Non-Executive Directors	As required	NIAS Chair DoH Head of Public Appointments DoH Head of HSC Sponsorship Branch
Completion of Skills Audits for Non-Executive Director Chairs	As required	DoH Head of Public Appointments DoH Head of HSC Sponsorship Branch NIAS Outgoing Chair NIAS Chief Executive

Senior Executive Recruitment (including Chief executive)

Add details of any engagement related to the recruitment of a new Senior Executive (if anticipated during the year ahead). ALBs should engage with the Department at an early stage in the event of the recruitment of a new Senior Executive. While recognising the role of the Board as employer, the Department will work closely with the ALB in the recruitment and selection process in line with extant guidance.

Activity	Date	Lead Departmental/ALB Official
Approval to recruit to posts in Senior Executive grades (including Chief Executive)	In advance of proposed recruitment	DoH Director of Workforce Policy NIAS Chief Executive
Chief Executive acknowledges, in writing, receipt of a formal letter of designation as Accounting Officer defining the role	As required	NIAS Chief Executive DoH Head of HSC Sponsorship Branch

and responsibilities of this position		
Chief Executive has, within six months and preferably within three months of appointment, attended an accounting officer training course run by Chief Executives Forum	Between 3 and 6 months of appointment	NIAS Chief Executive DoH Head of HSC Sponsorship Branch
Refresher Accounting Officer Training is undertaken at least every six years	Every 6 years	NIAS Chief Executive DoH Head of HSC Sponsorship Branch

Assurances

Add details of the timetable for submission of key assurance sources and any other assurance related activity

Action	Date	Lead Departmental/ALB Official
Outcome of the Review of Board Effectiveness	Annual review with an externally facilitated review at least once every three years	NIAS Chair
Planning for the externally facilitated review of Board Effectiveness	Externally facilitated review at least once every three years	NIAS Chair
Board Appraisals and planned training/development for Board members	Annually following the end of the Business year.	NIAS Chair DoH Director of Public Appointments DoH Director of HSC Sponsorship
Chair Appraisal	Following the end of the Business year. After Board Appraisals have been completed by the Chair and the annual Review of Board	DoH Director of Public Appointments DoH EBM Sponsor DoH Permanent Secretary NIAS Chair

	Effectiveness has concluded	
Departmental Attendance at ARAC	Attendance as observer 1xpa	DoH Head of HSC Sponsorship Branch NIAS Chair
Assurance Statement	Bi-annual mid and end year	NIAS Chief Executive NIAS Director of Planning, Performance & Corporate Services DoH Head of HSC Sponsorship Branch DoH Head of Governance Unit
Draft Governance Statement	Annual - end year	NIAS Chief Executive NIAS Director of Finance DoH EBM Sponsor DoH Head of HSC Sponsorship Branch DoH Head of Governance Unit
Annual Report and Accounts	Annual	NIAS Chief Executive NIAS Director of Finance DoH Director of Finance
Report to those Charged with Governance	Bi-annual	NIAS Chief Executive NIAS Director of Finance
Engagement on other planned NIAO reports	As required	NIAS Chief Executive NIAS Director of Finance
Head of Internal Audit Annual report/Opinion	Annual	NIAS Chief Executive
Internal Audit Strategy and Plans	Annual	NIAS Chief Executive NIAS Director of Finance
Internal Audit External Quality Assessment	To be conducted at least once every five years	NIAS Chief Executive NIAS Director of Finance

Ground Clearing Meetings	Bi-Annual	DoH EBM Sponsor DoH Director of HSC Sponsorship NIAS Directors
Accountability Meetings	Mid and end year	DoH Permanent Secretary DoH EBM Sponsor NIAS Chair NIAS Chief Executive
Internal Audit reports with less than satisfactory assurance	Once - for consideration/ comment/ approval (where noted)	NIAS Directors DoH Policy Leads DoH Head of HSC Sponsorship Branch
Fraud return	Annually - for consideration/ comment/ approval (where noted)	NIAS Director of Finance DoH Director of Finance
Annual Report, with the draft submitted to the Department two weeks before the publication date (<i>detailed timetable for the annual accounts, SIC etc is set by Finance Directorate</i>)	Annually - For information	NIAS Chief Executive NIAS Director of Finance DoH Director of Finance
Anti-Fraud Policy	Once, and then when revised - for information	NIAS Director of Finance DoH Director of Finance DoH Head of HSC Sponsorship Branch
Safety, Quality, Patient Experience & Performance (Safety) Committee papers (including draft minutes) for each meeting as and when issued to Committee members	Monthly - For information	NIAS Director of Quality, Safety & Improvement NIAS Medical Director DoH Head of HSC Sponsorship Branch
Assurance Framework	Annually - For information	NIAS Director of Finance DoH Head of HSC Sponsorship Branch

Safety, Quality, Patient Experience & Performance (Safety) Committee Terms of Reference	Once, and then when revised - for information	NIAS Director of Quality, Safety & Improvement NIAS Medical Director DoH Head of HSC Sponsorship Branch
Audit and Risk Committee papers (including draft minutes) for each meeting as and when issued to Committee members)	Monthly - For information	NIAS Director of Finance DoH Head of HSC Sponsorship Branch
Audit and Risk Committee Terms of Reference	Once, and then when revised - for information	NIAS Director of Finance DoH Head of HSC Sponsorship Branch
Audit Strategy	Once, and then when revised - for information	NIAS Director of Finance DoH Head of HSC Sponsorship Branch
Board meeting papers (including draft minutes) for each meeting as and when issued to Board members)	Monthly - For information	NIAS Chief Executive DoH Head of HSC Sponsorship Branch
Business Continuity plan	Annually - For information	NIAS Director of Planning, Performance & Corporate Services DoH Head of HSC Sponsorship Branch
Code of Conduct for board members	Once, and then when revised - for information	NIAS Chair DoH Head of HSC Sponsorship Branch
Code of Practice for staff	Once, and then when revised - for information	Relevant NIAS Director DoH Head of HSC Sponsorship Branch
Complaints procedure	Once, and then when revised - for information	NIAS Director of Quality, Safety & Improvement DoH Head of HSC Sponsorship Branch

Consultation Scheme	Once, and then when revised - for information	NIAS Director of Planning, Performance & Corporate Services DoH Head of HSC Sponsorship Branch
Corporate Plan (including the Business Plan), must be produced for Departmental approval	Annually - for consideration/ comment/ approval (where noted)	NIAS Chief Executive NIAS Director of Planning, Performance & Corporate Services DoH Head of HSC Sponsorship Branch
Corporate Risk Register	Bi-annual - for consideration/ comment/ approval (where noted)	NIAS Chief Executive NIAS Director of Planning, Performance & Corporate Services DoH Head of HSC Sponsorship Branch
Equality scheme	Once, and then when revised - for information	NIAS Director of HR & OD DoH Head of HSC Sponsorship Branch
Fraud Response Plan	Once, and then when revised - for information	NIAS Director of Finance DoH Director of Finance DoH Head of HSC Sponsorship Branch
Grievance and Disciplinary procedures	Once, and then when revised - for information	NIAS Director of HR & OD DoH Head of HSC Sponsorship Branch
Head of Internal Audit's end-of-year and mid-year opinions on risk management, control and governance	Annually - for consideration/ comment/ approval (where noted)	NIAS Director of Finance DoH Director of Finance
Inspection reports by external bodies (e.g. RQIA, MHRA, HTA, CPA), as specified in directions	Once - for consideration/ comment/ approval (where noted)	Relevant NIAS Director DoH Head of HSC Sponsorship Branch
Internal Audit Progress Report	Annually - for consideration/ comment/ approval (where noted)	NIAS Director of Finance DoH Head of HSC Sponsorship Branch

Internal Audit work-plan	Annually - for consideration/ comment/ approval (where noted)	NIAS Director of Finance DoH Head of HSC Sponsorship Branch
Mid-year Assurance Statement (by end-October each year)	Annually - for consideration/ comment/ approval (where noted)	NIAS Director of Finance DoH Head of HSC Sponsorship Branch
NIAO management letters	Once - for consideration/ comment/ approval (where noted)	NIAS Director of Finance DoH Head of HSC Sponsorship Branch
Publication scheme	Once, and then when revised - for information	Relevant NIAS Directors DoH Head of HSC Sponsorship Branch
Register of board members' interests	Annually - For information	NIAS Director of Finance DoH Head of HSC Sponsorship Branch
Report on quarterly assessment of progress being made in the delivery of the Corporate/Business Plan's aims and objectives	Quarterly - for consideration/ comment/ approval (where noted)	NIAS Director of Planning, Performance & Corporate Services DoH Head of HSC Sponsorship Branch
Whistle-blowing procedures	Once, and then when revised - for information	NIAS Director of HR & OD DoH Head of HSC Sponsorship Branch

Budget Management

Add details of the information and returns to be provided.

Item and Purpose	Date	Lead Departmental/ALB Official
Engagement on budget requirements and Forecast Expenditure for the Financial Year	Annual	SPPG Director of Finance and Corporate Governance – HSC NIAS Director of Finance
Departmental approval of the annual budget	Annual	SPPG Director of Finance and Corporate Governance - HSC
Monthly Financial Management Returns	Monthly	SPPG Director of Finance and Corporate Governance – HSC NIAS Director of Finance

Monthly Cash Forecast	Monthly	SPPG Director of Finance and Corporate Governance – HSC NIAS Director of Finance
Monitoring Round Returns	As required	SPPG Director of Finance and Corporate Governance – HSC NIAS Director of Finance
Provisional Outturn	Annual/As required	SPPG Director of Finance and Corporate Governance - HSC
Final Outturn	Annual/As required	SPPG Director of Finance and Corporate Governance - HSC
DoF Commissioned Monitoring Rounds	June, October, and January (work commences the previous month)	DoH Head of Financial Management Unit / ALB
Business cases outside APB delegated limits or falling within the definition of Novel, Contentious or repercussive	Ad hoc	DoH Head of Finance Policy and Accountability Unit / ALBs
Write off outside delegated limits or which could be considered Novel, Contentious or repercussive	Ad hoc	DoH Head of Finance Policy and Accountability Unit / ALBs
Clinical Negligence claims, EL/OL Claims outside delegated limits or which could be considered Novel, Contentious or repercussive	Ad hoc	DoH Head of Finance Policy and Accountability Unit / ALBs
Test Drilling samples	Interim - November and Final – March	DoH Head of Finance Policy and Accountability Unit / ALBs
FAU circulars and memos in relation to Year – End Accounts production*	Year – End (March)	DoH Head of Financial Accounting Unit / All ALBs
Circulars – FD letters*	Ad hoc	DoH Head of Finance Policy and Accountability Unit / DoH Head of Financial Accounting Unit / All ALBs

Capital Spend Returns	Monthly	DoH Head of Capital Resources Unit / All ALBs
Capital Resource Limits (CRL) Returns	Ad hoc	DoH Head of Capital Resources Unit / All ALBs
ISNI Delivery Tracking System Updates	Monthly	DoH Head of Capital Resources Unit / All ALBs
Disposals	Bi-annually	DoH Head of Capital Resources Unit / All ALBs
General Capital Outturn	Annually	DoH Head of Capital Resources Unit / All ALBs
Capital Budget Exercises/10 Year Plan	Ad hoc	DoH Head of Capital Resources Unit / All ALBs
Other		
<i>Tailor as required to reflect the specific requirements</i>		
Item and Purpose	Submission Date	Lead Departmental/ALB Official
Accounting Officer - Fitness to Act as Accounting Officer	Annual request from the Departmental Accounting Officer	DoH Director of ALB Governance DoH Director of HSC Sponsorship
Fraud Reporting	Immediate reporting of all frauds (proven or suspected including attempted fraud	DoH Director of Finance NIAS Chief Executive NIAS Director of Finance
Media management protocols – independence of NIAS to engage with media/announcements of corporate and policy communications significant to NIAS - arrangements to share press releases where relevant – ensure no surprises.	Ad hoc	DoH Director of Communications NIAS Chief Executive NIAS Head of Communications
Preparation of business cases – Departments and ALBs to consider working	Ad hoc	DoH Director of Estates NIAS Director of Finance

together to share expertise where appropriate.		
Whistleblowing cases/ Speaking Up/Raising Concerns.	Ad hoc	DoH Head of Corporate Governance Unit NIAS Director of HR & OD
NI Public Service Ombudsman (NIPSO) Cases	Ad hoc	NIAS Chief Executive DoH Director of HSC Sponsorship
Review of the Partnership Arrangement <i>Tailor as required to reflect the specific requirements</i>		
Item and Purpose	Date	Lead Departmental/ALB Official
Light touch review of the Partnership Agreement	Schedule following the end of the Business Year	DoH EBM Sponsor NIAS Chair NIAS Chief Executive
Formal review of the Partnership Agreement	To be conducted once every three years	DoH Permanent Secretary DoH EBM Sponsor NIAS Chair NIAS Chief Executive

Annex 3 - Delegations

Delegated authorities

NIAS shall obtain the Department's prior written approval before:

- entering into any undertaking to incur any expenditure that falls outside the delegations or which is not provided for in the ALB's annual budget as approved by the Department;
- incurring expenditure for any purpose that is or might be considered novel or contentious, or which has or could have significant future cost implications;
- making any significant change in the scale of operation or funding of any initiative or particular scheme previously approved by the Department;
- making any change of policy or practice which has wider financial implications that might prove repercussive or which might significantly affect the future level of resources required; or
- carrying out policies that go against the principles, rules, guidance and advice in Managing Public Money Northern Ireland.

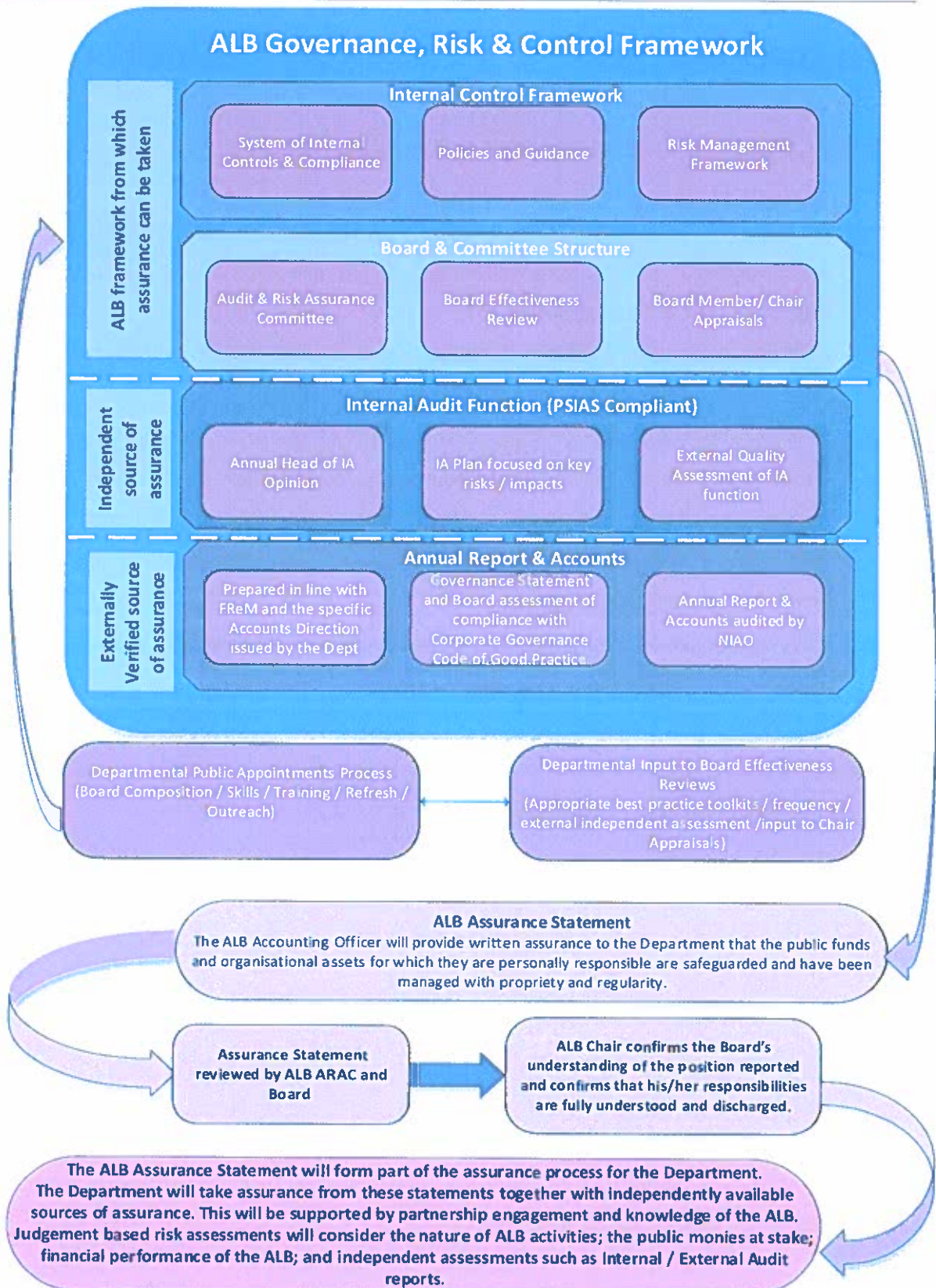
NIAS Specific Delegated Authorities

The Department's internal framework of delegated authority applies to NIAS [[HSC\(F\) 33-2023 - Revised HSC & NIFRS Delegated Limits and requirements for Departmental / DoF approval](#)].

There are no other specific delegated authorities applicable to NIAS.

These delegations shall not be altered without the prior agreement of the Department and, where applicable, DoF.

Annex 4 – System of Assurance



Annex 5 – Concerns/Complaints in respect of Board members

In line with the NI Code of Good Practice and the arrangements in this Partnership Agreement the approach to concerns/complaints raised in respect of NIAS Board members should be transparent and collaborative. The principle of early and open engagement is important, with the Department made aware of any concerns/complaints as soon as practicable.

While Board Members are Public Appointees/office holders rather than NIAS employees an NIAS employee may utilise NIAS grievance procedure/other HR procedure to raise a complaint against a Board member. The NIAS employee raising the grievance should expect this to be handled in line with NIAS HR procedures.

Concerns/complaints might also be raised through:

- Raising Concerns/Whistleblowing arrangements;
- Complaints processes;
- Directly with NIAS or the Department.

Where a concern/complaint is received within NIAS in respect of an individual Board Member this should be provided to the NIAS Chair who should notify the Department at the outset in order that lead responsibility for handling the complaint/concern is clear in advance.

Where a concern/complaint relates to the NIAS Chair, NIAS should notify the Department at the outset for the Department to determine the approach to handling the complaint/concern.

Differences of view in relation to matters which fall within the Board's responsibilities are a matter for the Board to resolve through consensus-based decision making in the best interests of the NIAS.

Exceptionally a concern/complaint may be raised by a Board Member about a fellow Board Member or a senior member of NIAS staff. The NIAS Chair should notify the Department at the outset to ensure that arrangements for handling the

concern/complaint are clear. The Department may determine that it should make arrangements to deal with the concern/complaint. This will be agreed at the outset.

Arrangements for concerns/complaints in respect of Board members should be reflected in all relevant procedures, including Standing Orders and Board Operating Frameworks.

Annex 6 - Applicable Guidance

The following guidance is applicable to NIAS:

Guidance issued by the Department of Finance

- Managing Public Money NI
- Public Bodies – A Guide for NI Departments
- Corporate Governance in central government Departments – code of good practice
- DoF Risk Management Framework
- HMT Orange Book
- The Audit and Risk Assurance Committee Handbook
- Public Sector Internal Audit Standards
- Accounting Officer Handbook – HMT Regularity, Propriety and Value for Money
- Dear Accounting Officer Letters
- Dear Finance Director Letters
- Dear Consolidation Officer and Dear Consolidation Manager Letters
- The Consolidation Officer Letter of Appointment
- Government Financial Reporting Manual (FReM)
- Guidance for preparation and publication of annual report and accounts
- Procurement Guidance
- Better Business Cases NI

Other Guidance and Best Practice

- Specific guidance issued by the Department
- EU Delegations
- Recommendations made by the NI Audit Office/NI Assembly Public Accounts Committee
- NIAO Good Practice Guides
- Guidance issued by the Executive's Asset Management Unit
- NI Public Services Ombudsman guidance
- Commissioner for Public Appointments for Northern Ireland Guidance

Annex 7 – Role of the Minister

Role of the Minister

The Chair of NIAS is responsible to the Minister. Communication between the Board and the Minister should normally be through the Chair.

The Departmental Accounting Officer is responsible for advising the relevant Minister on a number of issues including the NIAS objectives and targets, budgets and performance.

In addition to being answerable to the Assembly as laid out in paragraph 2.4, the Minister is also responsible for:

- Setting the strategic direction and overall policies and priorities for the ALB as reflected in the PfG;
- Approving the ALB's Business Plan;
- Setting the ALB's budget; and
- Appointment of non-executive board members. The Minister may also be involved in considering the size and composition of the NIAS Board – see para 15.3.

Annex 8 – Partnerships between Departments and Arm's Length Bodies: NI Code of Good Practice

NI Code of Good Practice

[NI Code of Good Practice v3 \(300323\).pdf \(finance-ni.gov.uk\)](#)

