

## AGENDA ITEM 5.1 APPENDIX 5



### **FINANCE, PERFORMANCE AND WORKFORCE COMMITTEE**

#### **TERMS OF REFERENCE**

##### **INTRODUCTION**

The UHB's standing orders provide that "The Board may and, where directed by the Welsh Government must, appoint Committees of the UHB either to undertake specific functions on the Board's behalf or to provide advice and assurance to the Board in the exercise of its functions. The Board's commitment to openness and transparency in the conduct of all its business extends equally to the work carried out on its behalf by committees".

In accordance with Standing Orders (and the UHB scheme of delegation), the Board shall nominate annually a committee to be known as the Finance, Performance and Workforce Committee. The detailed terms of reference and operating arrangements set by the Board in respect of this committee are set out below.

##### **CONSTITUTION AND PURPOSE**

The Board has resolved to establish a Finance, Performance & Workforce Committee which will allow appropriate scrutiny and review to a level of depth and detail not possible in Board meetings in respect of performance relating to:

- Financial planning and monitoring including delivery of savings programmes;
- Activity and productivity including operational efficiency and effectiveness;
- Workforce; and
- Data Integrity.

The Committee will ensure that evidence based and timely interventions are implemented to drive forward improved performance thereby allowing the Health Board to achieve the requirements and standards determined for the NHS in Wales and as outlined within the Board's 3 Year Integrated Medium Term Plan.

## **SCOPE AND DUTIES**

### **Role and Responsibilities of the Finance, Performance & Workforce Committee**

The Committee will monitor in-year performance against the financial, activity, workforce targets and Data Integrity that supports the relevant metrics agreed by the Board, discussing and agreeing corrective action where necessary. This will include cost improvement and other productivity improvement programmes.

The Committee will monitor the development of appropriate Key Performance Indicators (KPIs) across all parts of the organisation.

The Committee will undertake detailed "deep dives" of specific areas e.g. Orthopaedics, Out of Hours, Facilities etc. These reviews will be supported by appropriate benchmarking information to ensure all Cwm Taf services are striving to achieve "best in class" levels of performance.

Items to be placed on the agenda can come from several sources such as those below but are not limited to these. Each request/need will be reviewed to ensure this Committee is the appropriate first point of call:

- The Committee's own scrutiny of Finance, Performance and Workforce contained within the Board's Integrated Performance Dashboards;
- Health Board;
- Chair of the Health board;
- Executive Board;
- Integrated Governance Committee; and
- Other Committees of the Board.

### **Integrated Medium Term Plan**

Monitor progress against the key targets agreed within the Health Board's Integrated Medium Term Plan.

### **Financial Savings Plan**

Monitor progress against the agreed savings plans outlined within the Health Board's Integrated Medium Term Plan.

### **Workforce**

- Monitor progress against key workforce related developments and targets within the Health Board's Integrated Medium Term Plan.
- Approve Workforce related organisational policies.

## **AUTHORITY**

The Committee is authorised by the Board to:

- investigate or have investigated any activity within its Terms of Reference and in performing these duties shall have the right, at all reasonable times, to inspect any books, records or documents of the UHB. It can seek any information it requires from any employee and all employees are directed to co-operate with any request made by the Committee;
- obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary, subject to the Board's budgetary and other requirements;
- by giving reasonable notice, require the attendance of any of the officers or employees and auditors of the Board at any meeting of the Committee.

## **MEMBERSHIP**

- Four Independent Members

## **COMMITTEE MEETINGS**

### **QUORUM**

A quorum shall be two Independent Members one of whom must be the Chair or in the absence of the Chair, an Independent Member will be nominated to Chair the Committee.

For effective governance, at least two Executive Directors, should be in attendance at the meeting.

### **CHAIR**

An Independent Member shall chair meetings of the Finance, Performance & Workforce Committee.

### **ATTENDANCE**

The Chair and Chief Executive will attend meetings at their discretion. The following staff shall be in attendance at meetings:

- Director of Finance and Procurement
- Director of Planning and Performance
- Director of Workforce & Organisational Development

- Chief Operating Officer
- Director of Primary Care, Community and Mental Health

The Director of Corporate Services & Governance / Board Secretary or the Head of Corporate Services will routinely attend meetings ensuring governance support and advice is available to the Committee Chair.

Other Directors and senior officers of the Health Board will be required to attend when the Committee is discussing areas of risk or operation that are the responsibility of that officer.

The Assistant Director of Performance and Information, the Deputy Director of Finance and the Assistant Director of Workforce and OD will attend any meeting if required.

In addition, at least two Executive Directors (from those listed under the Attendance section) must also be in attendance.

## **SECRETARIAT**

The Board Secretary will determine the secretarial and support arrangements for the Committee.

## **FREQUENCY OF MEETINGS**

Meetings shall be held on a monthly basis (apart from August and December).

## **LINKS WITH OTHER COMMITTEES/GROUPS**

- Health Board
- Academic Partnership Board
- Audit Committee
- Capital Programme Board
- Executive Board
- Efficiency, Productivity & Value Board
- Healthcare Professionals Forum
- Integrated Governance Committee
- NHS Wales Shared Services Partnership Board
- Primary and Community Care Committee
- Quality, Safety & Risk Committee
- Stakeholder Reference Group
- Strategic Partnerships Group
- Strategic Planning Group
- Welsh Health Specialised Services Committee
- Emergency Ambulance Services Committee
- Working in Partnership Forum

## REPORTING AND ASSURANCE ARRANGEMENTS

The Committee Chair shall:

- report formally, regularly and on a timely basis to the Board on the Committee’s activities. This includes verbal updates on activity and written reports, as well as the presentation of an annual report;
- bring to the Board’s specific attention any significant matters under consideration by the Committee;
- ensure appropriate escalation arrangements are in place to alert the Health Board Chair, Chief Executive or Chairs of other relevant committees of any urgent / critical matters that may affect the operation and / or reputation of the Health Board;
- Appropriate items to be forwarded to the Integrated Governance Committee through the Chair;
- Act in a structured way to escalate appropriate issues through the following stages:-

**Stage 1** – Discussion, Review and Reflection. The Committee addressing the issues and coming to a view. This is the Committee’s everyday practice. In this stage the Committee will make known any concerns to the Executive Board.

**Stage 2** – Recovery Plan. The Committee requires the responsible Director to set out a plan and a profile to recover the performance and hit the target.

**Stage 3** – The Executive Board provides the Committee with the necessary assurance that the Recovery Plan is robust and achievable.

**Stage 4** – If the Recovery Plan is not delivered to target or the profile is missed, the Committee will require the Director to attend each meeting and account for the management of the issue until it is resolved. At this stage the Committee will refer its concerns to the Integrated Governance Committee.

**Stage 5** – Continued poor performance will be formally referred to the Chair and Chief Executive in order that the matter becomes a Board issue.

## **RELATIONSHIP WITH THE BOARD AND ITS COMMITTEES / GROUPS**

### **PRACTICE**

The Board Secretary, on behalf of the Board, shall oversee a process of rigorous annual self-assessment and evaluation of the Committee's performance and operation. Appropriate items to be forwarded to the Integrated Governance Committee through the Chair.

A standard agenda must be used as the basis for discussion at each meeting of the Finance, Performance & Workforce Committee.

Minutes prepared following the Finance, Performance & Workforce Committee meetings shall be circulated to members within five working days and shall be retained by the Head of Corporate Services as a formal record of the decision making process for a period of seven years.

## **APPLICABILITY OF STANDING ORDERS TO COMMITTEE BUSINESS**

The requirements for the conduct of business as set out in the UHB's Standing Orders are equally applicable to the operation of the Committee, except in the following areas:

- Quorum

## **REVIEW**

These Terms of Reference shall be adopted by the Finance, Performance and Workforce Committee at its first meeting and subject to review at least on an annual basis thereafter.

Annual review - date of next review June 2020.