

Planning, Performance & Finance Committee – Committee Effectiveness Survey – 2019-2020 – Action Plan

Question	Response	Assurance in Place	Further Action Required to strengthen awareness and assurance	Timescales	Leads
Question 3 – Are the Terms of Reference reviewed annually to ensure that they remain fit for purpose?	One respondent answered do not know to this question.	In accordance with Standing Orders Terms of Reference are required to be reviewed annually.	<p>A Committee Cycle of Business is being developed which will identify this activity and when it will be undertaken.</p> <p>The Corporate Governance Team are also developing a Committee Effectiveness tracker that will identify the review date for key governance activity such as:</p> <ul style="list-style-type: none"> <li>• Terms of Reference Review</li> <li>• Annual Committee Report</li> <li>• Committee Effectiveness Survey</li> <li>• Committee Cycle of Business</li> </ul>	<p>31.3.2021 – in readiness for the new financial year.</p> <p>31.12.2020 – Tracker available for all Board Committee meetings.</p>	<p>Corporate Governance Team</p> <p>Corporate Governance Team</p>
Question 4 – Does the Committee have an annual work plan in place?	One respondent answered do not know to this question.	There is a forward work plan in place in relation to items raised at Committee meetings.	As Above	As Above	As Above
Question 5 - Has the Committee been provided with sufficient membership, authority and resources to perform its role effectively and objectively?	One respondent noted that they had only been have been on the Committee for a short while so were uncertain.	<p>Committee Membership is regularly reviewed as part of the Terms of Reference Review.</p> <p>Powers and delegated authority outlined in the Terms of Reference.</p> <p>Rotation of Independent Members across Committees provides for succession planning.</p> <p>There are 5 Independent members to the Committee.</p> <p>Executive Leads for this Committee are the Executive Director of Finance &amp; Procurement &amp; the Executive Director of Planning &amp; Performance.</p> <p>Governance lead at each meeting.</p>	No further action required.	Not applicable	Not applicable.
Question 8 – Is the Committee membership appropriate, in terms of available skills, expertise? If no, please elaborate within comments section.	One respondent noted that they were mindful of Independent Member changes that will be happening shortly.	The 4 other members of the Committee will remain to provide stability and ongoing support and mentoring to any new members to the Committee in coming months.	No further action required.	Not applicable	Not applicable.
Question 9 - Is there effective scrutiny and challenge from all Committee Members?	One respondent provided a partial response to this question noting that it is dependent upon skill sets of individuals.	All Members are encouraged to raise questions prior to and at meetings to ensure effective and robust scrutiny of meeting papers and updates provided at meetings.	Deloitte are providing a Board Development Session to the Board in January 2020 in relation to the scrutiny role.	31 <sup>st</sup> January 2021	Corporate Governance Team / Deloitte.
Question 10 - Does the Board review the progress and outputs of the Committee?	One respondent answered “No” to this question.	<p>A highlight report from every meeting is received at the subsequent Board meeting.</p> <p>An Annual Committee report is also received by the Board.</p>	Open it up to the Committee to consider if anything further is required?		

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Question 12 - Does the Committee periodically assess its own effectiveness?	One respondent noted that the Committee is new in its current form.	A Committee Effectiveness Survey will be undertaken on an annual basis and will see how the committee in its new form is operating.	No further action required.	Not applicable	Not applicable.
Question 13 - Can members give appropriate feedback on the effectiveness of the Chair and the Secretary?	One respondent reported that they did not know and another commented that feedback was noted on the effectiveness of the Chair.	The Committee Effectiveness Survey is an opportunity to offer such feedback on both the Chair and Secretariat this question will be split for both functions in the next survey.	No further action required.	Not applicable	Not applicable.
Question 14 - Has the Committee determined the appropriate level of detail it wishes to receive from reports?	Two comments were noted on this question as follows: <ul style="list-style-type: none"> <li>“I believe it has but this is an ongoing item as the current form of the committee is in its infancy”.</li> <li>“Mixed, easy to get into the weeds at times. Question Scrutiny of areas beyond secondary care”.</li> </ul>	This will remain a watching brief whilst the Committee in its new form evolves.	No further action required.	Not applicable	Not applicable.
Question 15 - Does the Committee receive the appropriate level of timely and accurate information to allow it to fulfil its role?	One respondent noted they did not know in response to this question. A comment was also received noting that it is a relatively new committee so still formative in its development but in the main it was a yes.	The introduction of the Consent Agenda in the last few months will support the Committee in ensuring focus on the key items that require scrutiny and discussion at the meeting.  Furthermore, the seeking of questions in advance has also provided more time for focussed discussion at the meetings whilst publishing the questions and answers for transparency.	No further action required.	Not applicable	Not applicable.
Question 16 – Does the Committee have sufficient time to cover its business?	One respondent noted they did not know in response to this question.	As Above.	No further action required.	Not applicable	Not applicable.
Question 17 - Does the committee effectively monitor – or ensure monitoring of - agreed actions? e.g. by use of the action log	One respondent noted they did not know in response to this question.	An action log is received at every meeting for the Committee to monitor progress.	No further action required.	Not applicable	Not applicable.
Question 18 - re members particularly those new to the Committee, provided with training?	Three respondents noted that they did not know in response to this question and one respondent noted no.  A comment was noted that Development needs and training needs are picked up in the IM PADRs with the Chair and bespoke training provided where necessary.	Independent Members can identify development and training needs through their PADR’s.	If new members join the Committee then further support could be offered in relation to arranging meetings with the Executive Director(s) and Chair and other key colleagues to support them in their introduction to the meeting.	Ongoing	Corporate Governance Team

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Question 19 - Has the Committee formally considered how it integrates with other committees and groups?	<p>One respondent noted they did not know in response to this question.</p> <p>Two comments were noted on this question as follows:</p> <ul style="list-style-type: none"> <li>the committee and some of its members in the new form are very new</li> <li>To some degree</li> </ul>	The Chair and Independent Members have recently established an informal meeting of Committee Chairs.	No further action required.	Not applicable	Not applicable.
Question 20 - Where they exist, does the Committee receive timely and appropriate feedback from its sub-groups?	Two respondents noted they did not know in response to this question.	There are no sub committees of the Planning, Performance & Finance Committee.	No further action required.	Not applicable	Not applicable.
Question 21 - Does the Committee provide clear direction to its sub-groups?	Three respondents noted they did not know in response to this question.	There are no sub committees of the Planning, Performance & Finance Committee.	No further action required.	Not applicable	Not applicable.
Question 23 - Do all members contribute to and review the committee's Annual Report?	Three respondents noted they did not know in response to this question.	The Annual Committee Report is prepared by the Corporate Governance Team in conjunction with the Chair and is then shared with the Committee for comment and sign off prior to being submitted to the Board.	No further action required.	Not applicable	Not applicable.
Question 24 - Does the committee have a mechanism to keep It aware of topical issues?	One respondent noted they did not know in response to this question.	<p>This is achieved through Executive Directors ensuring the Committee are aware of topical issues and providing update reports as appropriate.</p> <p>Board Development Sessions are also held on topical issues.</p>	No further action required.	Not applicable	Not applicable.
Question 25 - Does the committee have a mechanism to keep it aware of any related legal / regulatory guidance	One respondent noted they did not know in response to this question.	As above.	The Assistant Director of Corporate Business and Transformation is also looking to develop a Legislative Assurance Framework which would support this area.	To Be Determined	Assistant Director of Corporate Business and Transformation.
Question 26 - Does the committee receive timely exception reports about the work of external regulatory and inspection bodies?	Three respondents noted they did not know in response to this question.	Where this applies it would be received by the Committee.	No further action required.	Not applicable	Not applicable.
Question 27 - Does the committee receive timely information on performance concerns?	One respondent noted they did not know in response to this question.	Routine Performance Reports are received by the Committee where concerns / risks are considered.	No further action required.	Not applicable	Not applicable.
Question 28 – Are all these reports clear, concise, readily understood?	<p>One respondent noted they did not know in response to this question.</p> <p>One comment was made that the reports are improving in this regard.</p>	The Board / Committee Report Template was reviewed this year to improve ease of reporting and guidance is available in relation to report writing.	The Director of Corporate Governance intends to roll out report training sessions as required to further support this area of development.	31.03.2021	Director of Corporate Governance / Assistant Director of Governance & Risk and Head of Corporate Governance & Board Business

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Question 29 - Is the Committee able to refer matters outside its own jurisdiction and if yes, is any feedback reviewed on such matters?	One respondent noted they did not know in response to this question.	The Committee via its action log can refer an item to another Committee for consideration and an update received o	No further action required.	Not applicable	Not applicable.
Question 36 - Does the committee make the organisation aware of issues of staff capacity and skills that impact on the running of the committee	One respondent noted they did not know and one respondent indicated a no in relation to this question.	The Committee Effectiveness Survey is a mechanism to assess this.  The role of the Chair would also assess this issue.  Governance lead present at each meeting.	No further action required.	Not applicable	Not applicable.
Question 37 - Are papers circulated in good time and are minutes and agreed actions, received as soon as possible after meetings	A comment was noted that papers are circulated in fair time, but that they were not sure agreed actions are circulated after meetings they as they are generally sent with the papers for the next meeting.	There is a KPI around the timeliness of meetings, however, capacity and demand pressures can impact the turnaround time.	Timeliness of meeting minutes to be considered within the team.	31.12.2020	Assistant Director of Governance & Risk and Head of Corporate Governance & Board Business
Question 38 - does the Committee ensure that its work is fully conveyed to the Board and wider organisation?	Comments noted that wider organisation is less sure but that highlight reports and minutes are shared.	Highlight reports are received by the Board.  All Board and Board Committee Agenda and Papers are shared on the website and are available to the public and organisation as a whole.	Explore whether communication around signposting to papers is needed.	31.01.2021	Assistant Director of Governance & Risk and Head of Corporate Governance & Board Business
Question 39 - Is the work of the committee duplicated elsewhere in the organisation? If yes, please elaborate.	There were no "yes" responses to this question although it was noted that there is obvious cross cutting with other committees taking place and there is a risk that 'performance' is broad, and there may be cross over with PAC etc. on monitoring focussed issues.	The Terms of Reference and Committee Cycle of Business (once developed) will ensure that the Committee continues to focus in the right areas and is clear on its remit and that of other Committee meetings.	No further action required.	Not applicable	Not applicable.