

PERFORMANCE COMMITTEE

ANNUAL REPORT 2022/23

1. **Purpose of Report**

Good practice states that the Trust Board should review the performance of its Committees annually to determine if they have been effective. The purpose of this Annual Report of the Performance Committee to the Trust Board for the financial year ended 31 March 2023 is to report on the work of the Committee for the year under review in the discharge of its oversight responsibilities to the Board.

2. **Chair's Foreword**

In presenting this Annual Report of the Performance Committee of the Trust, I would like to thank my Non-Executive Director colleagues for their support and effective contribution to the successful operation of the Performance Committee. On behalf of the Committee, I wish to express appreciation to the Chief Executive, Directors and Assistant Director, Performance Improvement for their attendance and contribution, as well as the Board Assurance Manager and the Committee Secretary for their work during the year.

3. **The work of the Committee**

The Performance Committee is responsible for overseeing the delivery of planned results by monitoring performance against objectives and ensuring corrective actions are taken when necessary within agreed timelines.

The remit of the Committee as laid down in its Terms of Reference is to: -

- Provide oversight of the Trust's Performance Management Framework ensuring that there are effective and regularly reviewed structures in place to support the effective implementation and continued development of integrated performance management arrangements across the Trust
- Ensure there is sufficient independent and objective assurance as to the robustness of key processes across all areas of performance
- Identify risks and gaps in control and assurance and seek assurance that risks are mitigated and being managed effectively

- Highlight potential risks that could impact on the Trust's ability to deliver on its strategic direction and bring these to the attention of the Trust Board and the HSCB and PHA
- Review the monitoring information in sufficient detail to advise the Trust Board, with confidence, concerning the performance of the Trust
- Receive reports on significant performance improvement initiatives within the Trust and review progress
- Ensure timely reports are made to the Trust Board, including recommendations and remedial action taken or proposed with timeframes, if there is an internal failing in systems or services
- Ensure recommendations considered appropriate by the Committee are made to the Trust Board

4. Terms of Reference for the Committee

The Committee's Terms of Reference (ToR) are reviewed on annual basis and were last reviewed by the Committee on 22nd September 2022 and approved by Trust Board on 27th October 2022.

5. Membership of the Committee

The membership of the Committee is set out below:-

- Mrs P Leeson, Non-Executive Director (Chair)
- Ms G Donaghy, Non-Executive Director
- Mrs H McCartan, Non-Executive Director
- Mr M McDonald, Non-Executive Director
- Mr J Wilkinson, Non-Executive Director

In attendance

The Chief Executive, Director of Performance and Reform, Executive Directors of Medicine, Social Work, Nursing and Finance, Director of Human Resources and Organisational Development and the Assistant Director, Performance Improvement attend meetings. Other Trust Directors and Trust staff are invited to attend meetings, as required.

The Board Assurance Manager, supported by the Committee Secretary is the Secretary to the Committee and attends all meetings to provide appropriate support to the Chair and Committee members.

6. Meetings of the Committee

i) The Committee is required by its Terms of Reference to meet on a quarterly basis. During the year, the Committee met on 4 occasions virtually as detailed below:-

- 19th May 2022
- 22nd September 2022
- 1st December 2022
- 2nd March 2023

The attendance record for members was as follows:-

Name of Performance Committee member	No. of Meetings attended	No. of Possible Meetings
Mrs P Leeson	4	4
Ms G Donaghy	3	4
Mrs H McCartan	4	4
Mr M McDonald	4	4
Mr J Wilkinson	4	4

- ii) Formal minutes are recorded of each meeting and these are approved at the subsequent meeting. Minutes of meetings reflect discussions held by the Committee and any actions agreed.
- iii) The Committee has an appropriate process between meetings in place for actions/matters arising from Committee business to be appropriately pursued by the relevant Director.
- iv) The Committee has a process in place for recording declarations of conflicts of interest and this mirrors the process used at Trust Board level.

7. Reporting to Trust Board

Formal minutes were submitted to the Trust Board for information, following Committee approval.

The Chair of the Committee presented a summary report to the subsequent Board meeting bringing to the attention of Trust Board any items requiring attention or escalation to the Board.

8. Work Plan

The Committee must satisfy itself of the reliability and integrity of the assurances it receives and of their comprehensiveness in meeting the needs of the Board and the Accounting Officer. To that end, the Committee has an established work plan of integrated reporting to facilitate comprehensive review and drill down into the issues that impact on performance and take a broader view than is offered by extant Commissioning Plan Direction reporting targets. The work plan is reviewed and approved on an annual basis. Compliance with a number of its key responsibilities is evidenced by the following actions:

- An updated Performance Management Framework (PMF) was approved by the Committee in December 2022. This was further revised and updated to reflect new but evolving arrangements and presented to the committee in March 2023. The Committee recognised that the PMF will require further update to reflect the output of the new integrated care system model and aligned planning arrangements.
- The Corporate CPD Performance Scorecard which summaries actual performance against existing objectives and goals for improvement and new service delivery plans was scrutinised and approved by the Committee at each meeting;
- Broader operational performance issues/ risks particularly relating to the impact of Covid-19 were highlighted in a performance report template for members' awareness;
- Year-End Performance Report was reviewed and approved by the Committee;
- Integrated performance reporting at each meeting which facilitated comprehensive review and drill down approach into the issues that impact on performance and take a broader view than is offered by extant Commissioning Plan Direction reporting targets alone. This reporting also included significant performance improvement initiatives;
 - May 2022 - Unscheduled Care
 - September 2022 - Elective Care
 - December 2022 - Children's Services

- March 2023 - Unscheduled Care
- At each meeting, the Committee considered both internal and external reports outlining the Trust's performance against a range of indicators. Internal reports discussed by the Committee at each meeting included:
 - i) Unallocated childcare cases performance management report;
 - ii) Infection Prevention and Control report on infection data and antimicrobial stewardship data for PFA targets; and
 - iii) Executive Director of Nursing, Midwifery and AHP's report which provided assurance on the standard of professional practice of Nurses, Midwives and Allied Health Professionals (AHP) working in the Trust.
- External reports discussed by the Committee included bespoke reports produced by the NHS Benchmarking Network covering a range of service areas, highlighting the Trust's position against that of its peers. Reports presented to the Committee included:
 - NHS Benchmarking Network - Managing Frailty And Delayed Transfers of Care in the Acute Setting in Northern Ireland - Summary Report 2019
 - Cardiology Services (National Cardiac Audit Programme Myocardial Ischaemia National Audit Project, Summary Report 2022
 - Department of Health Inequalities Annual Report 2022

The Committee acknowledges that the quality of the papers presented to it has continued to improve during the year to provide better assurance that aspects of performance are being appropriately managed.

9. Conclusion and actions for 2022/23

As Chair of the Performance Committee, I am satisfied that the Committee has discharged its duties in line with its agreed Terms of Reference and Work Plan for the year.

Attendance at virtual meetings during the year has been high with 95% attendance. Whilst the Committee agrees a forward looking work plan each year, there maintains a reflection at each Committee meeting to provide flexibility and enable emergent issues to be taken into the work plan as required.

Areas for action during 2023/24 include:

- i) Continued use of 'deep dive' approach to integrated reporting and use of flexibility as particular issues emerge;
- ii) Continued development of data to improve the assurance information included in papers and ensure papers are tailored to meet the Committee's needs

Mrs P Leeson
Chair, Performance Committee
September 2023