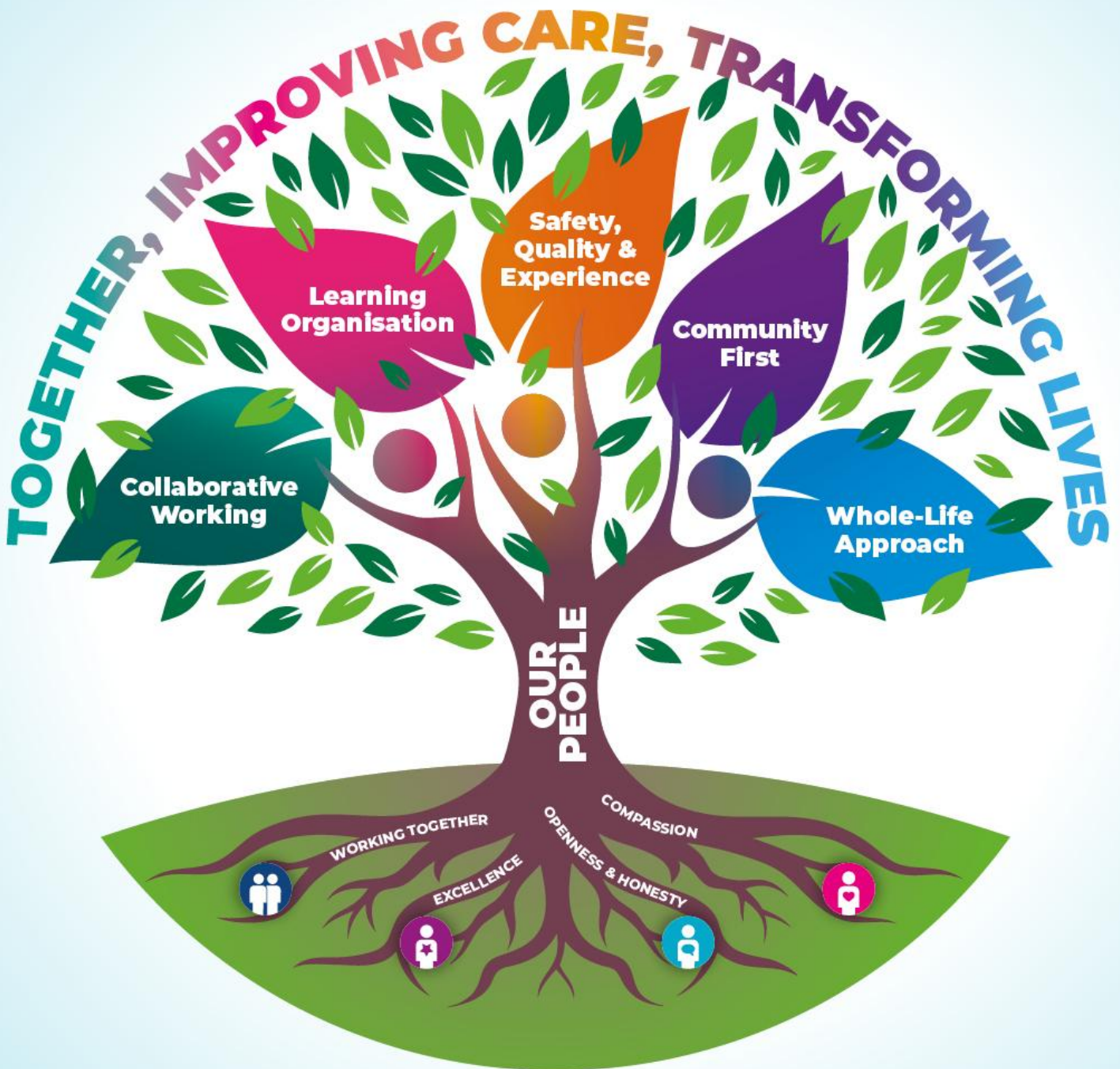


# FINANCE, PERFORMANCE AND WORKFORCE COMMITTEE TERMS OF REFERENCE



<b>VERSION</b>	1
<b>ASSURANCE</b>	<b>SECOND LINE ASSURANCE</b>
<b>CONSTITUTION</b>	<p>The Trust Board (The Board) hereby resolves to establish a Committee of the Board to be known as the Finance, Performance and Workforce Committee (The Committee) to assist the Board and the Accounting Officer in exercising its key functions of:</p> <ul style="list-style-type: none"> <li>overseeing the delivery of planned results by monitoring performance against objectives and ensuring corrective actions are taken when necessary within agreed timelines.</li> <li>the achievement of financial targets (break-even) and oversight of financial plans through the provision of accurate and timely financial analysis, effective budget management and leadership</li> </ul> <p>The Committee is a Non-Executive and Executive Director committee of the Board and has no executive powers, other than those specifically delegated in these Terms of Reference.</p>
<b>PURPOSE</b>	<p>The purpose of the Committee is to support the Board and the Accounting Officer to ensure that the Trust is operating within the financial resource allocation and is delivering on its statutory responsibility to “break-even” at year end and to ensure delivery of planned results for performance and service improvement targets.</p> <p>The Committee provides a second line of assurance within the Integrated Governance and Assurance Framework and will ensure that robust governance, risk management and assurance processes are in place across the organization to promote the delivery of key Corporate objectives. The Committee also defines the Trust’s Performance Management Framework.</p> <p>This is a scrutiny Committee and does not replace the operational performance management arrangements for which all Directors are responsible or the executive roles of the Director of Finance and Chief Executive as the Accounting Officer.</p>
<b>MEMBERSHIP</b>	<p><b>Membership:</b></p> <ul style="list-style-type: none"> <li>Chair of Finance, Performance and Workforce Committee (Non-Executive Director)</li> <li>2 Non-Executive Directors, following recommendation from the Trust Chair</li> <li>Chief Executive/Accounting Officer</li> <li>Executive Director of Finance, Procurement and Estates</li> <li>Executive Director of Nursing, Midwifery &amp; AHPs and Functional Support Services / Deputy Chief Executive</li> <li>Director of Planning, Performance and Informatics</li> </ul> <p>In exceptional circumstances:-</p>

	<p>Where the Chair is unavailable, a Non-Executive Director shall Chair the Committee.</p> <p>Where the Chief Executive is unavailable, an Executive Director will be required to deputise.</p> <p>Where a Director is unavailable, a deputy (Assistant Director) will be required to attend.</p> <p><b>Attendance for the full meeting:</b></p> <ul style="list-style-type: none"> <li>• Director of Human Resources and Organisational Development</li> <li>• Director of Transformation and Improvement</li> <li>• Assistant Director of Performance Improvement</li> <li>• Assistant Director of Financial Management</li> <li>• Assistant Director Costing, Efficiencies and Capital</li> </ul> <p><b>Attendance for specific agenda items:</b> Requirement that a Director / Assistant Director will be requested to attend when a report pertinent to their area of responsibility is being discussed.</p> <p>Other members of Trust staff may be required to attend meetings as the Committee considers necessary.</p> <p><b>Secretary:</b></p> <p>The Board Assurance Manager, supported by the Committee Secretary, shall be secretary to the Committee and shall attend the meetings and provide appropriate support to the Chair and Committee members.</p>
<p><b>DUTIES</b></p>	<p>The remit of the Committee is to:-</p> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>• To review in detail the financial strategy, so as to be able to confirm to the Trust Board the basis of acceptance.</li> <li>• To review the financial monitoring process and reporting in sufficient detail to advise the Trust Board, with confidence, concerning the financial performance of the Trust.</li> <li>• To be assured that Directors are effectively carrying out duties as Budget Holders and are well informed regarding the financial outlook for the Trust, and monitoring their achievement of financial targets</li> <li>• To review achievement of cost improvements and income generation activities in line with the Trust Delivery Plan and holding budget holders to account for financial performance.</li> <li>• To review financial reporting (ongoing on a regular basis).</li> <li>• To receive regular updates on actions taken by SLT to improve the financial position within the Trust</li> <li>• To ensure the Director of Finance and Estates provides assurance that adequate training is delivered on an ongoing basis to budget holders to enable them to manage their responsibilities.</li> </ul>

- To provide assurance to the Board that the Trust operates under a sound performance management framework, and that performance risks are understood and mitigated
- To review in detail any areas of Trust financial performance that are appropriate for further Board scrutiny, as agreed by Committee members
- To consider Trust financial performance in a regional context and identify areas for additional scrutiny
- To review financial and estates benchmarking data as it relates to Trust services

### **Value for Money**

- Oversee the adequacy of the Trust's arrangements for ensuring that value for money is obtained in the expenditure of all public funds entrusted to its care. This will include a review of the findings from, and management's response to, all value for money audit reports issued to the Trust from the Comptroller and Auditor General (C&AG).

### **Operational Performance**

- 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.
- Review the monitoring information in sufficient detail to advise the Trust Board, with confidence, concerning the performance of the Trust
- Receive internal and external reports on performance improvement initiatives, including efficiency and benchmarking 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

### **Planning**

- To provide oversight to the corporate planning process, development of business cases and post project evaluations for revenue and capital, including review of assurance/test drilling etc.
- To review business cases process for capital spend over £300k and the annual allocation of capital
- 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 Strategic Planning and Performance Group and PHA

### **Workforce**

	<ul style="list-style-type: none"> <li>• Monitor an agreed set of workforce related metrics (Workforce Dashboard) to ensure that expected standards/targets are being achieved</li> <li>• Identify risks and gaps in compliance and assurance, and seek assurance that risks are mitigated and being managed effectively.</li> </ul> <p>The Committee will agree a work-plan for specific Financial, Performance and Workforce Analysis upon which reports will be submitted to Committee for consideration.</p> <p>In carrying out its work, the committee will utilise information from:</p> <ul style="list-style-type: none"> <li>• Performance Management Framework, including established corporate performance and accountability systems</li> <li>• Financial Management Systems</li> <li>• Human Resources systems</li> <li>• Quality &amp; Safety Systems, including Quality and Clinical indicators</li> <li>• Information Governance systems</li> <li>• Service User and Carer systems</li> <li>• External benchmarking</li> </ul> <p>The Committee shall review the findings of other significant assurance functions, both internal and external to the organisation, and consider the implications for the performance of the organisation. These will include, but will not be limited to any reviews by Department of Health, commissioned bodies or professional bodies with responsibility for the performance of staff or functions</p>
<b>AUTHORITY</b>	<p>The Committee is authorised to investigate any activity within its terms of reference or as directed by the Trust Board. It is authorised to seek any information it requires from any employee, through the relevant Director, and will be given the resources necessary to carry out its role. The Committee will be given full access to any information within the Southern Health and Social Care Trust that it requires to fulfil its function. The Committee is authorised by the Board to obtain external professional advice and to invite external personnel with relevant experience and expertise if it considers this necessary.</p>
<b>MEETINGS</b>	<p><b>Quorum:</b> A quorum shall be four members, two of which must be Non-Executive Directors.</p> <p><b>Frequency of Meetings:</b> Meetings shall be held on a quarterly basis. The Chair can convene a meeting for a special purpose at any time.</p> <p><b>Papers:</b> Meeting agenda and papers will be disseminated no later than 5 working days prior to the meeting date.</p>

	<p><b>Meeting Arrangements:</b> All meetings will be held in person. At the Chair’s discretion, a virtual meeting may be held.</p> <p><b>Withdrawal of individuals in attendance:</b> During the course of a meeting, if a Conflict of Interest is established, the member concerned should withdraw from the discussion / meeting and play no part in the relevant discussion or decision. The Conflict of Interest should be recorded in the minutes.</p> <p>Individuals invited for a specific item will be asked to withdraw following completion of that item.</p>
<p><b>REPORTING</b></p>	<p>The minutes of the Committee shall be formally recorded by the Committee Secretary and submitted to the Board following approval of the Committee.</p> <p>Following each Committee meeting, the Committee Chair will present a written summary report on the meeting to the next Board meeting, drawing to the attention of the Board any issues that require executive action.</p> <p>The Trust Board will continue to receive monthly finance report.</p> <p>Any business conducted in a confidential session by the Committee will be reported to a confidential session of the Trust Board.</p> <p>The Committee will report to the Board annually on its work in discharging its responsibilities in support of the annual Governance Statement</p>
<p><b>OTHER MATTERS</b></p>	<p>The Committee shall be supported administratively by the Board Assurance Manager and the Committee Secretary, whose duties in this respect will include:</p> <ul style="list-style-type: none"> <li>• Agreement of agenda with the Chair</li> <li>• Collation and distribution of papers no less than 5 working days in advance of the meeting</li> <li>• Ensuring appropriate arrangements are in place for the servicing of the Committee including taking and producing draft minutes of the meeting for the Chair’s approval</li> <li>• Taking forward matters arising and issues to be carried forward</li> <li>• Assisting the Committee Chair in ensuring the effective operation of the Committee</li> <li>• Advising the Committee on pertinent issues</li> <li>• Annual review of the Terms of Reference and recommendation of updates</li> <li>• Development and maintenance of the Committee work-plan for the calendar year</li> <li>• Production of Committee Annual Report in conjunction with the Committee Chair</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensuring that new members receive appropriate induction training and that all members are supported in identifying and participating in ongoing training</li> </ul>
<b>CONFLICT/ DECLARATION OF INTEREST</b>	<p>The Chair of the Committee shall seek any declaration or conflict of interest on any matter at the outset of each meeting.</p> <p>All stated declarations of interest made shall be formally recorded in the minutes.</p>
<b>REVIEW</b>	<p>The Committee will review its Terms of Reference on an annual basis for Trust Board approval.</p>