

NHS Calderdale Clinical Commissioning Group

**Finance and Performance Committee
Terms of Reference**

Current Status

DRAFT

Author

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**Approved by:
Date:**

**Governing Body
TBC**

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Change History

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1.1	F&P committee proposed amendments	JS	4/10/13
1.2	MW/JM proposed amendments	JS	23/10/13
1.3	Submitted to Audit and Governance Committee for review	JS	21/11/13
2.0 Final	Approved by the Governing Body	JS	16/1/14
Revisions			
2.1	MW proposed amendments with F&P committee comments	MW	Feb/March 2015

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FINANCE AND PERFORMANCE COMMITTEE

1.0 Introduction

- 1.1 The Finance and Performance Committee is established in accordance with NHS Calderdale Clinical Commissioning Group's (CCG) Constitution, Standing Orders and Scheme of Delegation.
- 1.2 The Finance and Performance Committee is a sub-committee of the Governing Body of NHS Calderdale Clinical Commissioning Group (CCG).
- 1.3 The role of the Finance and Performance Committee is to advise and support the Governing Body in scrutinising and tracking delivery of key financial and service priorities, outcomes and targets as specified in the CCG's Strategic and Operational Plans. These Terms of Reference set out the membership, remit, responsibilities and reporting arrangements of the Committee.

2.0 Membership

- 2.1 The committee shall be appointed by the Governing Body:

Members:

- Chief Officer
- Chief Finance Officer
- Two GP members of the Governing Body
- Lay Advisor (Finance, performance and external relations)

In attendance:

- Head of Contracting and Procurement
- Head of Finance
- Head of Primary Care Quality and Development
- Head of Service Improvement
- Head of Quality
- Lead for Performance and Business Planning

- 2.2 Other officers shall be required to attend according to the business being considered by the committee.
- 2.3 The committee shall be chaired by one of the GP members of the Governing Body. The Deputy Chair shall be the Chief Officer.

[2.4 Any full member of the Governing body is entitled and encouraged to attend this committee with observer status.](#)

3.0 Arrangements for the Conduct of Business

3.1 Chairing the committee

The meetings shall be run by the Chair. In the event of the Chair's absence the meeting shall be chaired by the Deputy Chair of the Committee.

3.2 Quoracy

Meetings shall be considered quorate when the following are present:

- a) One GP member of the Governing Body
- b) Lay Advisor (finance, performance and external relations) or, if required as substitute, the lay member (PPI)
- c) Either the CFO or the CO

3.3 Voting

Should a vote need to be taken, only the core members of the committee shall be allowed to vote. In the event of a tied vote, the Chair shall have a second and casting vote.

3.4 Frequency of meetings

The committee shall meet at least 10 times a year.

3.5 Declaration of interests

If any member has an interest, pecuniary or otherwise, in any matter and is present at the meeting at which the matter is under discussion, he/she shall declare that interest as early as possible and shall not participate in the discussions.

All declarations of interest shall be minuted.

3.6 Administrative Support

Administration support to the Committee shall be provided by the CCG's administrative team. The Administrative support to the Committee shall attend to take the minutes of the meeting and provide appropriate support to the Chair and Committee members. Duties shall include:

- Agreement of the agenda with the Chair.
- Circulation of agendas and supporting papers to Committee members at least five working days prior to the meeting.
- Drafting of minutes for approval by the Chair within five working days of the meeting and then distributed as outlined above within 10 working days.
- Keeping an accurate record of attendance
- matters arising and issues to be carried forward
- Maintain an on-going list of actions, specifying members responsible, due dates and keeping track of these actions

3.7 The Agenda shall be determined by the Chair and/or the Deputy Chair of the Committee. Other members of the Committee should submit their agenda items to the Chair. Other officers or Governing Body members may request or be required to attend meetings of the Committee when matters concerning their responsibilities are to be discussed or they are presenting papers submitted to the Committee.

3.8 Agendas and supporting papers shall be sent to members five working days before the meeting.

[3.9 An agenda setting meeting will be established to take place the week prior to the distribution of the agenda and papers.](#)

4.0 Remit and responsibility of the Committee

4.1 The committee shall carry out a monthly review of the overall performance of NHS Calderdale CCG. This shall include:

- Performance against the delivery of the Operational Plan;
- Progress and achievement against key national, regional and local targets for service improvement, with a particular focus on specified 'must dos' and external regulation;
- Progress and achievement against outcomes and targets agreed with external partner organisations;
- Assurance of contract management and value for money from the Commissioning Support Unit (CSU)
- Performance against annual budgets and short term financial plans;
- An assessment of pressures within the whole system and how these affect contracts and performance;
- Opportunities to further improve performance.

4.2 Ensure financial management achieves value for money, efficiency and effectiveness in the use of resources with a continuing focus on cost reduction and achievement of efficiency targets.

4.3 Actively review and oversee operational delivery of the CCG's programme of work to improve Quality, Innovation, Productivity and Prevention (QIPP).

4.4 Identify and manage the levers for driving cost improvements.

4.5 Review the CCG's budget and capital plan.

4.6 Advise on the allocation of resources for key QIPP Projects.

4.7 Monitor and review the achievement of QIPP plans.

4.8 Provide challenge in setting ambitious targets for service improvement and embedding improvement opportunities and initiatives. Track progress against any action plans.

4.9 Provide a forum to evaluate requirements and advise the Governing Body on committing resources to respond to performance issues and external assessments.

4.10 Recognise areas of good practice and ensure they are embedded along with other benchmarking tools e.g. better care better value indicators, programme budgeting.

4.11 Oversee the continued development of the corporate performance framework

4.12 To oversee the effective governance of the relationship between the CCG and the CSU support which we commission.

4.13 To monitor and review the performance and finance agenda as it pertains to the co-commissioning of Primary Medical Services

4.14 To monitor and oversee the effective implementation of the Better Care Fund initiative and to ensure that the BCF Scheme is delivering value for the NHS.

4.15 To provide a governance oversight of defined chapters of the CCG Assurance Framework, and to deliver appropriate scrutiny and challenge to the mitigations described within the Assurance Framework.

4.16 To approve policies in respect of all areas of the committee's responsibilities.

4.17 **Risk Management**

The Finance and Performance Committee has responsibility for finance, performance, contracting and corporate risks. The committee shall:

- Review and monitor the corporate risk register in respect of the risks identified above.
- Request action by accountable individuals to manage risk and variation in performance, ensuring plans are put in place to address the achievement of objectives and targets. This shall include bringing expenditure back in line with allocation and deliver financial balance or planned underspend.
- Ensure that variance against target performance levels is reflected in the Risk Register reports, High Level Risk Log and Governing Body Assurance Framework as appropriate.
- Identify and respond to any corporate risks including health and safety issues and security management issues.
- Provide the Audit Committee with assurance that risks associated with Information Governance are being managed and highlight any significant risks and related resource implications.

5.0 **Key duties of the finance and performance committee are as follows:**

- 5.1 To advise the Governing Body that processes for financial and performance management (including reporting) are robust.

- 5.2 To advise the Governing Body on the content of the Corporate Performance Report
- 5.3 Maintain an accurate record of attendance, key points and discussion.
- 5.4 To maintain an on-going list of actions, specifying members responsible, due dates and keeping track of these actions.
- 5.5 To ensure that within the management team that all necessary actions are being taken to deliver corporate objectives within expected timescales.
- 5.6 To make recommendations to the Governing Body on developments in the CCG's performance management framework.
- 5.7 To ensure the delivery of action plans.
- 5.8 To provide advice / feedback to management teams on the setting of performance indicators within plans and strategies.
- 5.9 To ensure appropriate links are made to Risk Management and Audit processes.
- 5.10 Advise the Governing Body on progress against any action plans stemming from performance issues
- 5.11 To escalate issues as required to the Governing Body.
- 5.12 To agree an Annual Work Plan with the Governing Body and in line with the Governing Body's Assurance Framework

6.0 Authority

- 6.1 The Committee is authorised by the Governing Body to commission any reports or surveys it deems necessary to help it fulfil its obligations.
- 6.2 The committee is authorised to create sub-groups or working groups as are necessary to fulfil its responsibilities within its terms of reference. The committee may not delegate executive powers delegated within these Terms of Reference (unless expressly authorised by the Governing Body) and remains accountable for the work of any such group.

7.0 Reporting arrangements

- 7.1 The minutes of the [following System Resilience arrangements will be Urgent Care Board will be](#) received by the Finance and Performance Committee [on behalf of the Governing Body](#);

- 1. [Systems Resilience Group](#)
- 2. [Urgent Care Board](#)
- 3. [Planned Care Board](#)

- 7.2 The minutes of the committee shall be presented to each formal Governing Body meeting and reports shall be presented as agreed in the annual work plan. Other reports on specific issues shall also be prepared for consideration by the Governing Body as required.
- 7.3 The Finance and Performance Committee shall ensure that requests for information, documents, records or other items relating to areas delegated to it by the Governing Body, are submitted to the Secretary of State or the NHS Commissioning Board as necessary.

8.0 Conduct of the Committee

- 8.1 All members of the Committee shall abide by the 'Principles of Public Life' (The Nolan Principles) and the NHS Code of Conduct.
- 8.2 All members shall have due regard to and operate within the Standing Orders and Standing Financial Instructions.
- 8.3 Apologies for absence from meetings shall be notified, in advance of the relevant meeting wherever possible, to either the Committee's Chair or secretary and shall be recorded in the minutes. Attendance levels shall be discussed at the Committee's annual self- assessment. Attendance levels shall be discussed sooner if more than two consecutive meetings are missed.
- 8.4 The committee shall agree an Annual Work Plan with the Governing Body which is in line with the Governing Body's Assurance Framework
- 8.5 The committee shall undertake a self –assessment of its own performance against the annual plan, membership and terms of reference. This review shall take place at least annually. Any resulting changes to the terms of reference shall be submitted for approval by the Governing Body.

END 26.2.15