GIG CYMRU NHS WALES | Cyd-bwyllgor Comisiynu Joint Commissioning Committee

PLANNING, PERFORMANCE AND FINANCE SUB-COMMITTEE (PPFSC)

Terms of Reference & Operating Arrangements
(Schedule 3.1 of the Standing Orders)

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Sub-Committee Arrangements:
This schedule forms part of, and shall have effect as if incorporated in the NHS Wales Joint Commissioning Committee Standing Orders.

1. Introduction & Constitution

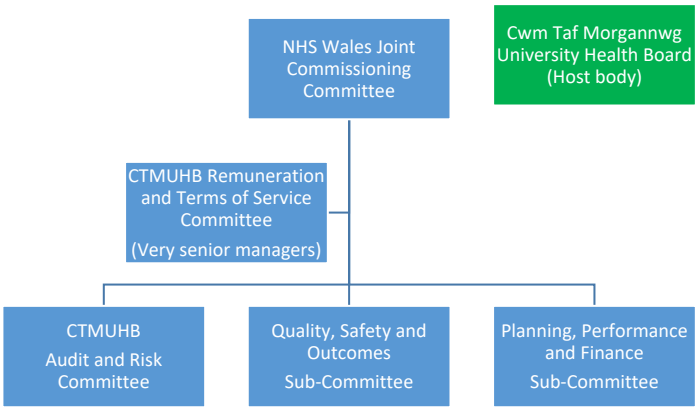
1.1 In accordance with NHS Wales Joint Commissioning Committee ("NWJCC") Standing Order 5.5, the ~~NHS Wales Joint Commissioning Committee (JCC – the~~ NWJCC Joint Committee~~)~~ (the "JC") may and, where directed by the Local Health Boards ("LHB") ~~Boards~~ jointly, or the Welsh Ministers must, appoint joint sub-committees of the NWJCC either to undertake specific functions on the NWJCC's behalf or to provide advice and assurance to others (whether directly to the NWJCC or on behalf of the NWJCC to each LHB Board and/or its other sub-committees). The NWJCC shall determine, for agreement by the LHBs, a joint sub-committee structure that meets its own advisory and assurance needs and in doing so the needs of the constituent LHBs.

1.2 In accordance with Standing Orders (SOs) (and the NWJCC Scheme of Delegation), the JC~~Joint Committee~~ shall nominate annually a sub-committee to be known as the **Planning, Performance and Finance Sub-Committee**. The detailed terms of reference and operating arrangements set by the JC~~Joint Committee~~ in respect of this sub-committee are set out below.

2. Purpose

2.1 The purpose of the Planning, Performance and Finance Sub-Committee ("the Sub-Committee") is to be assured that the JC~~Joint Committee~~ is effectively managing the strategic planning, performance and financial duties outlined in the NWJCC's~~Joint Committees~~ SOs and Standing Financial Instructions (SFIs) relating to planning, securing and commissioning the services delegated to the NWJCC on behalf of LHBs in Wales.

Figure 1 – NWJCC Sub Committee Structure



3. Scope and Duties

The Sub-Committee will provide scrutiny and assurance in relation to the duties below:

3.1 Planning

- Monitor the process for the development of the Integrated ~~Medium Term~~Medium-Term Plan (IMTP) in line with the relevant SOs, SFIs and the NHS Wales Planning Framework
- Receive assurance on the delivery of the IMTP
- Scrutinise the alignment of service, workforce, digital and financial commissioning plans in the IMTP (as appropriate to the business of the NWJCC)
- Scrutinise the development and delivery of strategic or major service plans through the agreed Service Transformation Programme in the IMTP.

3.2 Performance

- Advise on and assure the development and implementation of the NWJCC's Performance Management Framework
- Monitor in-year performance against the financial plan and activity targets that support the relevant metrics agreed by the JC~~Joint Committee~~
- Monitor overall performance of commissioned services against the NWJCC's IMTP and the national targets for NHS Wales (Ministerial Priorities).

3.3 Organisational Risk Register

- Regularly review and scrutinise the planning, performance and finance risks included on the NWJCC Risk Register and assigned to the Sub-Committee by the NWJCC.

3.4 Finance

- Monitor delivery of financial plans and savings programmes

- Monitor risk to financial delivery including mitigating actions to appropriately manage the risks
- Robustly challenge and support progress against delivery of
- savings plans including consideration of impact on services
- Scrutinise investments in line with the Standing Financial Instructions (SFIs) and the Scheme of Delegation prior to submission to the JCJoint Committee for approval
- Monitor activity and productivity including operational efficiency and effectiveness
- Report on significant financial variances and issues, including potential mitigation decisions.

3.5 **Sub-Committee Programme of work**

Each year the JCJoint Committee will determine the Sub-Committee's priorities for its annual programme of work, based on the NWJCC'sJoint Committee's IMTP and Organisational Corporate Risk Register. This approach will ensure that the Sub-Committee's focus is directed to the areas of greatest assurance needs. This will therefore mean that these Terms of Reference are provided as a framework for the Sub-Committee's annual programme of work and is not an exhaustive list for full coverage. This approach recognises that the Sub-Committee's programme of work will be dynamic and flexible to meet the needs of the JC Joint Committee throughout the year.

3.6 The Sub-Committee, in monitoring and scrutinising the above areas, will discuss and recommend corrective action where necessary. This will include the transformation, recommissioning and value in health care approach.

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

3.8 Where necessary, the Sub-Committee will undertake detailed "deep dives" of specific areas. These reviews will be supported by appropriate benchmarking information to ensure all of the NWJCCs commissioned services are striving to achieve "best in class" in relation to planning, performance and finance.

3.83.9The Sub-Committee will provide onward assurance to the JC on all matters relating to its annual programme of work, as delegated.

4. Membership

Members

4.1 The Membership of the PPFSC Sub-Committee is as follows:

Chair	Lay (Independent) Member of the JCC
Vice Chair	Lay (Independent) Member of the JCC
Member	One further Lay (Independent) Member of the JCC
Health Board Member	Two One LHB representative Chief Executive representatives, who shall alternate attendance, or designated nominated deputy who must be an Executive

	Director from a health board (and would be fully briefed on the issues to be discussed)

4.2 The membership of the Sub-Committee shall be determined by the JC ~~Joint Committee~~, based on the recommendation of the Chair of the JC~~Joint Committee~~ and lay members, taking account of the balance of skills and expertise necessary to deliver the sub-committee's remit and subject to any specific requirements or directions made by Ministers or the Welsh Government.

~~4.3 The Chair of the Joint Committee and the Chair of the Sub-Committee, will receive a nomination from the CEOs of Local Health Boards as outlined below.~~

~~4.4~~4.3The Membership will be reviewed annually.

Commented [ME1]: Membership has been reviewed based on attendance and at this stage of the NWJCC's development it is not considered appropriate to change the membership

Support to Sub-Committee Members

~~4.5~~4.4The Committee Secretary, on behalf of the Sub-Committee Chair, shall:

- Arrange the provision of advice and support to Sub-Committee members on any aspect related to the conduct of their role, and
- Co-ordinate the provision of a programme of organisational development for Sub-Committee members as part of the overall JCCs Organisational Development programme.

~~4.6~~4.5**In Attendance**

Director of Corporate Strategy and Planning ~~JCC Director of Planning and Performance~~ (co-lead JCC Director)
Director of Finance and Value ~~JCC Director of Finance & Information~~ (co-lead JCC Director)
Committee Secretary or representative who will routinely attend meetings ensuring governance support and advice is available to the Sub-Committee Chair

Directors may on occasion nominate a suitably senior deputy to attend the Sub-Committee on their behalf but should ensure that they are fully aware and briefed on the issues to be discussed.

By Invitation:

~~4.7~~4.6The Chief Commissioner, and other directors / senior managers may be invited to attend when the Sub-Committee is discussing areas of risk, audit/review findings or matters that are the responsibility of that Director / member of staff.

~~4.8~~4.7The Sub-Committee may also co-opt additional independent external members from outside the organisation to provide specialist skills, knowledge and experience.

Member Appointments

4.94.8The membership of the Sub-Committee shall be determined by the Chair of the JCJoint Committee, taking account of the balance of skills and expertise necessary to deliver the sub-committee's remit and subject to any specific requirements or directions made by the Welsh Government.

5 Quorum & Attendance

5.1 A quorum shall be at least two members comprising of two Lay (Independent) Members.

5.2 For effective governance, the Director of Finance and Value Information and the Director of Corporate Strategy and Planning Director of Planning and Performance are required to attend all meetings.

6 Meeting Secretariat

6.1 The JCC Committee Secretary will determine the secretarial and support arrangements for the Sub-Committee.

7 Frequency of Meetings

7.1 The Meetings shall meet no less than 6 times a year, and otherwise as deemed necessary by the Chair of the Joint Committee.

7.2 Additional meetings may be called as appropriate with agreement of the Sub-Committee Chair.

7.3 Additional meetings may be held with the chairs of the LHBs Planning, Performance and Finance Committees where there is requirement.

7.4 Members will be required to attend a minimum of 75% of all meetings. Attendance will be monitored and reported to the Joint Committee through the Sub-Committee's Annual Report.

7.5 The Sub-Committee will arrange meetings and align with key statutory requirements during the year consistent with the Joint Committee's annual plan of Business.

8 Withdrawal of Individuals in Attendance

8.1 The Sub-Committee may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

9 Circulation of Papers

9.1 All papers will be distributed at least 5~~7~~ calendar days in advance of the meeting.

Commented [ME2]: To align with updated SOs agreed at Nov 25 JC meeting

9.2 The Committee Secretary~~iat~~ will ensure that the draft minutes will be provided to the Sub-Committee Chair within ten working days following the meeting.

9.3 The ~~JCC~~ Committee Secretary~~iat~~ will ensure that a Sub-Committee ~~h~~ighlight report is provided for presentation by the Sub-Committee Chair to the next Joint Committee meeting.

9.4 The Sub-Committee highlight report will also be shared with members and HB Directors of Corporate Governance / Board Secretaries.

10 Access

10.1 The Chair of the Planning, Performance and Finance Sub-Committee shall work closely with the Director of Finance and Value ~~Information~~ and the Director of Corporate Strategy and Planning ~~Director of Planning and Performance~~ and have reasonable access to the NWJCC Directors and other relevant senior staff within the NWJCC Team.

11 Accountability, Responsibility & Authority

11.1 Although LHBs ~~health boards~~ have delegated authority to the JC~~Joint Committee~~ and subsequently to this Sub-Committee for the exercise of certain functions as set out within these terms of reference, each LHB~~health board~~ retains overall responsibility and accountability for ensuring the quality and safety of healthcare for their citizens through the effective governance of their organisation.

11.2 This Sub-Committee is responsible for providing scrutiny and assurance to the JC~~JCC~~ that Planning, Performance and Finance are being managed appropriately within the commissioning cycles for the services commissioned by the NWJCC.

Authority

11.3 The Sub-Committee is authorised by the JC~~Joint Committee~~ to investigate~~, or have investigated,~~ any activity within its terms of reference.

~~11.3~~11.4 The Sub-Committee is authorised by the JC~~Joint Committee~~ to obtain outside legal or other independent professional and clinical advice and to secure the attendance of relevant external experts~~outsiders with relevant experience and expertise~~ if it considers it necessary to support the Sub-Committee in the discharge of its duties. Such advice will be sought ~~,~~ in accordance with the NWJCCs procurement, budgetary and other procedural and policy requirements.

Sub Groups

11.411.5 The Sub-Committee may, subject to the approval of the JCC establish sub-groups or task and finish groups to carry out on its behalf specific aspects of Sub-Committee business.

Delegated Powers

11.511.6 Although the JCJoint Committee has delegated authority to the Sub-Committee for the exercise of certain functions as set out within these terms of reference, it retains overall responsibility and accountability for ensuring the quality and safety of the services it commissions, albeit each LHB retains overall responsibility and accountability for ensuring the quality and safety of healthcare for their its citizens through the effective governance of their its organisation.

Dealing with Members interests during meetings

11.611.7 Declarations of interest will be a standing agenda item for all meetings.

11.711.8 Members must declare if they have any personal or business pecuniary interests, direct or indirect, in any contract, proposed contract, or other matter that is the subject of consideration on any item on the agenda for a meeting.

11.811.9 Interests declared at the start of, or during a meeting will be managed in accordance with section 8.2 of the NWJCC Standing Orders.

12 Reporting

12.1 The Sub-Committee Chair shall:

- Report formally, regularly and on a timely basis to the JCJoint Committee on the Sub-Committee's activities. This includes:
  - Assurance that Planning, Performance and Finance matters are being managed appropriately
  - oral updates on recent activity
  - submission of written Sub-Committee highlight reports throughout the year
  - to receive annual reports, which will incorporate key information on planning, performance and finance
- Bring to the JC'sJoint Committee's specific attention any significant matters under consideration by the Sub-Committee; and
- Ensure appropriate escalation arrangements are in place to alert the JCJoint Committee Chair, Chief Commissioner, LHB Chief Executive or Chairs of other relevant Sub-Committees of any urgent/critical matters that may affect the operation and/or reputation of the NWJCC and LHBs.

12.2 The Sub-Committee shall provide a written, annual report to the JCJoint Committee on its work in support of the Annual Governance Statement specifically commenting on the adequacy of the assurance arrangements, the extent to which risk management is comprehensively embedded throughout the organisation, the integration of governance arrangements and the appropriateness of self-assessment activity against relevant

standards. The report will also record the results of the Sub-Committees self-assessment and evaluation.

~~12.2~~

~~12.3 The Sub-Committee shall provide a highlight report to each HB after each meeting providing assurance that Planning, Performance and Finance are being managed appropriately, for inclusion on suitable HB Sub-Committee agendas.~~

~~12.4~~12.3 The JC~~Joint Committee~~ may also require the Sub-Committee Chair to report upon the activities at public meetings or to community partners and other stakeholders, where this is considered appropriate e.g. where the Sub-Committee's assurance role relates to a joint or shared responsibility.

~~12.5~~12.4 The ~~NWJCC~~~~JCC~~ Committee Secretary, on behalf of the JC~~Joint Committee~~, shall oversee a process of regular and rigorous self-assessment and evaluation of the Sub-Committee's performance and operation.

Relationship with the Joint Committee and its Sub-Committees / Groups

~~12.6 Although the Joint Committee has delegated authority to the Sub-Committee for the exercise of certain functions as set out within these terms of reference, it retains overall responsibility and accountability for ensuring the effective planning, performance and financial management of healthcare for commissioned services through the effective governance of its organisation.~~

~~12.7~~12.5 The Sub-Committee is directly accountable to the JC~~Joint Committee~~ for its performance in exercising the functions set out in these Terms of Reference.

~~12.8~~12.6 The Sub-Committee, through the Sub-Committee Chair and members, shall work closely with the JC~~Joint Committees~~ other Sub-Committees to provide advice and assurance to the JCC through the:

- joint planning and co-ordination of JC~~C~~ and Committee business; and
- sharing of information.

~~12.9~~12.7 In doing so, contributing to the integration of good governance across the organisation, ensuring that all sources of assurance are incorporated into the NWJCCs overall risk and assurance arrangements.

~~12.10~~12.8 The Sub-Committee, through its Chair and members, shall work closely with LHB Planning, Performance and Finance Committees to ensure that LHB Boards are informed of any issues relating to their population, recognising that concerns of the services commissioned by the NWJCC may impact on primary and secondary services and vice versa (i.e. the whole pathway). The Sub-Committee shall embed the NWJCC's standards, priorities and requirements e.g. equality and human rights, through the conduct of its business.

~~12.11~~12.9 The Sub-Committee shall embed the organisational values and strategic objectives through the conduct of its business, and in doing and transacting its business shall seek assurance that adequate consideration

has been given to the sustainable development principle and in meeting the requirements of the Well-Being of Future Generations Act.

13 Applicability of Standing Orders to Sub-Committee Business

13.1 The requirements for the conduct of business as set out in the NWJCC Standing Orders are equally applicable to the operation of the Sub-Committee, except in the area relating to the quorum.

13.2 This Sub-Committee is a scrutiny and assurance sub-committee and therefore where a decision is required the matter will be referred to the NWJCC Senior Leadership Team or JC~~Joint Committee~~, as appropriate.

14 Chairs Action on Urgent Matters

14.1 There may, occasionally, be circumstances where decisions which normally be made by the Sub-Committee need to be taken between scheduled meetings. In these circumstances, the Sub-Committee Chair, supported by the NWJCC Committee Secretary as appropriate, may deal with the matter on behalf of the Sub-Committee, after first consulting with one other Lay (Independent) Member. The Committee Secretary must ensure that any such action is formally recorded and reported to the next meeting of the Committee for consideration and ratification.

14.2 Chair's urgent action may not be taken where the sub-committee Chair has a personal or business interest in the urgent matter requiring decision.

15 In Committee (Private Meeting)

15.1 The Sub-Committee can operate with an In Committee function to receive updates on the management of sensitive and/or confidential information.

16 Review

16.1 These Terms of Reference shall be adopted by the Sub-Committee at its first meeting and subject to review at least on an annual basis thereafter, with endorsement ratified by the JC~~Joint Committee~~.