



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Caerdydd a'r Fro  
Cardiff and Vale  
University Health Board

## People, Planning and Performance Committee

### Terms of Reference and Operating Arrangements

(Approved – January 2013, Interim Update Agreed - January 2015 in recognition of new sub Committees agreed in September 2014)

#### 1. INTRODUCTION

- 1.1 The University Health Board (UHB) Standing Orders provide that “*The Board may and, where directed by the Assembly Government must, appoint Committees of the LHB Board either to undertake specific functions on the Board’s behalf or to provide advice and assurance to the Board in the exercise of its functions. The Board’s commitment to openness and transparency in the conduct of all its business extends equally to the work carried out on its behalf by committees*”.
- 1.2 In line with Standing Orders (and the UHB Scheme of Delegation), the Board shall nominate annually a committee to be known as the **People, Performance and Delivery Committee**. The detailed Terms of Reference and operating arrangements set by the Board in respect of this committee are set out below.
- 1.3 The scope of the Committee extends to the full range of UHB responsibilities for planning and commissioning encompassing population health needs assessment, prioritisation, design and the delivery and performance management of services, including those delivered in partnership with other agencies.

#### 2. PURPOSE

- 2.1 The purpose of the People, Performance and Delivery Committee (the Committee) is to:
  - provide evidence based and timely **advice** to the Board to assist it in discharging its functions and meeting its responsibilities with regard to the development of the UHB commissioning plans to meet the identified population health needs;
  - provide evidence based and timely **advice** to the Board to assist it in discharging its functions and meeting its responsibilities with regard to the development of the UHB integrated annual and medium-term delivery plans;
  - provide evidence based and timely **advice** to the Board to assist it

in determining a suite of performance and assurance measures to assess delivery against integrated plans and objectives;

- provide evidence based and timely **advice** to the Board to assist it in discharging its functions and meeting its responsibilities with regard to the reviewing, monitoring and improving UHB performance against specific performance measures as determined by the Board;
- provide evidence based and timely **advice** to the Board to assist it in discharging its functions and meeting its responsibilities with regard to all strategic matters relating to staff and staffing of the UHB;
- provide evidence based and timely **advice** to the Board to assist it in discharging its functions and meeting its responsibilities with regard to ensuring alignment of UHB plans with partnership plans developed with Local Authorities, Universities and other public sector organisations;
- provide **assurance** to the Board in relation to the UHB arrangements for planning and commissioning citizen-centred health and healthcare, in accordance with the health needs of the population;
- provide **assurance** to the Board that the UHB has strong performance management and accountability arrangements in place that drives a culture of "good to great" in accordance with the UHB vision and strategy and standards that it has determined;
- provide **assurance** to the Board relating to the achievement against the UHB plans and objectives determined by the Board;
- provide **assurance** to the Board in relation to the UHB arrangements for all strategic issues relating to human resources, workforce development and organisational development to deliver the UHB's strategy, plans and standards as determined by the Board;
- provide **assurance** to the Board in relation to the UHB responsibilities for Equality, Diversity and Human Rights and Welsh Language.

### **3. DELEGATED POWERS AND AUTHORITY**

3.1 The Committee will, in respect of its **provision of advice** to the Board:

- consider initial drafts of the UHB integrated operational, medium-term and strategic plans (including partnership plans) for the development and delivery of citizen-centred health improvement and health services, consistent with the Board's Vision and Strategy and any requirements and standards set for NHS bodies in Wales;

- consider whether there is evidence of whole system commissioning and planning including proper alignment and integration of:
    - health needs assessment, analysis and prioritisation
    - finance
    - workforce
    - organisational development
    - performance management
    - continuous service improvement
    - estate infrastructure
    - capital
    - IM&T / telehealth
    - communication and engagement
    - risk management
  - consider the engagement, consultation and communication processes of any service change proposals;
  - consider the health and well being impacts of any service change proposals ensuring that impacts are properly assessed and addressed;
  - consider the equality impact assessments of service change proposals ensuring that impacts are properly assessed and addressed;
  - consider the actions being taken to mitigate identified risks relating to workforce and organisational development;
  - consider the UHB integrated performance management framework to ensure that appropriate information is provided to the Board to accurately understand its level of assurance against its determined objectives;
  - consider and approve policies as determined by the Board.
  - oversee the work of the Equality and Diversity Steering Group
- 3.2 The Committee will, in respect of its **assurance role**, seek assurances that people, performance and delivery arrangements are appropriately designed and operating effectively to ensure the provision of high quality, safe health services and that the health and well-being of the population are being improved.
- 3.3 To achieve this, the Committee’s programme of work will be designed to ensure that, in relation to all aspects of the development and delivery of the UHB’s integrated annual, medium-term and strategic plans that:

- there is clear, consistent direction with the UHB Strategy, strong leadership and transparent lines of accountability;
- the organisation, at all levels has a citizen centred and public health practising approach;
- the organisation has the right people, performance and delivery systems and processes in place to ensure efficient, effective, timely and safe services that improve health and well-being;
- that appropriate arrangements are in place that monitor the care provided across the breadth of the UHB functions (including those provided in partnership or by other organisations, independent contractors or the third sector);
- there is an ethos of continual performance improvement and that organisational development programmes are in place to reinforce this, supported by robust Performance Appraisal and Development Reviews for all staff ;
- partnership working with staff representatives is visible, meaningful and an integral part of leaders' and managers' roles within the UHB;

3.4 The Committee will seek assurance, on behalf of the Board, of management action where the mitigation of risk and /or performance is not in line with target, and to ensure that action plans are implemented.

### **Authority**

3.5 The Committee is authorised by the Board to investigate or have investigated any activity within its terms of reference. In doing so, the Committee shall have the right to inspect any books, records or documents of the UHB relevant to the Committee's remit and ensuring patient/client and staff confidentiality, as appropriate. It may seek any relevant information from any:

- employee (and all employees are directed to cooperate with any reasonable request made by the Committee); and
- other committee, sub committee or group set up by the Board to assist it in the delivery of its functions.

3.6 The Committee is authorised by the Board to obtain legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers it necessary, in accordance with the Board's procurement, budgetary and other requirements.

## **Access**

- 3.7 The Chair of the Committee shall have access to Executive Directors and other relevant senior staff.

## **Sub Committees**

- 3.8 The Board has approved the following sub-Committees:

- Equality and Diversity Human Rights sub-Committee
- Information Governance sub-Committee
- Information Management and Technology sub-Committee

- 3.9 The Committee has authority to establish short life working groups which are time limited to focus on a specific matter of advice or assurance as determined by the Board or Committee.

## **4 MEMBERSHIP**

### **Members**

- 4.1 A minimum of five (5) members, comprising:

Chair	Independent Member of the Board
Vice Chair	Independent Members of the Board
Members	A minimum of 3 other Independent Members of the Board

The committee may also co-opt additional independent 'external' members from outside the organisation to provide specialist skills, knowledge and expertise

### **Attendees**

- 4.2 The following officers are required to be in attendance:

- Director of Planning (Lead Executive)
- Director of Public Health
- Chief Operating Officer
- Director of Workforce and OD
- Director of Finance
- Director of Nursing
- Medical Director
- Board Secretary
- Trade Union Representative from Local Partnership Forum

Other Executive Directors or deputies should attend from time to time

as determined by the Committee Chair.

4.3. By invitation:

The Committee Chair may extend invitations to attend Committee meetings as required from within or outside the organisation who the committee considers should attend, taking account of the matters under consideration at each meeting.

**Secretariat**

4.4 Secretary: as determined by the Board Secretary.

**Member Appointments**

4.5 The membership of the Committee shall be determined by the Board, based on the recommendation of the UHB Chair - taking account of the balance of skills and expertise necessary to deliver the committee's remit and subject to any specific requirements or directions made by the Welsh Government.

**Support to Committee Members**

4.6 The Board Secretary, on behalf of the Committee Chair, shall:

- arrange the provision of advice and support to committee members on any aspect related to the conduct of their role; and
- ensure the provision of a programme of development for committee members in conjunction with the Director of Workforce and Organisational Development.

**5. COMMITTEE MEETINGS**

**Quorum**

5.1 At least three members must be present to ensure the quorum of the Committee, one of whom should be the Committee Chair or Vice Chair.

**Frequency of Meetings**

5.2 Up to 6 meetings per annum as the Chair of the Committee deems necessary consistent with the UHB Annual Plan of Board Business.

**Withdrawal of Individuals in Attendance**

5.3 The 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.

## **6. RELATIONSHIPS AND ACCOUNTABILITIES WITH THE BOARD AND ITS COMMITTEES/GROUPS**

6.1 Although the Board has delegated authority to the 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 healthcare for its citizens. The Committee is directly accountable to the Board for its performance in exercising the functions set out in these Terms of Reference.

6.2 The Committee, through its Chair and members, shall work closely with the Board's other committees, including joint (sub) committees and groups to provide advice and assurance to the Board through the:

- joint planning and co-ordination of Board and Committee business; and
- sharing of information

in doing so, contributing to the integration of good governance across the organisation, ensuring that all sources of assurance are incorporated into the Board's overall risk and assurance framework.

6.3 The Committee shall embed the UHB values, corporate standards, priorities and requirements, for example, public health, equality, diversity and human rights through the conduct of its business.

## **7. REPORTING AND ASSURANCE ARRANGEMENTS**

7.1 The Committee Chair shall:

- report formally, regularly and on a timely basis to the Board on the Committee's activities. This includes verbal updates on activity, the submission of committee minutes and written reports throughout the year;
- bring to the Board's specific attention any significant matters under consideration by the Committee;
- ensure appropriate escalation arrangements are in place to alert the UHB Chair, Chief Executive or Chairs of other relevant committees of any urgent/critical matters that may compromise patient care and affect the operation and/or reputation of the UHB.

7.2 The Board may also require the Committee Chair to report upon the committee's activities at public meetings, e.g., AGM, or to community partners and other stakeholders, where this is considered appropriate, e.g., where the committee's assurance role relates to a joint or shared responsibility.

7.3 The Board Secretary, on behalf of the Board, shall oversee a process

of regular and rigorous self assessment and evaluation of the Committee's performance and operation including that of any sub committees established.

**8. APPLICABILITY OF STANDING ORDERS TO COMMITTEE BUSINESS**

8.1 The requirements for the conduct of business as set out in the UHB Standing Orders are equally applicable to the operation of the Committee, except in the following areas:

- Quorum

**9. REVIEW**

9.1 These Terms of Reference and operating arrangements shall be reviewed biennially by the Committee with reference to the Board.