

## Performance Committee – Committee Self-Assessment Statement 2022-23

| Establishment, scope, composition, independence, objectivity and assurance |   | Excelling | Meeting standards | Room for improvement | Comments/Evidence   |
|--|---|-----------|-------------------|----------------------|---|
| 1  | The chair is a non-executive Board member and possesses an appropriate level of relevant experience.  |           | X                 |                      | The Chair is a NED in their second term and is a private practice lawyer specialising in competition law. He has extensive experience in advising leading global companies on competition compliance and managing risk.   |
| 2  | The Committee terms of reference clearly, adequately & realistically set out the Committee's role and the scope of its responsibilities and have been approved by the Committee and the Board of Directors. |           | X                 |                      | ToR setting out scope & role of Committee approved by Committee February 2022 and on agenda February 2023. Approved at Board in March 22 and on agenda for March 2023.<br><br>Duties have been clarified in relation to productivity and revised in the ToR.  |
| 3  | The Board was active in its consideration of Performance Committee composition.   |           | X                 |                      | NED membership and links across Committees addressed in prior year.<br><br>The Committee and Board considered the establishment of Workforce Committee (WFC) in 2022/23 with membership overlapping with Performance and Q&R. The first meeting of the WFC was held in January 2023.<br><br>Question raised over the level of consideration by the Board as to committee composition - it seems to be decided by the Chair in discussion with individual Board members. |
| 4  | Committee members have a good understanding of what is expected of them in their role and have the skills and expertise to scrutinise the business of the Committee.  |           | X                 |                      | There had been ambiguity around the proper role of the Committee in relation to areas that overlap with other committees, especially Q&R. Hopefully that has now been resolved with the changes implemented in year.  |
| 5  | The Committee's actions reflect independent, ethical behaviour, adherence to good practice guidance and the best interests of the Trust   | X         |                   |                      | Committee demonstrates independence & ethical behaviours (along with concern for Trust values); it  |

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|   | and its stakeholders.  |   |  |  | delivers appropriate challenge and seeks triangulation of assurances that are provided.<br><br>This is evidenced in the Committee minutes. |
| 6 | The Committee reports to the Board of Directors throughout the year demonstrating compliance with its terms of reference and provides the Board of Directors with assurance on the effective operation of systems and procedures within its remit. | X |  |  | Minutes and the Chair's report to Board are reviewed by the Board at each meeting with key issues escalated to Board.                      |

| Organisation, Resources, Duties |   | Yes | No | Room for improvement | Comments   |
|---------------------------------|---|-----|----|----------------------|--|
| 7                               | Are the terms of reference are reviewed annually and take into account governance developments and the remit of other Committees within the organisation? | X   |    |                      | Terms of reference are reviewed annually.<br><br>Committee remit/planning processes allow for links with other committees.<br><br>NED membership is reviewed following new appointments to provide cover across Board Committees.  |
| 8                               | Are changes to the Committee's current and future workload discussed and approved at Board level?   | X   |    |                      | Committee membership and business cycle agreed for Board and Committees. The Board self-assessment considers the overarching work programme across committees.<br><br>The Committee receives tenders for approval within its delegated powers >£500k.<br><br>This is discussed regularly at NED meetings and brought to Board where recommendations for change, e.g., Perf/Q&R overlap and Workforce committee |
| 9                               | Does the Committee have a forward plan for its meetings so it can consider issues at the right time and in the right level of detail?                     | X   |    |                      |  |
| 10                              | Does the Committee receive information and papers far enough in advance for them to fully consider before the meeting?                                    | X   |    |                      | Occasional circulation of late papers agreed with the Chair.   |

| Agenda Management, Oversight of the Reporting Process, Compliance with the Law and Regulations governing foundation trusts |   | Excelling | Meeting standards | Room for improvement | Comments   |
|--|---|-----------|-------------------|----------------------|--|
| 11   | Committee members keep their skills and knowledge up to date through networking and conferences to allow them to focus on key issues facing the organisation.   |           | X                 |                      | It would be helpful for any relevant specific opportunities to be brought to the attention of Directors  |
| 12   | The Committee acts in an inclusive and respectful manner, avoids 'group think', and provides an appropriate balance between challenge and support.  |           | X                 |                      | Need to ensure that there is appropriate level of discussion and challenge as discussion is sometimes curtailed in the interest of time.   |
| 13   | The Committee's role in the scrutiny of the Trust's financial performance is clearly defined and complementary to the Board of Directors.   | X         |                   |                      | Duties and delegated authority set out in ToR.   |
| 14   | Does the Board of Directors ensure that Committee members have sufficient skills and knowledge of the organisation to identify key risks and to challenge line management on critical and/or sensitive matters? |           | X                 |                      | <p>Selection process for NEDs includes assessment of appropriate experience/skills and NEDs are appointed to contribute to through individual portfolios.</p> <p>NED Training/development attended:</p> <ul style="list-style-type: none"> <li>• NHS Providers NEDs Network Feb 2023 - good governance in systems</li> <li>• NHS Confederation - Cyber security Feb 2023</li> <li>• NHS Providers Race Equality session 'WRES: driving improvement' attended Nov 2022</li> <li>• NHS Providers NEDs Network Nov 2022 which covered "NEDs in driving an actively anti-racist environment" and "Freedom to Speak up – the role of NEDs".</li> <li>• NHS Providers NED workshop Feb 2023</li> </ul> <p>The Board has re-established its regular learning together programme to ensure there is development of knowledge across a broad range of areas including BAF, Information Governance, safeguarding and whistleblowing.</p> <p>ED led development session delivered on NHS Finance.</p> |

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|  |  |  |  |  | <p>The NED Buddy programme builds on knowledge of the organisation but had been largely on hold during the pandemic.</p> <p>Divisional presentations provide opportunity for dialogue and triangulation of reports. NEDs also invited to join CNO led visibility rounds.</p> <p><b>Board training/development has included:</b><br/> Information Governance: July 2022<br/> Responding to Ockenden: June 2022<br/> Developing a shared vision for QI: Sept 2022<br/> Bribery training (EDs): Oct 2022<br/> NHSE Making data count: Dec 2022<br/> Strategic Choices: Jan 2023<br/> Risk &amp; Board Assurance: annual reviews Mar 2023</p> <p>The Board have an agreed plan for mandatory training and Board development.</p> <p>Some NEDs have also attended the external induction by NHS Providers.</p> <p>Additional briefing sessions organised where required.</p> |
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| Oversight of Trust Processes |  | Excelling | Meeting standards | Room for improvement | Comments  |
|------------------------------|--|-----------|-------------------|----------------------|---|
| 15                           | There is appropriate consideration of assurance reports (from a variety of sources). The Board of Directors is clearly sighted on the issues that arise which require action by the Performance Committee. |           | X                 |                      | <p>The Committee receives performance data from varying sources including:</p> <ul style="list-style-type: none"> <li>• Papworth Integrated Performance Reports</li> <li>• Finance Reports</li> <li>• Divisional Presentations</li> <li>• Activity Restoration Report</li> <li>• Project</li> </ul> |

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|    |  |   |   |  | <p>The reports and presentations provide the ability to triangulate assurances.</p> <p>NEDs are also able to join visibility rounds at the hospital and that also helps to triangulate information.</p> <p>The Access and Data Quality sourced from the Trusts' access and data quality dashboard. This provides an independent informatics report to judge data quality.</p> <p>The Committee is charged oversight of specific elements of the Board Assurance Framework. Committee reporting has been revised in year to provide additional detail on controls and assurance for each BAF risk.</p> <p>Matters that are to be escalated to Board are included in the written Chair's report.</p> |
| 16 | The Committee is appropriately sighted on significant projects and programmes throughout their lifecycle.  |   | X |  |  |
| 17 | The Committee has the skills and expertise to provide effective critical challenge on the financial management, delivery risks and overall progress of projects or programmes. | X |   |  |  |
| 18 | The Committee assesses whether the assurance received is of sufficient quality to meet the assurance needs of the accounting officer and the Board                             |   | X |  |  |
| 19 | The Committee understands the key sources of assurance in the organisation, and how and why each of these sources provide assurance to them.                                   |   | X |  |  |

| Overall evaluation of effectiveness |   | Excelling | Meeting standards | Room for improvement | Comments |
|-------------------------------------|---|-----------|-------------------|----------------------|----------|
| 20                                  | What is the overall assessment of the performance of the Performance Committee? |           | X                 |                      |          |

**2023/24 actions in response to Survey feedback:**

1. The overlap of responsibilities with Workforce & Quality and Risk Committee. It is hoped that the recent changes have clarified, and this will be kept under review.
2. NED training – opportunities to be shared with NEDs.
3. That it would be helpful to understand how the Composition of the Committee is considered by the Board. This is discussed at NED meetings and with the Chair.
4. To excel, members should be afforded the opportunity to speak and to understand the primary focus of each meeting: Timeline and committee member priorities to be added to the start of Board Sub-Committee agendas to ensure that all members are able to contribute and have an opportunity to discuss focus for the meeting.

No items identified to be brought forward into 2022/23

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