

## Finance & Performance Academy

### Terms of Reference

<b>Purpose</b>	To seek assurance, learn and drive improvement in relation to all aspects of finance and performance within the Trust.
<b>Responsible to</b>	Board of Directors
<b>Delegated authority</b>	<p>The Academy is authorised to investigate any activity within its terms of reference. It is further authorised to seek any information it requires from any employee of the Trust and invite them to attend the Academy to contribute to a discussion or to enable the 'lived experience' to be captured as part of the debate.</p> <p>The Academy may make a request to the executive management team for legal or independent professional advice. The Academy may request the attendance of external advisers with relevant experience and expertise if it considers this necessary to either contribute to an agenda item or to run development sessions for its members.</p>
<b>Duties</b>	<p><b>Assurance:</b></p> <ul style="list-style-type: none"> <li><del>To receive and review the Strategic Risks (with a risk score of 12 or more) or any other risks identified or being managed by the Trust allocated to it by the Board of Directors, monitoring progress made in mitigating those risks, identifying any areas where additional assurance is required, and escalating to the Trust Board as agreed by the Academy.</del></li> <li><u>Review, challenge and assess the identification and management of risks within the Academy's remit on the High Level Risk Register and the BAF, to provide assurance to the Board that all relevant risks are appropriately recognised and recorded, and that all appropriate actions are being taken within appropriate timescales where risks are not appropriately controlled.</u></li> <li>Oversight and scrutiny of the development and maintenance of the Foundation Trust's medium- and long-term financial strategy.</li> <li>Oversight and scrutiny of the development and delivery of the Foundation Trust's annual plan and integrated business plan.</li> <li>Review and monitor financial plans and their link to operational performance.</li> <li>Oversight and scrutiny of financial risk evaluation, measurement, and management.</li> </ul>



	<ul style="list-style-type: none"> <li>• Oversight and scrutiny of the risks and assurance associated with the impact of financial and performance pressures on the quality of care.</li> <li>• Scrutiny and approval of business cases (within delegated limits).</li> <li>• Oversight of the Capital Programme.</li> <li>• Review the performance of the Foundation Trust in achieving National Standards, Contractual Indicators (National and Local) and Trust-defined indicators.</li> <li>• Receive, consider and approve the annual reference cost submission ensuring appropriate application of costing methodologies.</li> <li>• Approve and keep under review the Foundation Trust's investment policy in relation to treasury management (to include cash investments and all other elements of working capital).</li> <li>• Make recommendations to the Audit Committee concerning the annual programme of Internal Audit work and work with the Audit Committee to ensure effective scrutiny of the risks and systems of internal control related to finance and performance matters.</li> <li>• Consideration of relevant internal audit reports.</li> <li>• Oversight of the Pathology Joint Venture Board.</li> <li>• Oversight of the Trust's procurement activity (also relevant to the Learning and Improvement aspects of the Academy).</li> <li>• In reviewing the assurances received, the Academy will take into consideration the quality of data presented and any associated issues.</li> </ul>
	<p><b>Learning:</b></p> <ul style="list-style-type: none"> <li>• Review the Trust's position in line with benchmarking data including GIRFT, WYAAT and ICS data, and identify areas of learning.</li> <li>• Review and consider the latest innovations both nationally and internationally and identify any relevant learning for the Trust.</li> <li>• Consider learning from other sectors and industries, outside of the NHS.</li> <li>• Consider the relative strengths, weaknesses, limitations and opportunities in relation to CBUs and ensure that opportunities for learning and improvement are disseminated appropriately.</li> </ul>



	<b>Improvement:</b> <ul style="list-style-type: none"> <li>• Review and monitor the performance of the Bradford Improvement Programme.</li> <li>• Consideration of performance/finance impact assessments.</li> <li>• Review programme updates from WYAAT and the ICS to ensure that any related improvements are exploited within the Trust.</li> </ul>
<b>Sub-Groups</b>	Pathology Joint Venture Board Capital Strategy Group
<b>Chairing arrangements</b>	<p>The Academy will be chaired by a Non Executive Director.</p> <p>In the absence of the Chair, the Deputy Chair (who is also a Non Executive Director) will act as Chair.</p>
<b>Membership</b>	<ul style="list-style-type: none"> <li>• Chief Operating Officer</li> <li>• Director of Finance</li> <li>• Up to four Non Executive Directors (including the Chair and Deputy Chair)</li> <li>• Deputy Directors of Finance</li> <li>• Associate Director of Performance</li> <li>• Medical Director of Operations</li> <li>• Directors of Operations (Planned and Unplanned Care)</li> <li>• Director of Transformation</li> <li>• Head of Business Intelligence</li> </ul> <p><a href="#"><u>Members are normally expected to attend at least 70% of meetings (7) during the year.</u></a></p>
<b>In attendance</b>	<ul style="list-style-type: none"> <li>• Associate Director of Corporate Governance/Board Secretary</li> <li>• Head of Corporate Governance</li> <li>• The Academy may invite other employees or external advisors to attend as appropriate</li> <li>• Any non-member NED</li> </ul>
<b>Secretary</b>	Secretarial support will be provided by the Executive Assistant or PA to the Director of Finance/Chief Operating Officer.



<b>Quorum</b>	A minimum of five members, including the Chair or Deputy Chair and at least one Executive Director.
<b>Frequency of meetings</b>	<p>Monthly (except August and December)</p> <p>At the request of the Chair, the Committee may hold meetings by telephone, video link or by email exchange. Normal rules relating to quoracy will apply to such meetings. These meetings will be deemed as standard meetings of the Committee.</p>

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<b>Circulation of papers</b>	Papers will be distributed a minimum of three clear working days in advance of the meeting.
<b>Reporting</b>	The Chair of the Academy is responsible for reporting to the Trust Board on those matters covered by these terms of reference through a regular written report. The minutes of the Academy shall also be submitted to the Trust Board for information and assurance. The Chair of the Academy shall draw to the attention of the Trust Board any issues that require disclosure, or may require executive action. The Academy will present a written annual report to the Trust Board summarising the work carried out during the financial year and outlining its work plan for the future year.
<b>Date agreed by the Academy:</b>	<del>28 July 2021</del> <u>29 June 2022</u>
<b>Date approved by the Trust Board:</b>	<del>23 September 2021</del>
<b>Review date:</b>	<del>March 2022</del>