

Finance and Performance Committee Annual Report 1 April 2025 to 31 March 2026

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Appendix 1 Terms of Reference for the Finance and Performance Committee

1. Period covered by this report

This report covers the work of the Finance and Performance Committee for the financial year 1 April 2025 to 31 March 2026.

2. Introduction

The Finance and Performance Committee has powers delegated to it by the Board to seek high-level assurance on the controls and management in respect of performance reporting, emergency planning and resilience, financial governance and business and growth opportunities focusing on areas including: the financial data for submission to the Board; the financial plan; the procurement strategy; income contracts; the information technology and information governance strategies; the capital programme; estates strategy; and business planning.

This report covers the work the Committee has undertaken at the meetings held during 2025/26. It seeks to assure the Board on the work it has carried out and the assurances received, and to demonstrate that it has operated within its Terms of Reference.

3. Assurance

The Committee receives assurance from the executive director members of the Committee and from the subject matter experts who attend the meetings as required dependant on the agenda items being discussed. Assurance is provided through written reports, both regular and bespoke, through challenge by members of the Committee and by members seeking to validate the information provided through wider knowledge of the organisation; specialist areas of expertise; attending Board of Directors', and Council of Governors' meetings.

The Committee is assured that it has the correct membership to provide the right level and calibre of information and challenge, and that the right reporting methods, structures and work plans are in place to provide oversight on behalf of the Board in respect of performance in the areas covered by its Terms of Reference.

Part of its assurance role is to receive the Board Assurance Framework (BAF), a primary assurance document for the Board which details those key controls in place to ensure that the risks to achieving the strategic objectives are being well managed. The BAF lists the committees that are responsible for receiving assurance in respect of the effectiveness of those controls. The Finance and Performance Committee is asked to note, in particular, those where it is listed as an assurance receiver to confirm that it has received sufficient assurance through the reports presented to the Committee, or to commission further information where there is a lack of assurance (actual or perceived). These are:

- SR4. There is a risk that a lack of financial sustainability results in the destabilisation of the organisation and an inability to meet our objectives.
- SR5. Due to an inability to provide adequate working and care environments we risk being unable to deliver safe and effective services.

- SR6. As a result of insecure, inadequate and poorly utilised digital technologies there is a risk the quality and continuity of services is compromised.
- SR7. There is a risk we fail to understand, plan and deliver services that meet the health needs of the population we serve.

The Committee views the BAF, containing the details for SR4, SR5, SR6 and SR7, on a quarterly basis. At its September 2025 meeting, the Committee reviewed the risk appetite for each of its strategic risks and recommended any changes to the Board. At its March 2026 meeting, the Committee agreed to recommend to the Board that the overall risk score for SR4 was reduced from 15 to 12.

4. Terms of reference

In September 2025 the Terms of Reference for the Finance and Performance Committee were approved by the members. In November 2025, they were ratified by the Board of Directors.

5. Effectiveness of the Finance and Performance Committee

The Committee reviewed its effectiveness in September 2025 and considered what developments could take place to ensure it remains effective.

6. Meetings of the Finance and Performance Committee

In 2025/26 the Committee formally met on eight occasions and each of these meetings was held virtually. The dates on which the Committee met during the year are as follows:

- 22 April 2025
- 27 May 2025
- 28 July 2025
- 23 September 2025
- 28 October 2025
- 25 November 2025
- 27 January 2026
- 24 March 2026

7. Membership of the committee and attendance at meetings

The membership of the Finance and Performance Committee is made up of three non-executive directors; the Chief Financial Officer; the Chief Operating Officer; the Director of Nursing and Professions and the Director of People and Organisational Development. The Committee is chaired by a non-executive director (NED), Cleveland Henry. The Committee also has as one of its NED members the Chair of the Audit Committee (Martin Wright) who provides independent financial expertise to the Committee. Katy Wilburn is the other NED member of the Committee and also the Deputy Chair of the

Committee.

Should the NED Chair be unable to chair the meeting this role will fall to the Deputy Chair of the Committee. The Chair of the Audit Committee should not chair the Finance and Performance Committee. This allows the Chair of the Audit Committee to maintain a high degree of independence within the governance structure as required by the Audit Committee handbook. In exceptional cases such as a NED vacancy on the Committee, the Chair of the Audit Committee would be asked to chair the meeting if the NED Chair was unavailable.

The Committee is attended by a number of subject matter experts to provide expertise and knowledge on the areas that they are responsible for. On these occasions, they are attendees and do not count towards the membership of the meetings as outlined in the Terms of Reference.

The Trust also invites governors to observe Board sub-committee meetings. This opportunity allows governors to observe the work of the Committee, rather than to be part of its work as they are not part of the formal membership of the Committee. Governors observe Board sub-committee meetings in order to get a better understanding of the work of the Trust and to observe non-executive directors appropriately challenging the executive directors for the operational performance of the Trust.

Attendance at Finance and Performance Committee meetings by substantive members

- ✓ Shows attendance
- Indicates those members who sent apologies during 2025/26
- Stipulates when the individual was not required at the meeting
- Part B** Shows when a private part of the meeting for members took place

Members in attendance	22 April 2025 – PART B	27 May 2025 – PART B	28 July 2025 – PART B	23 September 2025 – PART B	28 October 2025	25 November 2025 – PART B	27 January 2026 – PART B	24 March 2026 – PART B
Cleveland Henry (Non-Executive Director)	✓	✓	✓	✓	✓	✓	✓	✓
Katy Wilburn (Non-Executive Director)	✓	✓	✓	-	✓	✓	✓	✓
Martin Wright (Non-Executive Director)	✓	✓	✓	✓	✓	✓	✓	✓
Joanna Forster Adams (Chief Operating Officer)	✓	✓	✓	✓	✓	✓	✓	✓
Dawn Hanwell (Chief Financial Officer & Deputy Chief Executive)	✓	✓	✓	✓	✓	✓	✓	✓
Nichola Sanderson (Director of Nursing and Professions)	✓	✓	✓	✓	✓	✓	✓	✓
Darren Skinner (Director of People and Organisational Development)	-	✓	-	-	✓	-	✓	✓

Attendance at Finance and Performance Committee meetings by formal attendees

- ✓ Shows attendance
- Indicates those attendees who sent apologies during 2025/26
- Stipulates when the individual was not required at the meeting
- Part B** Shows when a private part of the meeting for members took place
- ✓ Shows attendance at the private part of the meeting only

Others in attendance	22 April 2025 – PART B	27 May 2025 – PART B	28 July 2025 – PART B	23 September 2025 – PART B	28 October 2025	25 November 2025 – PART B	27 January 2026 – PART B	24 March 2026 – PART B
Mark Dodd, Deputy Director of Operations				✓			✓	
Warren Duffy, Deputy Director of Estates and Facilities	✓		✓	✓	✓		✓	✓
Clare Edwards, Associate Director for Corporate Governance	-	✓	✓	✓	✓	-	✓	✓
Gerard Enright, Assistant Director of Finance	✓	✓	-	✓	-	✓	✓	✓
Jonathan Hodgson, Internal Audit Manager, Audit Yorkshire								✓
Ian Hogan, Chief Digital Information Officer	✓	-	✓	✓	✓	✓	✓	✓
Lisa Holt, CQC Inspector								✓
Harry Jackson, Head of Income and Reporting								✓
Keith Rowley, Managing Director of North of England Commercial Procurement Collaborative			✓				✓	
Jonathan Saxton, Deputy Director of Finance	✓	-	✓	✓	-	✓	✓	✓
Nicola Woodhead, Head of Procurement			✓				✓	

Attendance at Finance and Performance Committee meetings by governors

- ** Indicates when the individual was observing the meeting
- Stipulates when the individual was not required at the meeting

Governors in attendance	22 April 2025	27 May 2025	28 July 2025	23 September 2025	28 October 2025	25 November 2025	27 January 2026	24 March 2026
Nicola Binns, Clinical Staff Governor			**					

Governors in attendance	22 April 2025	27 May 2025	28 July 2025	23 September 2025	28 October 2025	25 November 2025	27 January 2026	24 March 2026
CLlr Ian Cuthbertson, Appointed Governor					**	**		
Matthew Knight, Public Governor		**						
Gabriella Obeng Nyarko, Appointed Governor			**	**				
Peter Ongley, Carer Governor							**	**
Amy Pratt, Clinical Staff Governor							**	

8. Reports made to the Board of Directors

The Chair of the Finance and Performance Committee makes an assurance, escalation and advisory report regarding the most recent meeting of the Committee to the next available Board of Directors' meeting. This report seeks to assure the Board on the main items discussed by the Committee, and should it be necessary to escalate to the Board any matters of concern or urgent business which the Committee is unable to conclude. The Board may then decide to give direction to the Committee as to how the matter should be taken forward or it may agree that the Board deals with the matter itself.

Where the Board wants greater assurance on any matters that are within the remit of the Terms of Reference of the Committee the Board may ask for these to be looked at in greater detail by the Committee. The table below outlines the dates that the assurance and escalation reports were presented by the Chair of the Finance and Performance Committee to the Board of Directors' meetings.

Date of Committee meeting	Date of Board of Directors' meeting
22 April 2025	29 May 2025
27 May 2025	29 May 2025
28 July 2025	31 July 2025
23 September 2025	25 September 2025
28 October 2025	27 November 2025
25 November 2025	27 November 2025
27 January 2026	29 January 2026
24 March 2026	26 March 2026

9. The work of the committee during 2025/26

During 2025/26 the Committee has carried out its role in accordance with its Terms of Reference. Further details of all these areas of work can be found in the minutes and papers of the Committee.

A high-level overview of the areas of work on which the Committee has received assurance during 2025/26 are set out below.

Financial performance and forecast out-turn:

- reviewed the financial performance reports at each meeting
- reviewed the Trust's capital expenditure and revenue position at each meeting
- received regular updates on the financial performance of the West Yorkshire Integrated Care System
- reviewed the Trust's progress against its Cost Improvement Programme
- received regular updates on the workstreams overseen by the Workforce Efficiencies Project Board as part of the Trust's financial efficiency work, with a focus on reducing agency and Bank expenditure and overtime usage
- received assurance on the successful submission of the 2024/25 National Cost Collection
- received analysis of the 2024/25 National Cost Collection publication and the corporate benchmarking exercise undertaken with mental health and community trusts across West Yorkshire
- received the annual update on off-payroll engagements as of 30 September 2025 and noted that the Trust was compliant with off-payroll engagement requirements
- received updates on progress against the Trust's 2025/26 organisational priorities and the delivery of each priority's high-level milestones and underpinning tasks
- reviewed the Medium Term Planning Final Submission Report for 2026/27

Procurement:

- received updates on the Trust's Procurement and Logistics Strategic Plan and was assured that good progress was being made
- received updates on the key activities and developments within the Trust's Procurement and Logistics Function

Estates:

- received updates on the Trust's Strategic Estates Plan for 2025-2030 and was assured that good progress was being made
- reviewed the quarterly Estates and Clinical Environments Report which provided updates and assurance from the Estates Steering Group and Clinical Environments Group
- received updates on the Trust's Green Plan for 2025-2028 and was assured that good progress was being made
- received updates on the arrangements to manage the expiry of the Private Finance Initiative (PFI) concession
- received the Annual Premises Assurance Model (PAM) Submission Report

Clinical Contracts:

- received updates on the signing of contracts for 2025/26
- received updates on the contract negotiations during 2025/26
- received updates on the review of the Trust's subcontracts to ensure compliance with the new Health Care Services Provider Selection Regime Regulations

Informatics

- received updates on the Digital Plan for 2023-2025 which provided assurance on progress against the main projects, initiatives and workstreams
- regularly reviewed the Cyber Security Dashboard which provided a clear indication of the status of each element of the "ten steps to cyber security" devised by the National Cyber Security Centre
- received the NHS Digital Data Security and Protection Toolkit (DSPT) return and noted the final position
- received Audit Yorkshire's DSPT Thematic Report 2024/25 for information and assurance
- received the Optional Outcomes for the DSPT Audit in 2026 and supported the three areas proposed by Audit Yorkshire
- received regular Chair's Reports and the Annual Report from the Information Governance Group

Performance:

- regularly received the report from the Chief Operating Officer and considered the different factors affecting performance and received assurance on the actions taken to improve performance related issues
- sought assurance on demand and capacity issues relating to out of area placements and bed occupancy rates
- received regular updates on the Improving Patient Flow Programme
- received the Winter Resilience and Operating Plan for 2025/26 and the Winter Plan Board Assurance Statement and was assured that it had been through a robust governance process
- received the Care Services Delivery and Development Group Annual Report for 2024/25 and noted the information and assurance provided

North of England Commercial Procurement Collaborative (NOE CPC):

- received regular updates on the North of England Commercial Procurement Collaborative Hub and CPC Drive

Business Continuity:

- reviewed the Emergency Preparedness, Resilience and Response (EPRR) Annual Report which covered the period 1 April 2024 to 31 March 2025
- reviewed the declared position of the Trust against NHS England's mandatory core standards for EPRR and noted the final assessment submission

10. Conclusion

The Chair of the Finance and Performance Committee would like to assure the Board of Directors that the Committee has fulfilled its Terms of Reference during 2025/26 and has provided assurance to the Board in respect of performance reporting as well as financial governance focusing on areas including: the financial data for submission to the Board; the financial plan; the procurement strategy; income contracts; the information technology and information governance strategies; the capital programme; estates strategy; and business planning and growth opportunities.

It has added value by maintaining an open and professional relationship with officers of the Trust and has carried out its work diligently; discussed issues openly and robustly; and kept the Board of Directors apprised of any possible issues or risks.

Members of the Finance and Performance Committee would like to thank all those who have responded to its requests during the year and who have supported it in carrying out its duties.

Cleveland Henry

Non-executive Director and Chair of the Finance and Performance Committee

March 2026

Finance and Performance Committee

Terms of reference

(Approved by the Committee on 23 September 2025
Ratified by the Board of Directors on 27 November 2025)

1 Name of committee

The name of this committee is the Finance and Performance Committee.

2 Composition of the committee

The members of the Committee and those who are required to attend are shown below together with their role in the operation of the Committee.

Members: full rights

Title	Role in the Committee
Non-executive Director (Committee Chair)	Non-executive directors provide constructive challenge and strategic guidance, and lead in holding the executive to account. In particular, non-executive directors should scrutinise the performance of the executive management in meeting agreed goals and objectives, receive adequate information and monitor the reporting of performance. They should satisfy themselves as to the integrity of clinical and other information, and make sure that clinical quality controls, and systems of risk management and governance, are robust and implemented. (Code of Governance for NHS Provider Trusts, NHS England 2022)
Non-executive Director (Additional non-executive member (see section 3) – Must be the Chair of the Audit Committee)	Non-executive directors provide constructive challenge and strategic guidance, and lead in holding the executive to account. In particular, non-executive directors should scrutinise the performance of the executive management in meeting agreed goals and objectives, receive

	adequate information and monitor the reporting of performance. They should satisfy themselves as to the integrity of clinical and other information, and make sure that clinical quality controls, and systems of risk management and governance, are robust and implemented. (Code of Governance for NHS Provider Trusts, NHS England 2022)
Non-executive Director (Additional non-executive member (see section 3) – Deputy Chair of the Committee, they must not also be the Chair of the Audit Committee)	Non-executive directors provide constructive challenge and strategic guidance, and lead in holding the executive to account. In particular, non-executive directors should scrutinise the performance of the executive management in meeting agreed goals and objectives, receive adequate information and monitor the reporting of performance. They should satisfy themselves as to the integrity of clinical and other information, and make sure that clinical quality controls, and systems of risk management and governance, are robust and implemented. (Code of Governance for NHS Provider Trusts, NHS England 2022)
Chief Financial Officer	Executive lead for financial resources within the Trust. Assurance and escalation provider to the Finance and Performance Committee.
Chief Operating Officer	Executive Director with responsibility for the oversight and delivery and development of Care Services. Assurance and escalation provider to the Finance and Performance Committee.
Director of People and Organisational Development	Executive lead for workforce development. Assurance and escalation provider to the Finance and Performance Committee.
Director of Nursing and Professions / Director of Infection Prevention and Control	Executive lead for quality. Assurance and escalation provider to the Finance and Performance Committee.

While specified Board members will be regular members of the Finance and Performance Committee any other Board member can attend the meeting on an ad-hoc basis if they wish and will be recognised as a member for that particular meeting and if necessary, will count towards the quoracy.

In attendance: in an advisory capacity

The Committee may also invite other members of Trust staff and partners to attend to provide advice and support for specific items from its work plan when these are discussed at the Committee's meetings.

These could include, but are not exhaustive to, the following individuals:

- Assistant Director of Finance
- Associate Director for Corporate Governance
- Associate Director of Estates and Facilities
- Chief Digital Information Officer
- Deputy Director of Finance
- Head of Procurement
- Managing Director of North of England Commercial Procurement Collaborative.

Non-executive directors (NEDs) are also welcome to observe Board sub-committee meetings that they are not a member of as part of their development.

In addition to anyone listed above as a member, at the discretion of the Chair of the Committee the Finance and Performance Committee may also request individuals to attend on an ad-hoc basis to provide advice and support for specific items from its work plan when these are discussed in the meetings.

2.1 Governor Observers

The role of a governor at Board sub-committee meetings is to observe the work of the Committee, rather than to be part of its work as they are not part of the formal membership of the Committee. The governor observes Board sub-committee meetings in order to get a better understanding of the work of the Trust and to observe non-executive directors appropriately challenging the executive directors for the operational performance of the Trust.

At the meeting the governor observer will be required to declare any interest they may have in respect of any of the items to be discussed (even though they are not formally part of the discussion). Governors will receive an information pack prior to the meeting. This will consist of the agenda, the minutes of the previous meeting and summaries of the business to be discussed. Governor observers will be invited to the meeting by the Corporate Governance Team. The chair of the meeting should ensure that there is an opportunity for governor observers to raise any points of clarification at the end of the meeting.

2.2 Associate Non-executive Directors

Associate Non-executive Directors (ANEDs) will be invited to attend Board sub-committee meetings as part of their induction. They will be in attendance at the meeting, in the capacity of observer only, unless invited to contribute by the Chair in circumstances that support the ANEDs' development and understanding. This is so the accountability of the substantive members of the Committee is maintained.

ANEDs will be invited to meetings by the Corporate Governance Team and will be sent copies of the meeting papers.

3 Quoracy

Number: The minimum number of members for a meeting to be quorate is three. This should comprise at least one non-executive director and one executive director. Attendees do not count towards quoracy. If the Chair is unable to attend the meeting, and if otherwise quorate, the meeting will be chaired by the Deputy Chair of the Committee.

Deputies: Where appropriate members may nominate deputies to represent them at a meeting. Deputies do not count towards the calculation of whether the meeting is quorate except if the deputy is representing the member under formal "acting up" arrangements. In this case the deputy will be deemed a full member of the Committee.

It may also be appropriate for attendees to nominate a deputy to attend in their absence.

A schedule of deputies, attached at appendix 1a, should be reviewed at least annually to ensure adequate cover exists.

Non-quorate meeting: Non-quorate meetings may go ahead unless the Chair decides not to proceed. Any decisions made by the non-quorate meeting must be reviewed at the next quorate meeting.

Alternate chair: The unique character of Board sub-committees is that they are chaired by a non-executive director. If the Chair cannot attend this meeting, the non-executive director member who is the Deputy Chair of the Committee would chair the meeting. The other non-executive director member who is the Chair of the Trust's Audit Committee is not eligible to chair this Committee. This is in keeping with best practice to ensure that the Chair of the Audit Committee is seen to be suitably independent. In exceptional cases such as a non-executive director vacancy on the Committee, the Chair of the Audit Committee would be asked to chair the meeting if the Chair was unable to attend the meeting.

4 Meetings of the committee

Meetings may be held face-to-face or remotely as is considered appropriate. Remote meetings may involve the use of the telephone and / or electronic conference facilities.

Frequency: The Finance and Performance Committee will meet up to eight times a year or as agreed by the Committee. The Committee will meet following the NHS England quarter close downs and there will be up to another four meetings scheduled each financial year.

Urgent meeting: Any member of the Committee may request an urgent meeting. The Chair will normally agree to call an urgent meeting to discuss the specific matter unless the opportunity exists to discuss the matter in a more expedient manner.

Administrative support: The Corporate Governance Team will provide secretariat support to the Committee.

Minutes: Draft minutes will be sent to the Chair for review and approval within seven working days of the meeting.

Papers: Papers for the meeting will be distributed electronically by the Corporate Governance Team a minimum of three working days prior to the meeting. This is so the circulation of papers is aligned to that of the Board of Directors. Papers received after this date will only be included if decided upon by the Chair.

5 Authority

Establishment: The Finance and Performance Committee is a sub-committee of the Board of Directors and has been formally established by the Board of Directors.

Powers: Its powers, in addition to the powers vested in the executive members in their own right, are detailed in the Trust's Scheme of Delegation.

In consultation with the Board of Directors, the Committee is able to access independent professional advice and secure the attendance of persons outside the Trust with relevant experience and expertise if it considers this necessary.

Cessation: The Finance and Performance Committee is a standing committee in that its responsibilities and purpose are not time limited. However, the Committee has a responsibility to review its effectiveness annually and on the basis of this review and if agreed by a majority of members the Chair may seek Board authority to end the Finance and Performance Committee's operation.

In addition, the Trust should periodically review its governance structure for continuing effectiveness and as a result of such a review the Board may seek the winding up of the Finance and Performance Committee.

6 Role of the committee

6.1 Purpose of the committee

The principal purpose of the Finance and Performance Committee is to provide the Board with assurance on financial governance and performance; strategic matters in relation to procurement, estates, information technology and information management; clinical activity and key performance indicators.

6.2 Guiding principles for members (and attendees) when carrying out the duties of the committee

In carrying out their duties, members of the Committee and any attendees of the Committee must ensure that they act in accordance with the values of the Trust, which are:

- we have integrity
- we are caring
- we keep it simple.

6.3 Duties of the committee

The Finance and Performance Committee has the following duties.

i. General governance duties

- ratify plans, policies and procedures relevant to the remit of the Committee, this includes approval of the Trust's Financial Procedure and the Standing Financial Instructions prior to the Board of Directors ratifying them
- develop a forward plan for the work of the Committee that ensures proper oversight and consideration of all mandatory and statutory declarations is scheduled into the business of the Committee
- to review the Board Assurance Framework to ensure that the Board of Directors receives assurances that effective controls are in place to manage strategic risks related to any area of the Finance and Performance Committee's responsibilities.

ii. Financial governance

Receiving assurance that:

- the Trust has high standards of financial management and that financial systems and procedures promote the efficient and economical conduct of business and safeguard financial propriety and regularity throughout
- financial considerations are fully taken into account in decisions within the Trust and that there is effective management of financial and operational business risks in the organisation

- the Trust is reviewing the impact of any issues that may affect mandatory and regulatory financial duties operationally
- the Trust is complying with the Licence holder's duty to operate efficiently, economically and effectively and has effective financial decision-making, management and control in place.

iii. Procurement

Receiving assurance that:

- the Trust's Procurement Plan is driving reductions in all non-pay expenditure and progressing as originally intended
- operational reports are reviewed regarding compliance with effective procurement procedures with lessons learnt being implemented
- the Trust has a system to minimise the risk of Standing Financial Instruction and EU Procurement Law breaches for all Trust non-pay expenditure.

iv. Financial strategy

- review the detailed medium term financial plans as part of the annual Strategic Plan, prior to ratification by the Board of Directors and onward submission to NHS England
- scrutinise the quarterly financial reports to NHS England and provide assurance to the Board of Directors on the continuity of services rating, to ensure compliance with the Risk Assessment Framework
- review and monitor the financial impact and achievement of cost improvement plans.

Receiving assurance:

- regarding the Trust's contracting performance and the robustness of information provided to document activity
- on the on-going development of payment mechanisms and tariff system within the Trust to ensure that these are effective and will be deployed meeting national targets and mandatory guidance.

v. IT and information governance

Receiving assurance:

- approve the Trust's Health Informatics Plan and receive assurance that it is progressing as originally intended
- Chair's reports from the Information Governance Group.

vi. Capital and estates

Receiving assurance that:

- the Trust's Strategic Estates Plan is progressing as originally intended
- actions related to the Trust's capital programme are being taken forward operationally and advising the Board of Directors of issues that needed to be escalated

- action is being taken operationally relating to the Trust's estate from regulatory and statutory bodies and in respect to sustainability.

vii. Performance

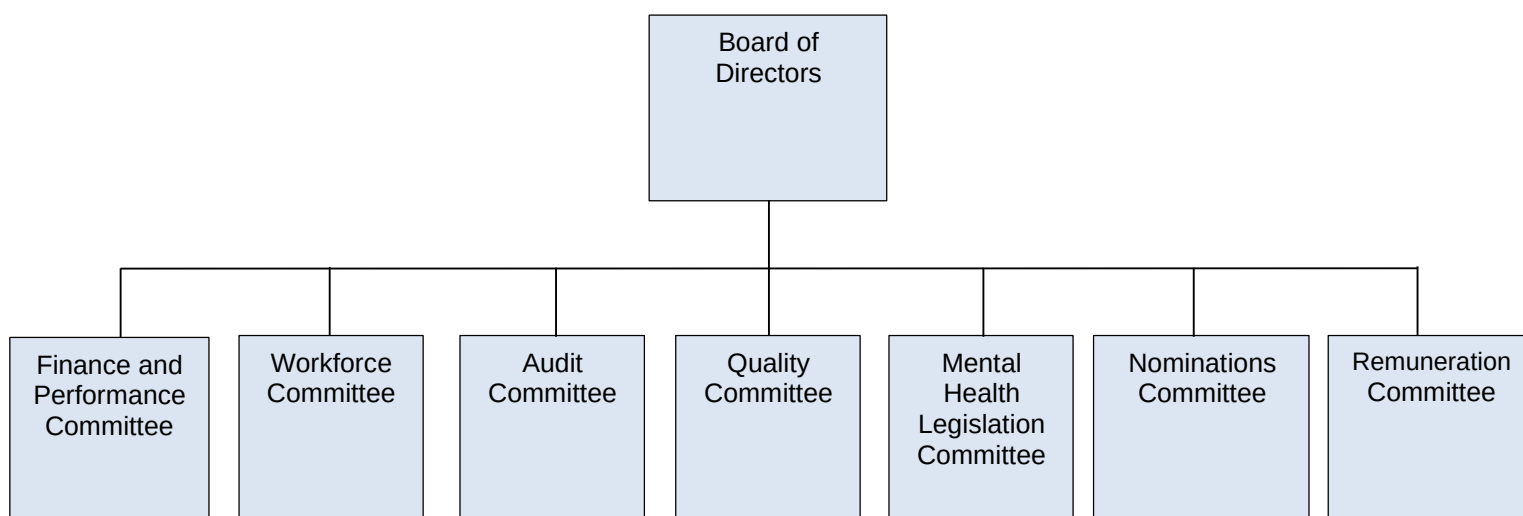
Receiving assurance on the Trust's performance against:

- annual budgets, capital plans, and the Cost Improvement Programme
- quality, innovation, productivity, and prevention plans
- clinical activity and key performance indicators.

viii. Internal Audit

- The Committee will also review the draft Internal Audit Annual work plan so it can be assured on the sufficiency of the work the Auditors will carry out in respect of matters pertaining to the duties of the Committee. Assurance on the plan's sufficiency (or comments on any matters that should be included) will be provided to the Audit Committee to allow it to approve the overall plan.

7 Relationship with other groups and committees



The Finance and Performance Committee does not have any sub-committees. It is linked to the Information Governance Group as an assurance receiver. The Finance and Performance Committee provides a route of escalation for this group to the Board of Directors. Although this does not preclude any other group being asked to provide assurance. The Committee has a duty to work with other Board sub-committees to ensure matters are not duplicated.

Reporting

The Finance and Performance Committee will receive an assurance report from the Information Governance Group. An assurance and escalation report will be made to the Board of Directors by the Chair of the Committee.

Links with operational processes

The Finance and Performance Committee will receive high level reports from operational functions such as estates, informatics, and the NHS North of England Commercial Procurement Collaborative.

In addition to this, operational groups within the Chief Financial Officer's portfolio will report any significant governance implications by way of highlight reports into the Finance and Performance Committee. Groups dealing with the following areas have thus far been identified:

- Estates Steering Group
- Financial Planning Group
- Digital Steering Group
- Procurement Steering Group
- Emergency Preparedness Resilience and Response Group (this group sits within the Chief Operating Officer's portfolio).

8 Duties of the chairperson

The Chair of the Committee shall be responsible for:

- agreeing the agenda with the Chief Financial Officer and Chief Operating Officer
- directing the meeting ensuring it operates in accordance with the Trust's values whilst ensuring everyone at the meeting has a reasonable chance to contribute to the discussion
- giving direction to the minute taker and checking the minutes
- ensuring the agenda is balanced
- ensuring discussions are productive, and when they are not productive, they are efficiently brought to a conclusion
- deciding when it is beneficial to vote on a motion or decision
- ensuring sufficient information is presented to the Board of Directors in respect of the work of the Committee
- ensuring the Chair's report is submitted to the Board of Directors as soon as possible
- ensuring that governor observers are offered an opportunity at the end of the meeting to raise any points of clarification.

It will be the responsibility of the Chair of the Finance and Performance Committee to ensure that it (or any group / committee that reports to it) carries out an assessment of effectiveness annually, and ensure the outcome is reported to the Board of Directors along with any remedial action to address weaknesses. The Chair will also be responsible for ensuring that the actions to address

any areas of weakness are completed.

In the event of there being a dispute between any 'groups' in the hierarchy (in the case of this Board sub-committee, this would be between the Board and the Finance and Performance Committee and, in recognition of the nature of matrix working between the work of all Board sub-committees, the Finance and Performance Committee and any other Board sub-committee) it will be for the chairs of those 'groups' to ensure there is an agreed process for resolution; that the dispute is reported back to the 'groups' concerned; and that when a resolution is proposed regarding the outcome this is also reported back to the 'groups' concerned for agreement.

9 Review of the terms of reference and effectiveness

The terms of reference shall be reviewed by the Committee at least annually in September and be presented to the Board of Directors for ratification, where there has been a change.

In addition to this the Chair must ensure the Committee carries out an annual assessment in July of how effectively it is carrying out its duties and make a report to the Board of Directors including any recommendations for improvement.

Appendix 1a

Schedule of deputies

It may not be necessary or appropriate for all members (or attendees) to have a deputy attend in their absence. If this is the case, please state below “no deputy required”.

Committee Member	Deputy
NED Chair	Deputy Chair of the Committee
NED member	Another NED
NED member	Another NED
Chief Financial Officer	Deputy Director of Finance
Chief Operating Officer	Deputy Director of Operations
Director of People and Organisational Development	Associate Director of Employment / Associate Director for People Resourcing and Organisational Development
Director of Nursing and Professions	Deputy Director of Nursing