



Our Vision
To provide every patient
with the care we want
for those we love the most



**Norfolk and Norwich
University Hospitals**
NHS Foundation Trust

DIVISIONAL PERFORMANCE COMMITTEE TERMS OF REFERENCE

1 CONSTITUTION AND PURPOSE

At the direction of the Management Board, a committee has been established to be known as the Divisional Performance Committee (the Committee).

The Purpose of the Committee is to monitor and oversee the performance of each of the Trust's Divisions across the four domains of Quality, Finance, Workforce and Performance. The Committee will also provide a forum for escalation of risks and issues that have not been resolved at Divisional Board level.

2 AUTHORITY

The Committee has no delegated powers other than those specified in these Terms of Reference. The Committee is authorised to investigate any activity within its Terms of Reference and all Trust employees are directed to co-operate with any request made by the Committee

3 MEMBERSHIP

Core membership of the Committee shall comprise:

- ❖ Chief Operating Officer (Chair).
- ❖ Medical Director or Chief Nurse
- ❖ Chief People Officer
- ❖ Chief Finance Officer.
- ❖ Head of Business Intelligence.
- ❖ Head of Commissioning/ Income/ Contracts
- ❖ Cancer Performance Manager.
- ❖ Elective Access & Performance Manager.
- ❖ Deputy Chief Operating Officer: Elective
- ❖ COO Business Manager (Sec).

Divisional membership of the Committee shall comprise:

- ❖ Chief of Division
- ❖ Divisional Nursing Director/ Head of Midwifery
- ❖ Divisional Operational Director
- ❖ Divisional Finance Business Partner
- ❖ Divisional HR Business Partner
- ❖ Divisional Business Manager

The Management Board will review membership of the Committee periodically to ensure that it continues to meet the evolving needs of the Trust.

If a member of the Committee is unable to attend a Committee meeting they may be represented by a suitable deputy with the agreement of the Committee Chair.

4 MEETINGS AND QUORUM

Meetings of the Committee shall be Chaired by the COO or, in his absence or at his election, by another of the Executive Directors.

Meetings of the Committee shall take place at a frequency and timing necessary to enable discharge of its responsibilities and the Committee will routinely meet on a monthly basis to consider performance of each of the Divisions. This may be by way of a single meeting appropriately divided or by a number of meetings with different areas of focus.

Responsibility for calling meetings of the Committee shall rest with the Committee Chair. To be quorate at least core members of the Committee or their nominated deputy must be present. Attendance at the meeting may be by teleconference or videoconference at the discretion of the Committee Chair.

Only members of the Committee are entitled to be present at its meetings. The Committee may however invite non-members to attend its meetings, or any part thereof as it considers necessary.

5 SUPPORT ARRANGEMENTS

The COO will arrange for appropriate administrative support to be provided to the Committee.

6 DUTIES

6.1 Approve the Terms of Reference and membership of the Divisional Boards, receiving such reports from them as specified by the Committee.

6.2 To review performance across all divisions against the Performance Accountability Framework (PAF), receiving highlight reports from each Division each month, specifically to:

6.2.1 monitor compliance and ensure delivery of statutory duties, national and local standards and targets and other obligations, and agree actions and responsibilities to address shortcomings;

6.2.2 monitor delivery of quality governance; ensuring action is being taken to address actual and potential risks or issues (including lessons learned and dissemination of remedial action plans);

6.2.3 take an overview of the Division's performance against its activity and income plan to ensure successful delivery against the plan, agreeing remedial action where required;

6.2.4 oversee the Division's approach to improving productivity and efficiency in all areas;

6.2.5 monitor and performance manage progress of the Division's Transformation schemes including status reports, financial performance and risks, agreeing appropriate remedial actions where required;

6.2.6 to ensure all performance risks are being monitored, recorded and reviewed at Divisional level and corporately.

6.3 The Committee shall conduct an annual review of its performance and satisfaction of its Terms of Reference, making any recommendations for change to the Management Board as the Committee may think appropriate.

7 REPORTING

The Chair of the Committee shall report to the Management Board on the work of the Committee and draw to the attention of the Management Board any issues that require its particular attention or that require it to take action.

8 MONITORING EFFECTIVENESS OF THE COMMITTEE

8.1 The performance of the Committee shall be monitored by the Management Board and include:

- Receiving the results of an annual review of Committee effectiveness (as per 6.3 above);
- Annual review of the Committee Terms of Reference;
- Approval of the Committee's annual Work Programme (as per section 7 above).

9 DECLARATIONS OF INTEREST

9.1 All members must declare any actual or potential conflicts of interest relevant to the work of the Committee, which shall be recorded in the minutes accordingly. Members should exclude themselves from any part of a meeting in which they have a material conflict of interest. The Chair will decide whether a declared interest represents a material conflict.

10 REPORTING SUB-COMMITTEES

The Committee has authority to establish sub-committees as it considers necessary to further achievement of its Purpose.

The four Divisional Boards and Executive Directorate report to the Committee through the divisional leadership triumvirates, with Terms of Reference as approved by the Committee. A diagrammatic representation of the divisional governance structure, reporting to the Committee is attached at Appendix 2 to these Terms of Reference.

11 RELATIONSHIP WITH GOVERNANCE SUB-BOARDS

The Committee is responsible for overseeing all aspects of divisional performance including Caring & Patient Experience, Effectiveness, Safety, Responsiveness, Workforce and Value & Efficiency. Through alignment of the respective annual Work Programmes for the Committee and the Governance Sub-boards, overlap or gaps in their collective oversight and assurance functions will be avoided. Maintenance of clear lines of communication in relation to divisional governance

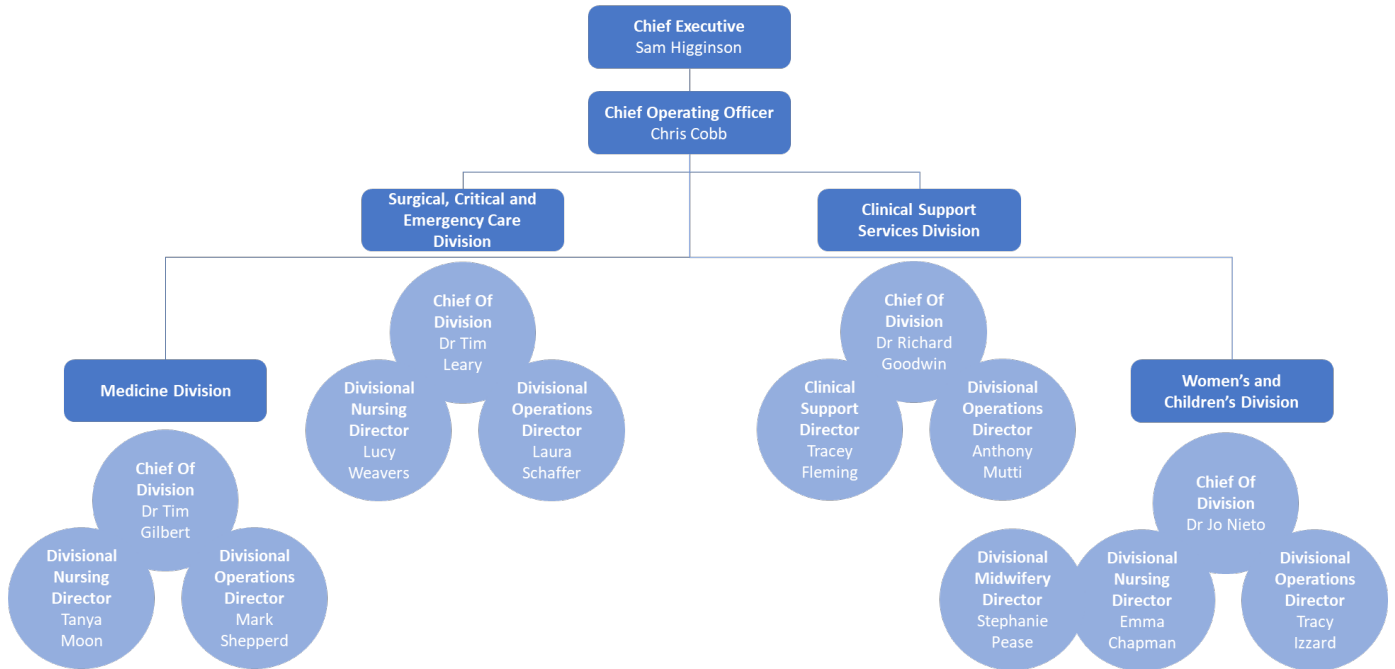
arrangements will be further supported through inclusion of the Executive Directors (Sub-Board Chairs) in the Committee membership.

Date approved by the Management Board: 23rd November 2021

Date for Annual Review: December 2022

APPENDIX 2 - Divisional Governance Structure

Clinical Divisions Structure



APPENDIX 3

Reporting Structure