

Greater Glasgow NHS Board

NHS Board
22 February 2005

Paper No. 05/18

**Head of Board Administration****Remit of Performance Review Group
and Changes to Decisions Reserved for the Board****Recommendation:**

The NHS Board is asked to endorse the revised remit of the Performance Review Group and subsequent changes to “Decisions Reserved for the NHS Board”.

Background

1. It had been agreed at the August NHS Board meeting that all Committees of the NHS Board should review their remit and composition and thereafter make any recommendations to the NHS Board should any change be proposed.
2. The Performance Review Group was established as a Standing Committee of the NHS Board in August 2003 and its original remit is attached as Appendix I.

Review of Composition and Remit

3. The Performance Review Group (PRG) considered the discussions which had taken place at the NHS Board Seminar on 3 August 2004 about possibly strengthening its remit to allow it to take greater delegated authority from the NHS Board in relation to:-
 - i) approving key stages of implementing agreed strategies of the NHS Board – including approving outline business cases and full business cases.
 - ii) approving land and property transactions.
4. The PRG thereafter discussed the remit at its meeting on 21 September 2004 which also saw a strengthening of the remit to more fully cover the Performance Management arrangements through the Performance Assessment Framework and the monitoring of the NHS Board’s revenue and capital allocations.
5. There was recognition that the changes proposed to the remit to the PRG would have an impact on the “Decisions Reserved for the NHS Board”.
6. In view of possible changes to delegated responsibilities from the NHS Board it was agreed to seek the Audit Committee’s endorsement of the changes to the remit of the Performance Review Group recognising that they impinged on the “Decisions Reserved for the NHS Board”.

Conclusion

7. The Audit Committee met on 21 December 2004 and considered, with the presence of the external and internal auditors, the draft PRG remit. The Audit Committee members endorsed the draft remit (Appendix II) and the Performance Review Group agreed the remit at its meeting on 18 January 2005, whilst acknowledging that the Group’s composition will need to be reviewed shortly in light of the forthcoming changes to the organisational arrangements for NHS Greater Glasgow.

8. The Central Legal Office has advised that the amendments to the “Decisions Reserved for the NHS Board” (deletions highlighted in bold on Appendix III) and subsequent alteration to the remit of the PRG are matters for determination by the NHS Board and the amendments suggested can be delegated by the Board to a Standing Committee.
9. As members know, the NHS Board meetings having moved to a bi-monthly cycle, the PRG cycle of meetings were aligned to this new arrangement by meeting in the alternate month to the NHS Board. The new arrangement does allow either the NHS Board or PRG to arrange additional meetings as necessary should business dictate.

Recommendation

- 10 The Board is asked to endorse the revised remit of the PRG and the changes to “Decisions Reserved for the NHS Board” (and note that the composition of the PRG will be reviewed in light of the new organisational arrangements).

John C Hamilton
Head of Board Administration
7 February 2005
201-4608

NHS GREATER GLASGOW

PERFORMANCE REVIEW GROUP

Objectives

- The Performance Review Group carries delegated responsibility with powers on behalf of the NHS Board for the:-
 - monitoring of organisational performance; and
 - resource allocation and utilisation.
- The Monitoring Group will require to ensure that there is a co-ordinated overview of performance across all domains of the Performance Assessment Framework.
- The Group's powers do not take away the responsibilities of the NHS Board for executive action.

Composition

- NHS Chairs (4)
- Local Authority Representation (3)
- Employee Director (1)
- Clinical Perspective (1)
- * Membership overlead
- The Group would meet on a two-monthly cycle (and more frequently, if required). All NHS Board Members will receive a copy of the papers, in advance of meeting, to allow those who are not members of the Performance Review Group to feed in thoughts/comments to the Chair/Officers of the NHS Board.
- All NHS Board Members will have the right to attend Performance Review Group meetings. The participation of those attending who are not Members of the Group will be at the discretion of the Chair/Group.
- The Minutes of the Performance Review Group will be submitted to the NHS Board for information (along with recommendations, as appropriate)..

Quorum

- One-third of membership.

Remit*Resources*

- Reviewing and submitting to the NHS Board for approval the 5-Year Financial Strategy as an integral part of the local health planning process.
- Considering and providing advice to the NHS Board on annual financial allocations and investment plans as part of the updated Local Health Plan.
- Monitoring in-year financial performance across NHS Greater Glasgow.
- Providing recommendations to the NHS Board on the annual Capital Plan.
- Monitoring the annual capital expenditure programme.
- Providing recommendations to the NHS Board on key investment decisions including decisions affecting the procurement of the Acute Services Plan.

Organisational Performance

- Liaises with the Local Health Planning Steering Group and Local Authority Planning Committees on the setting of local priorities within the context of the Local Health Plan.
- Monitoring NHS Board's performance across the Performance Assessment Framework.
- Monitoring the progress on implementing the Action Plan agreed at the Annual Accountability Review meeting and the NHS Board's Corporate Objectives.
- Monitoring progress against key performance targets including achievements of national and local waiting time guarantees and targets.

Sept. 2003

NHS GREATER GLASGOW
PERFORMANCE REVIEW GROUP

Functions

The Performance Review Group carries delegated responsibility with powers on behalf of the NHS Board for:-

Monitoring and progressing -

- i) organisational performance;
- ii) resource allocation and utilisation;
- iii) implementation of agreed NHS Board strategies.

Remit

Organisational Performance

- i) Ensuring there is a co-ordinated overview of performance across all aspects of the Performance Assessment Framework, giving recognition to the existing responsibilities of the Staff Governance Committee.
- ii) Receiving and reviewing the final submission to the SEHD of the Performance Assessment Framework.
- iii) Monitoring the progress towards implementing the Action Plan agreed at the Annual Accountability Review meeting and the NHS Board's Corporate Objectives.
- iv) Monitoring progress against key performance targets including achievements against national and local waiting time guarantees and targets.

Monitoring of Resource Allocation and Utilisation

- i) Reviewing and submitting to the NHS Board for approval the 5-year financial strategy as an integral part of the local health planning process.
- ii) Considering and providing advice to the NHS Board on annual financial allocations and investment plans as part of the updated Local Health Plan.
- iii) Monitoring in-year financial performance across NHS Greater Glasgow.

- iv) Providing recommendations to the NHS Board on the annual Capital Plan.
- v) Monitoring the annual capital expenditure programme.

Monitoring of the Implementation of NHS Board Agreed Strategies

- i) Approving key stages of implementing agreed NHS Board strategies, including:-
 - a) approving key investment decisions including those affecting the procurement stages of implementing the Acute Services Strategy;
 - b) approving outline business cases;
 - c) approving full business cases.

with full reports to the NHS Board on significant stages.

- ii) Monitoring the implementation of NHS Board approved strategies in relation to meeting key milestones, timescales, approved expenditure limits and overall governance of the relevant strategy.
- iii) Approving land and property transactions relating to the disposal and acquisition of property.

Composition

- i) Until 31st March 2005 the Performance Review Group will comprise:
 - Divisional Chairs (4)
 - Local Authority representation (3)
 - Employee Director
 - Clinical perspective (1)

A review of the composition will be undertaken in January/February 2005.

- ii) The Group will meet on a 2-monthly cycle and more frequently, if required. All NHS Board Members will receive a copy of the papers in advance of the meeting to allow those who are not members of the Performance Review Group to feed in thoughts/comments to the Chair/Officers of the NHS Board.

- c) All NHS Board Members will have the right to attend and participate in Performance Review Group meetings.
- d) The Group will request the attendance of those officers of the NHS Board it requires in order to conduct its business effectively and efficiently.
- e) The quorum for meetings of the Group will be one-third of the membership.
- f) The PRG powers do not take away the responsibilities of the NHS Board for executive action.

Reporting Arrangements

The Minutes of the Performance Review Group will be submitted to the NHS Board for information, along with any recommendations as appropriate.

J C Hamilton
Jan. 2005

NHS GREATER GLASGOW

Decisions Reserved for the Board

This has been set out in a way that shows the NHS Board's responsibilities for setting the strategic direction for health improvement/care against a governance framework which is designed to ensure probity and transparency for the decision making process. It also recognises the delegation of functions to Standing Committees although does not take away the NHS Board's responsibility to take executive action across the range of its responsibilities

Strategy for Health Improvement

- i) Improving the Health of the Population
- ii) Strategic development and direction
- iii) Development and Implementation of Local Health Plan
- iv) **Performance Management of NHS Greater Glasgow through Performance Assessment Framework (including areas like monitoring waiting time targets and handling of complaints.**
- v) **Accountability Review Process**
- vi) Public Involvement

Governance

- i) **Resource Allocation and Financial Monitoring (for both capital and revenue resource allocation).**
- ii) Approval of Annual Accounts
- iii) Scrutiny of Public Private Partnerships
- iv) Appointment of Directors
- v) NHS Statutory Approvals

vi) Corporate Governance Framework including

- Standing Orders
- Establishment, Remit and Reporting Arrangements of all Board Committees and Subcommittees
- Standing Financial Instructions and Scheme of Delegation

Jan. 2005