

## PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	22 August 2022
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Sustainable Resources Committee (SRC) Self-Assessment Exercise 2021-22
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Winston Weir, Sustainable Resources Committee Chair Huw Thomas, Director of Finance
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Joanne Wilson, Board Secretary Karen Richardson, Corporate & Partnership Governance Officer

**Pwrrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Ar Gyfer Trafodaeth/For Discussion

### ADRODDIAD SCAA SBAR REPORT

#### Sefyllfa / Situation

The purpose of this report is to present to the Sustainable Resources Committee (SRC) the Self-Assessment template intended for use to assess the Committee's effectiveness, in order to consider any amendments or omissions to ensure it remains fit for purpose for the Committee's annual self-assessment exercise.

#### Cefndir / Background

In line with all Board level Committees' Terms of Reference, Members and In Attendance Members of SRC are required to complete an annual questionnaire to consider the Committee's effectiveness in providing assurance to the Board throughout the preceding year, and also to consider their individual understanding of, role in and contribution to the Committee.

#### Asesiad / Assessment

For this year's SRC self-assessment exercise, it is intended to use the self-assessment questionnaire template, attached at Appendix 1. The questionnaire has been constructed and focused to elicit narrative rather than tick-box rating, inviting ideas and examples to generate valuable learning, upon which the Committee can build and improve proactively over the coming year.

#### Argymhelliaid / Recommendation

The Sustainable Resources Committee is requested to consider the proposed self-assessment questionnaire template and support its use.

#### **Amcanion: (rhaid cwbllhau)**

#### **Objectives: (must be completed)**

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	10.5 The Board Secretary, on behalf of the Board, shall oversee a process of regular and rigorous self-assessment and evaluation of the Committee's performance and operation, including that of any sub committees established.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019</a>	10. Not Applicable

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	SRC Self-Assessment Questionnaire SRC Terms of Reference
Rhestr Termau: Glossary of Terms:	Included within the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: Parties / Committees consulted prior to Sustainable Resources Committee:	Chair of SRC Board Secretary

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
Ariannol / Gwerth am Arian: Financial / Service:	Not applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not applicable

<b>Gweithlu: Workforce:</b>	Not applicable
<b>Risg: Risk:</b>	Not applicable
<b>Cyfreithiol: Legal:</b>	Not applicable
<b>Enw Da: Reputational:</b>	Not applicable
<b>Gyfrinachedd: Privacy:</b>	Not applicable
<b>Cydraddoldeb: Equality:</b>	Not applicable

## **Appendix 1: Sustainable Resources Committee Self-Assessment 2021-22**

### **Draft Format for Consideration**

The vision for this self-assessment exercise is to generate valuable learning, upon which the Committee can build and improve proactively over the coming year. In order to achieve this, we want to elicit the *collective wisdom* of the Committee's participants. As such, the questions focus on gathering thoughts and ideas about how the Committee functions and how it might improve. They do not cover areas of enquiry which can be settled by a simple audit (e.g. meeting frequency, membership, attendance, existence of Terms of Reference, etc.).

Intentionally, we have constructed and focused the questions to elicit narrative rather than tick-box rating. Each question begins with a statement which sets out 'what good looks like'. We could describe these domains as the building blocks of effective assurance. You are then asked to provide examples and ideas in relation to the relevant domain. This is a new approach, similar to the one undertaken previously by the Quality, Safety & Experience Assurance Committee, which we hope will improve over time. It is intended to facilitate a more dynamic process of continuous improvement, rather than a traditional annual stock-take.

### **Questions**

#### **1. The Committee seeks assurances in regard to:**

- Financial performance and delivery against Health Board financial plans and objectives, giving early warning of potential performance issues, making recommendations for action to continuously improve the financial position of the organisation, and focusing in detail on specific issues where financial performance is showing deterioration, or there are areas of concern.
- Financial and revenue consequences of investment planning (both short term and in relation to longer term sustainability) and the financial implications of significant business cases, projects, and proposed investment decisions on behalf of the Board.
- The management of principal risks within the Board Assurance Framework and Corporate Risk Register allocated to the Committee (financial risks), providing assurance to the Board that risks are being managed effectively and that any areas of significant concern are reported.
- Regular review of contracts with key delivery partners, to ensure they continue to deliver value for money.
- The development and regular review of the financial performance management framework and reporting approach, ensuring that it includes meaningful, appropriate, integrated and timely performance data and clear commentary relating to the totality of the services for which the Board is responsible.

The Committee constantly seeks to strengthen the ways in which it achieves this, challenging itself to avoid tokenism, welcoming contributions, engaging with criticism and accounting for and learning from failings.

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

2. The Committee works **strategically**. This means it aligns its work with the Health Board's overarching strategic priorities and delivery plans. It commissions work in support of those priorities, providing the Board with the assurance necessary to have confidence in its ability to deliver.

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

3. The Committee works **systemically**. This means it works effectively with the Board, other Board Committees, its sub-groups and other relevant parts of the organisation's governance and assurance system, in order to ensure that connections and themes are identified which have an impact upon financial performance and financial strategy. It guards against 'silo' working. It gives balanced and meaningful 'air time' to the full range of the Health Board's finance portfolio.

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

4. The Committee works **intelligently**. This means it draws on a diverse range of reliable data (both quantitative and qualitative) to triangulate information and reveal themes or patterns in regard to financial performance. It uses a dashboard of key indicators to monitor the performance of plans and initiatives in terms of financial and qualitative benefits. This relies upon the provision of accurate data, and upon accurate interpretation of the data provided.

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

5. The Committee facilitates **learning**. This means it works openly and honestly, encouraging contributions from attendees which represent a fair and reasonable reflection of the realities faced across all services. The Chair sets the leadership tone and is supported by other Independent Members and Executive Members in facilitating and protecting this learning space. The style is based upon robust support/ robust challenge.

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

6. The Committee champions **continuous improvement**. This means it adopts a mindset and methodologies which enable it to lead and oversee a clear journey of improvement in respect of the Health Board's Financial Strategy and delivery of Financial Balance over the medium-to-long term.

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

7. The Committee works **proactively**. This means it is organised in its workplan, sensitive to the dynamic environment in which the Health Board operates, and searching in its enquiries. It is curious, and willing to pursue demanding issues in the interests of achieving financial balance and in promoting the sustainable use of resources to achieve better outcomes. It uses the organisation's risk management processes effectively to scrutinise risks and ensure that long-standing risks and issues do not become normalised or tolerated beyond the Board's risk appetite.

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

8. Are there any domains of effective assurance which you think are not covered above? What are they?

For that/ those missing domain/s.....

*Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.*

*Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.*

9. Extraordinary question for 2021/22 relating to COVID-19

The Committee has sought to play a proactive role in the COVID-19 response, specifically in terms of assurance around financial risks and other implications arising from the pandemic. It has made a range of adjustments to reflect the rapidly changing circumstances that the Health Board has faced. In your view:

1. What went well?
2. Even better if...?
3. What learning points should we take with us post-COVID?

**Thank you for taking the time to respond. If you would like to have a conversation to share your views in more depth, please contact Mr. Winston Weir, Sustainable Resources Committee Chair, via the following e-mail address:  
[Winston.Weir@wales.nhs.uk](mailto:Winston.Weir@wales.nhs.uk)**

**Sources used to inform the content and format of this questionnaire:**

- **Sustainable Resources Committee Terms of Reference**
- **Published guidance from the Good Governance Institute**