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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board

SWANSEA BAY UNIVERSITY HEALTH BOARD

PERFORMANCE AND FINANCE COMMITTEE

CYCLE OF BUSINESS

(1 April 2026 – 31 March 2027)

On an annual basis as part of the Governance end of year reporting the Performance and Finance Committee will receive a Cycle of Business which identifies all routine items for consideration that will be reported throughout the upcoming financial year.

The Cycle of Business has been developed to help plan the management of items of committee business, to ensure adequate reporting and to facilitate forward planning through transparency and collaboration.

Once approved, the Cycle of Business will inform the new Work Programme each year as a starting point for facilitating the management of agendas and Committee business. As the year progresses and the requirement for additional timely business matters to report, these items will be added to the existing routine items already on the Work Programme.

The purpose of the Performance and Finance Committee is to provide appropriate scrutiny and review to a level of detail not possible in board meetings in respect of performance relating to:

- Financial planning and monitoring, including delivery of savings programmes;
- Activity and productivity including operational efficiency and effectiveness

Further detail on the principal role of the Committee is set out in the [Standing Orders - Swansea Bay University Health Board](#) documentation.

This Cycle of Business covers the period from 1 April 2026 to 31 March 2027.

Item of Business	Executive Lead	Reporting Frequency	April 2026	May 2026	June 2026	July 2026	Aug 2026	Sept 2026	Oct 2026	Nov 2026	Dec 2026	Jan 2027	Feb 2027	Mar 2027
PRELIMINARY MATTERS														
Minutes of the Previous Meeting	Director of Corporate Governance	All Regular meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Committee Log	Director of Corporate Governance	All Regular meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Committee Work-Programme	Director of Corporate Governance	All Regular meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ANNUAL PLAN AND INTERGRATED MEDIUM TERM PLAN														
Financial Plan	Director of Finance	Quarter 1	✓	✓	✓									✓
Annual Plan	Director of Planning and Partnerships	Quarter 1	✓	✓	✓									✓
Accountability Letter	Director of Finance	Quarter 1	✓	✓	✓								✓	
Annual Plan; Quarterly Progress Report	Director of Planning and Partnerships	Quarterly		✓			✓			✓			✓	
FINANCE AND RECOVERY AND SUSTAINABILITY														
Financial Position	Director of Finance	All regular meetings		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Service Group Financial Position Reports	Chief Operating Officer/Director of Finance	All regular Meetings		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Capital Resource Plan In-Year Update	Director of Finance	3xYearly			✓			✓			✓			
Capital Resource Plan Future Year	Director of Finance	Bi-annually										✓	✓	
Long Term Agreements and Service Level Agreements	Director of Finance	Annually (Tbc)												
Regional Integrated Funds Assurance Annual Report	Director of Planning and Partnerships	Annually												✓
Commercial/Procurement Performance Report	Director of Finance	Bi-monthly		✓		✓		✓		✓		✓		✓
ESCALATION AREAS														
Escalation and Performance Report	Chief Operating Officer	All regular meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Clinically Optimised Patients/Delayed Discharge	Chief Operating Officer	Quarterly			✓			✓			✓			✓
Urgent and Emergency Care	Chief Operating Officer	Quarterly												

Item of Business	Executive Lead	Reporting Frequency	April 2026	May 2026	June 2026	July 2026	Aug 2026	Sept 2026	Oct 2026	Nov 2026	Dec 2026	Jan 2027	Feb 2027	Mar 2027
Cancer Care	Chief Operating Officer	Quarterly												
Planned Care	Chief Operating Officer	Quarterly												
Neurodevelopment Service	Chief Operating Officer	Quarterly												
Stroke	Chief Operating Officer	Quarterly												
Endoscopy	Chief Operating Officer	Quarterly												
Fractured Neck of Femur	Chief Operating Officer	Quarterly												
Item of Business	Executive Lead	Reporting Frequency	April 2026	May 2026	June 2026	July 2026	Aug 2026	Sept 2026	Oct 2026	Nov 2026	Dec 2026	Jan 2026	Feb 2026	Mar 2026
PERFORMANCE														
Continuing Healthcare Performance and Transformation	Executive Director of Planning and Partnerships	Quarterly		✓			✓			✓			✓	
Direct Payments	Executive Director of Planning and Partnerships	Bi-monthly	✓		✓		✓		✓		✓		✓	
Theatre Efficiency	Chief Operating Officer	Quarterly		✓			✓			✓			✓	
Medicines Management Performance	Executive Medical Director	Bi-annually			✓						✓			
ESTATES														
Capital and Estate Strategy	Director of Finance	Bi-yearly				✓						✓		
Operational Estates Update	Director of Finance	Quarterly		✓			✓			✓			✓	
GOVERNANCE, RISK AND INTERNAL CONTROLS														
Committee Terms of Reference	Director of Corporate Governance	Annually										✓		
Committee Effectiveness Self-Assessment	Director of Corporate Governance	Bi-yearly					✓					✓		
Referrals from Other Committees	Director of Corporate Governance	All regular meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Internal Audit Reports relating to performance, efficiency and operational issues	Director of Corporate Governance/Area Lead	As required	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
External Audit Reports relating to performance efficiency and operational issues	Director of Corporate Governance/Area Lead	As required	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Business Cases - 2026-27 Forecast	Director of Planning and Partnerships	As-required	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Item of Business	Executive Lead	Reporting Frequency	April 2026	May 2026	June 2026	July 2026	Aug 2026	Sept 2026	Oct 2026	Nov 2026	Dec 2026	Jan 2027	Feb 2027	Mar 2027
Risk Register	Director of Corporate Governance	Quarterly	✓			✓			✓			✓		
COMMITTEE SUB-GROUPS AND REPORTS FOR INFORMATION														
Capital, Land and Assets Sub-Committee Highlight Report	Director of Finance	Quarterly		✓			✓			✓			✓	
Recovery and Sustainability Board Highlight Report	Director of Finance	All regular meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Financial Monitoring Returns	Director of Finance	All regular meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
IN-COMMITTEE BUSINESS														
Minutes of the previous In-Committee Meeting	Director of Corporate Governance	All regular meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Maternity and Neonatal Costings	Director of Corporate Governance	All regular meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓