



Auckland PHO Finance and Risk Management Policy



Version 8 – March 2024

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SECTION 1 – POLICY

FINANCE AND RISK MANAGEMENT POLICY MANUAL PURPOSE AND STRUCTURE

It is the policy of the Auckland PHO to have sound financial management to enable the organisation to meet its financial obligations.

Its purpose is to maintain financial accountability to ensure that the funding received is used towards achieving the goals of the PHO.

The Finance and Risk Management Policy Manual contains general guidelines and operating procedures that outline the accounting system, finance functions and authorisations for Auckland PHO.

This manual aims to provide clear and reliable information in a format accessible to both staff and Directors. It is intended to be a comprehensive guide and while it may not answer every possible question, will provide a starting point for further reference.

MAINTENANCE AND UPDATE

The manual will be updated and maintained on a regular basis and reviewed every three years by the Finance, Audit and Risk Committee and endorsed by the Board.

Updates will occur as a result of:

- Changes in policies;
- Changes in functions in a task and/or structure;
- Audit recommendation;
- Decisions from the Board.
- General review

1. CEO FINANCIAL MANAGEMENT

The CEO is responsible for the day-to-day financial management of the Auckland PHO and shall carry out this duty in a manner which shall in no way threaten its financial strength. To ensure the affairs are managed on a prudent basis, the CEO shall:

- I. Ensure Auckland PHO does not incur unauthorised indebtedness;
- II. Ensure the PHO's funds are for the furtherance of its purposes and priorities as approved by the Board;
- III. Ensure that ordinary operating expenses do not become undischarged debts beyond a three-month period from when incurred;
- IV. Ensure that two or more people have authority over any of Auckland PHO's financial transactions;
- V. Operate inside the approved budget or in a manner which is supported by Auckland PHO's Board policies;
- VI. Pay staff and creditors on time;
- VII. Not approve any expenditure which, although in keeping with the ends policies, is beyond Auckland PHO's ability to meet;
- VIII. Report any significant variances from budget figures;
- IX. Comply with generally accepted accounting standards;

- X. Be authorised to spend up to \$10,000 on unbudgeted items without obtaining permission from the Board provided that such additional expenditure can be achieved within the broad budgeted limits established by the Board and is consistent with Auckland PHO's goals and objectives. (Levels and Limits of Authority, Section 11).

2. BUDGETING POLICY AND FINANCIAL PLANNING

It is the responsibility of the CEO to research and develop Auckland PHO's overall annual operating budget and shall reflect a mix of on-going operational requirements and Auckland PHO's critical strategic issues as identified in the Strategic Plan.

The budget shall reflect both expenditure and revenue projections. Therefore, the CEO shall present a budget which:

- I. Contains sufficient detail to allow an accurate projection of revenues, expenditures and capital movements;
- II. Contains project expenditures which do not exceed the projected reasonable estimate of revenue during the period covered by the budget;
- III. Is in line with the Board's stated long-term objectives and priorities.

3. CEO FINANCE REPORTING TO THE BOARD

The CEO reports to the Board as a whole and keeps it informed of the true and accurate position of the outcomes and programmes and services, financial position, significant management issues and all matters having real or legal considerations of Auckland PHO.

Therefore, the CEO shall:

- I. Submit data in a timely, accurate and understandable fashion addressing the various issues to be monitored by the Board;
- II. Inform the Board of significant trends, implications of Board decisions, issues arising from policy matters or changes in the basic assumptions upon or environment in which the Board's strategic end policies are based;
- III. Keep Board members informed when, for any reason, there is non-compliance of a Board policy;
- IV. Inform the Board of staff and external points of view, issues and opinions as needed for fully informed Board choices and decisions.

Financial reporting to the Board is presented in such a way that Board Members are able to understand the meaning of reports and are a true and accurate account of the financial affairs of the Auckland PHO. Accordingly, the CEO shall submit reporting which:

- I. Reflects a true and accurate picture of the accounts;
- II. Utilises standard financial reporting formats;
- III. Is summarised such that key variances are outlined for Board meetings.

4. CONTRACTS MANAGEMENT

Auckland PHO shall have sound and consistent management practices with respect to Te Whatu Ora and Manatū Hauora or other contracts that ensures that:

- I. Auckland PHO enters into and manages contracts in a manner which facilitates PHO business and minimises risk;
- II. PHO Management staff understand the PHO's responsibilities under a contract;
- III. Obligations under a contract are performed; and
- IV. The PHO receives the benefit of the contract.

5. RESERVES

Auckland PHO will establish a reserve/contingency fund in order to provide protection and mitigate risk in the event of an unexpected and drastic reduction in income or rise in costs.

6. INVESTMENTS

Auckland PHO's investment assets will be invested at registered banks only and managed in such a way as to maximise long term total returns consistent with prudent levels of risk, while maintaining sufficient liquidity to enable Auckland PHO to meet its day-to-day financial commitments and programme payments. Recognising these assets support Auckland PHO in meeting these commitments, returns should enhance the real value of assets after the funds have been released to meet Auckland PHO's needs.

The Board will determine the appropriate level of risk (such as exposure to equity investments and variability of returns) after considering the practical difficulties that result from capital losses, be they realised or not.

The investment of assets should aim at the following:

- I. All available funds securely invested to achieve the maximum long term return consistent with a low tolerance to risk;
- II. Meet the investment interest goals set in the budget.

The Board delegates to the Finance Audit and Risk Committee (FARC) the day-to-day investment management within the Levels and Limits of Authority.

In carrying out this delegation, FARC shall ensure all investment decisions fall inside these guidelines.

7. REMUNERATION

The CEO shall ensure that Auckland PHO's financial integrity is upheld with regard to employment, compensation and benefits to employees, consultants, contract workers and volunteers. Therefore, the CEO will:

- I. Ensure there is Board approval for changes in staff remuneration or benefits outside of the agreed annual budget;
- II. Limit obligations that cannot be met over the projected period of the individual's term of employment or over a period for which revenues can realistically be projected;
- III. Ensure unfunded liabilities do not occur or in any way commit Auckland PHO to benefits which incur unpredictable future costs;
- IV. Ensure financial benefits are not advanced.

8. PROTECTION OF ASSETS

Auckland PHO aims at all times to prevent disrepair, excessive risk, untraceable transactions, or conflicts of interests in the management of resources. Therefore, the CEO will:

- I. Ensure only an authorised person handles cash;
- II. Ensure all assets will be inventoried and a security system put in place to ensure adequate safeguards to prevent loss, damage, or theft of property;
- III. Ensure that assets are insured at a level considered necessary for prudent risk management;
- IV. Ensure the employees driving Auckland PHO's or rental vehicles have a current driver's licence;
- V. Ensure that Auckland PHO's intellectual property, information or files are used in Auckland PHO's best interests;
- VI. Maintain all insurance schedules, ensuring policies provide adequate coverage for all business functions
- VII. Take all reasonable steps to ensure that Auckland PHO, Board, and staff are not subject to claims of liability;
- VIII. Ensure that equipment is adequately maintained. The PHO will ensure that there is adequate budget to maintain prime value and fit for purpose.

8.1 FIXED ASSETS

The Institute of Chartered Accountants NZ Statement of Standard Accounting Practice no. 28 defines fixed assets as noncurrent tangible assets that:

- Are held by an entity for use in the production or supply of goods and services, for the rental to others or for administrative purposes and may include items for the maintenance or repairs of such assets and;
 - Have been acquired or constructed with the intention of being used on a continuing basis and;
 - Are not intended for sale in the ordinary course of business.
- I. A fixed asset register will be maintained to assist Auckland PHO to identify the existence and location, and assess the value of the fixed assets;
 - II. All fixed asset requirements need to be properly approved and purchases must be wholly and exclusively for the purposes of Auckland PHO;
 - III. Where a fixed asset is transferred from one location to another, the fixed asset register needs to be updated with the new facts.

A periodic physical check on the fixed assets (at least once a year) will be carried out and the result of the physical check will be compared with those recorded in the register. Any discrepancies need to be recorded and reported to the CEO to be remedied.

9. STATUTORY REGISTER

Auckland PHO, under S189 of the Companies Act must keep a proper Statutory Register and records that includes a register of interests. Therefore, the CEO will:

- I. Ensure that the PHO is compliant with S189 of the Companies Act;
- II. Ensure the Statutory Register is current and up to date.

10. PROPERTY MANAGEMENT AND PHYSICAL RESOURCES

All physical resources shall be appropriate for the organisation's goals and objectives and will meet all regularity standards where appropriate. Therefore, the CEO will:

- I. Ensure that the premises meet appropriate local and/or government standards and/or any other statutory or minimum code requirements, including OSH;
- II. Maintain and review an inventory of assets taking account of usability and lifespan of all items it contains;
- III. Maintain property in a workable state.

11. WIND-DOWN OF THE COMPANY

The company will retain a contingency fund that includes employee severance, outstanding debts, legal fees, facility closure/lease costs and other liabilities based on a wind-down budget and consultation where appropriate with financial and legal professionals.

12 DIRECTOR REMUNERATION FOR GOVERNANCE DUTIES AND MEETING ATTENDANCE POLICY

Introduction Board Member and Clinician involvement is central to the Auckland PHO's core business. As such it is important that those representing the interests of Auckland PHO's constituents or leading work are recognised for their valuable contribution and that arrangements are in place to cover their normal duties or practice while undertaking such work.

This Policy details the various allowances for Board Members and/or clinicians who undertake work, lead projects or complete specific tasks for Auckland PHO.

The principles that underpin these arrangements are that remuneration should:

- Recompense individuals for their corporate or clinical role within the PHO;
- Be linked to responsibility;
- Be reasonable;
- Be affordable;
- Dovetail with existing policies;
- Be reviewed annually.

Chair's Remuneration The PHO Chair shall receive a stipend. The amount is agreed to by the Board as part of the annual budget and is paid monthly. The stipend incorporates chairing Board meetings, anticipated time commitment for meeting preparation, meetings with the CEO and other duties as required of the Chair.

The FARC Chair shall receive a meeting payment for all meetings attended. The amount is agreed by the Board as part of the annual budget.

Board Member Remuneration Board members' remuneration will be reviewed by the Finance and Audit Committee in May of each year and any increase will be recommended to the Board and included in the new financial year's budget.

Board members shall receive a meeting payment for each meeting attended

When a Board member is required to attend additional meetings to provide particular expertise, remuneration shall be the meeting payment per half day.

Board members shall receive a one-off meeting payment for attendance at weekend meetings and workshops.

Sub-Committee Remuneration Sub-committees are established at the Direction of the Board.

Sub-Committee members' remuneration will be reviewed by the Finance and Audit Committee in May of each year and any increase will be recommended to the board and included in the new financial year's budget

Sub-Committee members shall receive a meeting payment for each meeting attended.

Travelling Expenses

All legitimate expenses associated with Auckland PHO Board Membership, such as transport costs, air travel and associated costs will be met or reimbursed.

Board members who reside and work on Waiheke Island shall receive travel time for any Board or subcommittee meeting of \$100.00 per hour.

Remuneration and Reimbursement Processes

Remuneration will be paid through the Auckland PHO payroll except for independent practitioners or where the individual has elected to treat remuneration as a professional receipt for tax purposes. Payment will be paid on presentation of invoice.

Reimbursement of expenses will be paid on presentation of a completed Auckland PHO reimbursement form with relevant receipts attached.

Payments will be made on the 20th of each month to Director's nominated bank account.

Definitions

- The week is Monday to Friday inclusive;
- The weekend is Saturday and Sunday;

13. FINANCE AUDIT AND RISK COMMITTEE (FARC) TERMS OF REFERENCE

Establishment, Status and Accountability

The Finance, Audit and Risk Committee (FARC) is accountable to the Board of the Auckland PHO and is established by its Governance Policy and Constitution. It is a standing committee of the Board with ongoing responsibilities and will make non-binding recommendations to the Board and/or be delegated specific decision-making authority.

The Terms of Reference are updated are in appendix 1

14. LEVELS AND LIMITS OF AUTHORITY

The following template outlines a formal process for signing limits for the PHO Management.

While both the CEO and the Chief Operations Officer have delegated authority, (\$10,000 and \$5,000 respectively), monthly Practice payments which include Capitation, CarePlus and other project payments may be in excess of \$1,000,000. The following template provides levels and limits of authority for expenditure.

AREA		BOARD	FARC	CEO	COO	CEO FARC REVIEW BEFORE AUTHORISATION
1. STRATEGIC						
1.1	Approval of strategic plan	X				
1.2	Approval of Annual Business Plan	X				X
1.3	Approval of Annual Operating Budget and Capital Expenditure Budget	X				X
1.4	Approval of new contracts and/or funding		X	X		
1.5	Staff employment and salary levels outside the annual operating budget	X				X
2. STAFF						
2.1	Appointment and setting contract terms of CEO	X				
2.2	Appointment and setting contract terms of team members reporting to CEO <i>Note: Appointments made in 2.1 and 2.2 is in accordance with 1.4 and 1.5.</i>			X		
2.3	Annual salary adjustments within budget			X		
2.4	Approval of bonuses or special staff payments outside of current staff remuneration package & within budget			X		
2.5	Approval of specific contractors and consultants that have not been budgeted for	X				X
2.6	Issue of credit cards			X		
3. CAPITAL PURCHASES						
3.1	Agree capital budget	X				X
3.2	Approval for capital purchases not budgeted for	X				X

AREA		BOARD	FARC COMMITTEE	CEO	COO	CEO FARC REVIEW BEFORE AUTHORISATION
3.3	Approval for capital purchases under \$10,000 (within budget)			X		X
4. PAYMENTS TO PRACTICES: INCLUDES FIRST LEVEL FUNDING, PROGRAMMES, CAREPLUS, HEALTH TARGETS						
4.1	All monthly Practice Payments				X	
5. SUPPLY and EXPENDITURE						
5.1	Approval of property lease	X				X
5.2	Approval of other leases – vehicles, equipment	Over \$10,000	Up to \$5,000	→		X
5.3	Repairs and Maintenance costs	Over \$20,000	Up to \$10,000	→		X
5.4	Travel and Accommodation			Up to \$5,000		
5.5	Entertainment/Business networking			Up to \$5,000		
6. BANKING						
6.1	Approving bankers	X				X
6.2	Opening new bank accounts	X				X
6.3	On-line payments to creditors			X	X	X
6.4	Transfer of funds from interest bearing accounts		X			
6.5	Terms of Investments		X			
7. DEBTS						
7.1	Writing off debts	Over \$5,000		Less than \$5,000		

15. OVERHEADS ALLOCATION

15.1 Overheads include all the indirect general costs necessary for carrying out the programmes and services the PHO undertakes and contracts for. Eligible overhead costs include the costs of administration and management, depreciation of equipment, water, electricity, telecommunications and postal charges, office supplies and administrative personnel costs. Overhead allocations to contracts will be reviewed on a regular basis.

15.2 Rationale for Overhead and Implementation Costs

- I. Consistent approach;
- II. Eligible costs;
- III. Reasonable and capable of verification;
- IV. Not included under direct costs;
- V. Overheads must be in accordance to normal accounting conventions of the sector;
- VI. In line with DHB expectations;
- VII. Overheads should be extracted from or reconciled with the official accounts;
- VIII. Minimal amount in direct patient care funding streams.

15.3 Contract overhead allocation excluding Capitation, Rural Funding, VLCA, Community Services Card payment, under 14 years is allocated at an average of 25%.

15.4 Contract overhead allocation is reviewed annually.

16. FRAUD POLICY

16.1 The PHO values the integrity of its staff and contractors and relies on them to act at all times in an ethical and honest manner. It does not tolerate fraud and the concealment of fraud.

Auckland PHO considers that its fraud control structure is an integral component of its overall risk management framework.

This policy addresses the risk of fraud and lays out the actions Auckland PHO will take when any suspected fraud is reported or discovered.

16.2 Organisational Scope

This policy applies to employees, directors, contracted providers and contractors of the PHO.

16.3 Fraud Definition

Fraud is defined as any dishonest act or omission that causes loss to the PHO or a contracted provider results in an unauthorised benefit or advantage, whether to the person acting or omitting or to a third person; and is deliberate or reckless in relation to the harm caused or the benefit or advantage obtained.

Fraud includes but is not limited to:

- Forgery or alteration of documents;
- Misappropriation of PHO property;
- Deliberately altering or reporting incorrect financial, enrolment or personal information;
- Seeking or accepting gifts from vendors, consultants or contractors doing business with the PHO;
- Unauthorised use of PHO property, equipment, materials or records for personal advantage or gain;

- Authorising or receiving payment for goods or services not received or performed;
- Authorising or receiving payment for time not worked;
- Any claim for reimbursement of expenses that are not incurred for the benefit of the PHO;
- Fabrication or falsification of data;
- Bribery.

16.4 Duty to Report

- A staff member who is aware or suspects fraudulent activity must promptly report such activity;
- If the complaint is about the CEO – the complaint is referred to the Board Chair;
- If the complaint is about the Board Chair, the complaint is referred to the Board via the FARC Chair;
- If the complaint is about a member of staff, or a contracted provider, the complaint is referred to the CEO;
- A staff member who reports suspicion of fraud regarding another individual or the organisation in good faith will in no circumstances be threatened, intimidated or dismissed because she/he acted in accordance with this policy;
- The CEO/Chair/FARC Chair determines that an investigation is warranted, the Police may be notified, or an investigation team or Chair will notify the Finance, Audit and Risk Committee as appropriate of the suspected fraud;
- If the CEO or Chair determines that an investigation is warranted, an investigation team will be established. The investigation team will be derived from the Finance, Audit and Risk Committee, or contracted to a private investigator.

16.5 Investigations

- The Investigation Team will be responsible for collecting all relevant information in respect of the fraud allegation;
- Depending on the nature and seriousness of the alleged fraud, the Investigation Team may consult with, or engage the services of other persons, (such as technical experts with IT or forensic accounting skills) as well as external agencies (such as the Police or the MoH Audit and Compliance Team);
- The Investigation Team will have unrestricted access to Auckland PHO records and may examine, copy and/or remove all, or any portion of the contents of desks, files and cabinets and other storage facilities on the premises without prior knowledge or consent of any individual who may use or have custody or any such items or facilities, within the scope of the investigation;
- If the Investigation Team concludes that the evidence it has collected does not support the allegation of fraud, that outcome shall be reported confidentially to the individual who was suspected of fraud and the complainant. A confidential report will be provided to the Finance, Audit and Risk Committee as appropriate that sets out the investigation process undertaken, and the conclusions reached. The disclosure of that report or any part of that report to any other person will be determined by the Board Chair and the FARC Chair;
- If the Investigation Team concludes that there is sufficient evidence to support the allegation, it will provide the Board Chair and the FARC Chair with a confidential report which includes a recommended course of action and any recommended improvements to internal controls that are identified as a result of the investigation. A summary of this report will be provided to the Finance, Risk and Audit Committee.

16.6 Disciplinary Processes

The PHO will follow the relevant disciplinary procedures as set out in the Guidelines and Policies for Employees at Auckland PHO in respect of persons suspected of having committed fraud.

Where a suspected fraud has been proved, the PHO will,

- Direct the CEO to put controls into place to mitigate further losses and prevent reoccurrence of similar misconduct;
- Review the reasons for the incident, the measures taken to prevent a reoccurrence and any action needed to strengthen future responses to fraud;
- Advise the PHO's insurers as appropriate (depending on the nature of the fraud);
- Keep other parties suitably informed about the incident and the PHO's response.

16.7 Recovery of Loss

The PHO will endeavour to recover losses of money or property following any fraud investigation. The amount of any loss will be quantified, and repayment or reparation will be sought.

SECTION 2 – RISK MANAGEMENT

17. RISK MANAGEMENT

17.1 Background

Risk management is an integral part of good governance and management. A risk plan aims to put in place a comprehensive regime that allows the PHO to monitor and respond to internal and external risks.

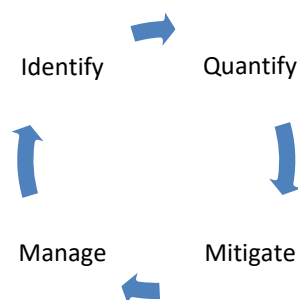
This approach reflects the PHO's need to address the range of issues regularly being considered in the sector, issues that are constantly changing in response to developments in other policy areas, technological advances and developments in industry.

17.2 Introduction

Working for excellent, innovative and integrated healthcare involves risk and these risks require assessment and management. The risk management process provides a systematic and disciplined framework for identifying and understanding the likelihood and impact of risks associated with optimising outcomes. Through this identification, Auckland PHO can develop strategies to mitigate any adverse consequences.

The risk management framework outlines the PHO's overall approach to managing and monitoring risks. In identifying these risks, we will go through the risk process life cycle many times.

The Risk Process Life Cycle Figure 1



17.3 Aim of Risk Management

- Identify risks which might impact on the PHO;
- Provide the basis for a Risk Containment Plan and the basis of a Risk Management Plan;
- Ensure each risk is analysed for probability and impact;
- Allocate ownership for the risks and its containment plan;
- Establish and monitor a procedure for reviewing and evaluating risks on an ongoing basis, adding new risks, removing obsolete risks and updating current risks;
- Report on the status of current risks.

17.4 Definitions

Impact is the level of impact on the organisation. This includes a consideration of financial and non-financial risk factors.

Probability is defined as likely to occur within the next three months (5), three – six months (4), six – nine months (3), nine months to one year (2) or longer than one year (1).

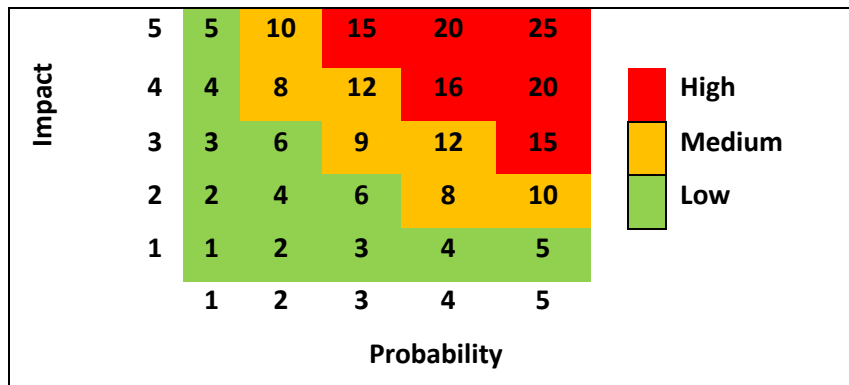
Low Risks will be managed by the PHO’s CEO – these are green flag risks.

Medium Risks: will be managed by the PHO’s CEO - updates will be provided to the Board until the risk drops in value to be a low-level risk – these are yellow flag risks.

High Risks: will be managed by the PHO’s CEO. The Board will be kept regularly informed of these risks and provided with detailed reports on each risk – these are red flag risks.

All risks with a priority score greater than 10 will be noted at Board Meetings. All other risks will be assessed as part of the periodic (six month) review.

Impact and Probability Risk Grid



Not all risks that are identified will have the same level of risk to the PHO. The CEO/Board will assess risks based on their likelihood of occurrence and their level of impact on the PHO. Risks have the ability to move between the scales and need to be regularly assessed.

SECTION 3 – GUIDELINE FOR AUCKLAND PHO GENERAL PRACTICE MEMBERSHIP

Introduction and Purpose Auckland PHO may be approached from time to time by GPs, Nurse Practitioners, or others interested in becoming a Primary Care providers or wish to transfer from another PHO.

The PHO Agreement with Te Whatu Ora states that practices intending to move PHOs must inform the incumbent PHO and the Te Whatu Ora six months prior to moving PHO with a start date of 1 July in any given year.

It is intended that this criteria be used as a check list and guide in order for the Board to assess the GP's or Practice's eligibility to join Auckland PHO.

Auckland PHO will not unreasonably withhold membership.

Criteria

General Practitioner

- Has New Zealand Medical Council registration;
- Has a current Annual Practising Certificate;
- Aligns with Auckland PHO's strategies and values;
- Has signed the PHO Back-to-Back Agreement before Capitation and other funds are paid;
- Has a good quality record and is accepted by peers.

Practice

- Must have high speed internet access;
- Must have an up-to-date PMS system;
- Must endorse and participate in childhood and influenza vaccination programmes;
- Must participate in the current government Health Targets;
- Must be Foundation Standards accredited, or working towards Foundation Standards accreditation;
- Have an existing enrolled population or an ability to commence enrolments;
- Must be located in an area approved by Te Whatu Ora;
- A Company Check may be undertaken as a matter of course.

Application Process – Approved

- Primary Care providers seeking to become a member of Auckland PHO shall make a written application and complete the application form;
- If the application is approved, membership is notified in writing by the CEO within five working days after the Board meeting;
- The Primary Care team shall undertake a PHO orientation process;
- The PHO Provider Agreement contracts with the GP/Practice to provide provision of the services to eligible persons on the PHO's behalf on the terms set out in that Agreement.

Application Process – Not Approved

- In the event that the application is not approved, the GP/Practice shall be notified in writing five days after the Board meeting, with the reason for declining;
- The Auckland PHO may provide the GP an opportunity to resubmit their application following changes required to fit with membership criteria.

Application to Join Auckland PHO

Contact Person:				Practice Name	
Ownership Model Type	GP(s)	NP	Trust	Other, please specify:	
Business Name				Telephone	
Practice Address					
PMS				Mobile	
Current PHO				Email	
Date to submit register to Auckland PHO					

GPs Names	NZMC Numbers	Fellow of RNZCGP ✓

We wish to be considered for membership to the Auckland PHO and confirm that	Yes ✓	No ✓	Comments
1. We are a newly established Practice OR			
1.1 We are an established Practice			
2. We have current Cornerstone Accreditation/or Foundation Standard. Please supply date of accreditation OR			Date
2.1 We are currently working towards Cornerstone/or Foundation Standards OR			
3. I/we actively participate the childhood and influenza vaccination programmes			
4. I/we agree to actively participate in System Level Measures and Health Target Programmes			
5. Do you have any pending or outstanding enrolment or contractual issues?			
6. Do you or any of your Directors, Shareholders or Employees have any current criminal convictions?			
7. Are you or any of your Directors, Shareholders or Employees awaiting the hearing of charges in a civil or criminal court of law?			
8. We agree to sign the PHO's Provider Back-to-Back Agreement before we receive capitation and other funding which is paid to the practice (one Agreement per Practice)			

Number of Enrolled Patients	
Date of last fee increase	
Fees for Enrolled Patients as at date	

With Community Services Card			Without Community Services Card					
Under 14 years	14-17 years	18+ years	Under 14 years	14-17 years	18-24 years	25-44 years	45-64 years	65+ years
No charge			No Charge					

Please supply the name and contact details of a person who can provide a reference on your behalf

Name: Designation:

Relationship with Referee

Phone

Please attach your latest Health Target / System Level Measures Report / Summary in your return email

I,.....(full name) declare that to the best of my knowledge the information provided in this Membership Application is accurate and I understand that if any false or misleading information is given, or any material fact suppressed, I will not be considered for Membership, or if I am a Member, my Membership in Auckland PHO may be terminated.

Signed: Print Name:

On behalf of(Practice Name)

Date:

Please email to: Barbara@aucklandpho.co.nz

Appendix 1

FINANCE AUDIT AND RISK COMMITTEE (FARC) TERMS OF REFERENCE

Establishment, Status and Accountability	The Finance, Audit and Risk Committee (FARC) is accountable to the Board of the Auckland PHO and is established by its Governance Policy and Constitution. It is a standing committee of the Board with ongoing responsibilities and will make non-binding recommendations to the Board and/or be delegated specific decision-making authority.
Purpose	<p>The purpose of the FARC Committee is to monitor the finances of Auckland PHO so as to satisfy the Board they are managed in a way that:</p> <ul style="list-style-type: none">• Maintains solvency at all times• Promotes achievement of the PHO's annual budget, mission, and strategic objectives• Ensures the PHO operates in a financially responsible manner that ensures the efficient use of resources and maintains the PHO's viability• Maintain effective internal audit and internal control systems.
Responsibilities	<p>The FARC Committee's responsibilities are to:</p> <ol style="list-style-type: none">I. Make recommendations to the Board such as Approval of major financial decisions, and Financial policy and regulatory matters, and Financial strategy and planning, and The financial position and performance of Auckland PHO, and Any other matter that the Board may refer to the CommitteeII. Approvals Make recommendations to the Board concerning approval of: the PHO's annual budget (capital and operating) reviews of financial projections Provide input and advice on the preparation of the Annual Plan. This will include reviewing the parameters/assumptions used for developing the PHO Annual Business Plan and the process used to compile and agree the annual budgetIII. Policy Make recommendations to the Board concerning the adoption and review of Financial policies including<ul style="list-style-type: none">• investment• borrowing• financial managementIV. Financial Position and Performance Monitor and report to the Board the PHO's performance against BudgetV. Review, assess and advise on the Board's risk management processes -on the financial and commercial aspects of the Board's activities and the processes used to identify risks and to develop and report against mitigation strategies;VI. Provide direction and oversight regarding the Board's audit activities, this includes:

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- (a) receiving reports of the external auditor and monitoring their work against agreed audit engagement;
 - (b) reporting issues arising for financial audits to the Board and provide advice to the Board on appropriate actions regarding those issues;
 - (c) monitoring the progress made by management implementing recommendations arising from the audit reports;
- VII. Update the Finance and Risk Management Policy Manual;
 - VIII. Undertake post implementation reviews for major projects and acquisitions;
 - IX. Carry out other monitoring responsibilities that may be delegated to it by the Board.
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Committee Membership

Full membership to include up to 4 members.

- I. Board Chair;
- II. 2 Board Members, nominated by the Board;

In Attendance

- III. CEO;
- IV. PHO CFO and Junior Accountant
- V. Chief Operations Officer.

FARC may co-opt additional members as required in an advisory and liaison capacity.

Chair

The Chair of FARC shall be elected by the Committee. Best Practice Governance dictates that the Board Chair should not be the Chair of FARC.

Conflicts of Interest

Committee Members must declare any real or perceived conflicts of interest in line with the Board's Conflicts of Interest Policy

Decision Making Confidentiality

All decisions shall be made by consensus in the first instance and vote if needed.

Committee members will treat as confidential all information and documents received in their capacity as FARC members.

Meetings

The Committee will meet bi- monthly and more often as required.

Committee Support

The CEO will ensure the FARC meetings are provided with management and administrative support.

Remuneration

This will be made in accordance with the approved Directors and Reference Group Remuneration Policy.

Quorum


Quorum shall be a half of the number of committee members, with a minimum of two members.

Review

The terms of reference will be reviewed every 12 months.

Committee membership will be reviewed at the first meeting after the AGM with a view to succession planning.

Term	The length of term will be determined by FARC with a recommendation on the term made to the Board.
Reporting	Minutes of all meetings shall be included in the papers for the next Board Meeting and shall be reported upon at that Board meeting.

Document	<i>Finance and Risk Management Policy</i>	Version	8.0
Date Board Approved	20 March 2024	Next Review date	March 2027
Signed Chair			
Auckland PHO Board			