

# NHS Ayrshire & Arran



<b>Meeting:</b>	<b>Ayrshire and Arran NHS Board</b>
<b>Meeting date:</b>	<b>Monday 23 May 2021</b>
<b>Title:</b>	<b>Integrated Governance Committee Annual Report 2021-22</b>
<b>Responsible Director:</b>	<b>Lesley Bowie, Board Chair</b>
<b>Report Author:</b>	<b>Shona McCulloch, Head of Corporate Governance</b>

## 1. Purpose

This is presented to the Board for:

- Awareness

This paper relates to:

- Government policy/directive
- Local policy

This aligns to the following NHSScotland quality ambition(s):

- Safe, Effective and Person Centred

## 2. Report summary

### 2.1 Situation

The Integrated Governance Committee provides an assurance report annually which sets out key achievements through the year in discharging its remit. The approved Integrated Governance Committee annual report for 2021-2022 is presented to Board Members to report on progress and provide assurance that the committee has delivered its remit.

### 2.2 Background

Each NHS Board Governance Committee is required to provide an annual report to Committee and the Board to provide assurance that the Committee has discharged its role as set out in the agreed Terms of Reference. The Committees' approved Terms of Reference and information on the composition and frequency of the Committee are considered as an integral part of the Board Standing Orders and reviewed annually each year through a separate process.

The Governance Committee annual reports are part of the overall assurance mechanism for the NHS Board and are considered by the Audit and Risk Committee in order to provide assurance in support of the Board's annual governance statement that the committees have fulfilled their remit.

As part of the process agreed in 2020-2021 and in accordance with a recommendation from Internal Audit, a self-assessment forms part of the Annual Report for 2021-2022.

## **2.3 Assessment**

The Integrated Governance Committee self-assessment is managed through a checklist approach with a number of questions and a yes/no format to consider the effectiveness of the committee. The checklist covers a range of questions in sections covering topics below. The checklist is an integral part of the annual report.

- The Role and Work of the Committee
- Committee Meetings, Support and Information
- Committee Membership and Dynamics

The annual assurance report details the membership of the Integrated Governance Committee and provides information on the activities of the Committee in the past year.

### **Key Messages**

- Continued scrutiny and assurance on our emergency arrangements and governance arrangements for standing committees of the Board. Our corporate governance arrangements adapted flexibly through 2021-22 to meet the needs of the organisation's response to the pandemic.
- Monitoring of progress of the Caring for Ayrshire programme and discussions with Scottish Government, acknowledging the progress made. Assured that the programme would be well placed to move forward in 2022-2023 as our services remobilise.
- Monitoring delivery of improvements in corporate governance through the Corporate Governance improvement plan, acknowledging that progress had been limited due to workforce pressures and additional unplanned priorities

### **2.3.1 Quality/patient care**

Ensuring good governance in monitoring delivery of programmes across Ayrshire and Arran supports the effective delivery of quality, patient-centred services.

### **2.3.2 Workforce**

This assurance report has no workforce implications for the organisation and enhances joint working across the NHS Board and Ayrshire Integration Boards.

### **2.3.3 Financial**

There are no financial implications

### **2.3.4 Risk assessment/management**

The annual report process ensures a self-assessment of committee effectiveness and business against the agreed Terms of Reference. This mitigates against the risk of any gaps in assurance and supports the NHS Board's annual assurance statement.

### **2.3.5 Equality and diversity, including health inequalities**

An impact assessment has not been completed because this is an assurance reporting paper.

### **2.3.6 Other impacts**

- Best value - Reporting ensures sound governance and accountability.

- Compliance with Corporate Objectives - Providing this assurance report supports compliance with objectives on quality, safety, improved patient experience and a learning organisation

### **2.3.7 Communication, involvement, engagement and consultation**

This paper requires no engagement with external stakeholders.

### **2.3.8 Route to the meeting**

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

- Integrated Governance Committee on 9 May 2022 approved the report.

## **2.4 Recommendation**

For awareness. Board Members are asked to receive the report and note the progress of the Integrated Governance Committee in 2021-2022.

## **3. List of appendices**

Appendix 1 - Integrated Governance Committee Annual Report 2021-2022

Appendix 2 - Approved Integrated Governance Committee Terms of Reference

## Integrated Governance Committee Annual report for 2021-2022

### Committee effectiveness checklist for 2021-2022

The Role and Work of the Committee	Yes / No / NA	Comments
The Committee has a clear understanding of its role and authority as set out in its terms of reference.	Yes	
The Committee undertakes an annual review of its remit and terms of reference and submits to the NHS Board for approval.	Yes	Review concluded with changes approved by NHS Board
The Committee has been provided with sufficient membership, authority and resources to perform its role effectively and independently?	Yes	
In discharging its role, the focus of the governance Committee is on seeking and reviewing assurances rather than operational issues.	Yes	
Remit - the Committee discharges its role to provide assurance on <ul style="list-style-type: none"> <li>issues identified in specific governance Committees that may have an impact across the Board are discussed to thereby ensure joined up corporate governance.</li> <li>matters that do not fit within a standalone governance committee model to enable cross-governance discussion and consideration</li> <li>specific programmes of work across health and social care to monitor and scrutinise delivery on a regular basis where defined.</li> </ul>	Yes	Remit amended on review to add strategic governance for the Board's Climate Change and Sustainability Strategy 2021-2032.
The Committee regularly reviews the strategic risks relevant to its remit and seeks assurance on mitigating controls and actions	Yes	Committee receives a report on risks assigned to Integrated Governance at each meeting. Twice a year the overall strategic risk register is also considered.
The Committee identifies further risk for consideration and escalation from the papers presented and discussion.	Yes	None identified in 2021-2022

The committee receives internal audit reports relevant to its remit and monitors progress against recommendations.	Yes	None received in 2021-2022. Ongoing recommendations are monitored via the Corporate Governance Learning and Improvement action plan
The Committee has visibility of the mechanisms that are in place to monitor all aspects of its remit.	Yes	
The work of the Committee enables it to assure the Board that policies and procedures which are monitored, as relevant to the Committee's remit, are robust.	Yes	
The Committee links well with other Board committees and the Board itself, and opportunities are taken to share information, learning and good practice.	Yes	
The Committee produces an annual work plan.	Yes	
The Committee periodically assesses its own effectiveness.	Yes	Via this checklist and annual report
<b>Committee Meetings, Support and Information</b>	<b>Yes / No / NA</b>	<b>Comments</b>
The Committee has a designated secretariat	Yes	
The committee meets regularly, at least four times a year, and this is set out in the Terms of Reference.	No	Committee met three times in 2021-2022. This was due to limited reporting from Caring for Ayrshire. The CfA programme was impacted with planned engagement unable to proceed due to the Covid-19 pandemic.
The scheduling of those meetings is appropriate to meet the body's business and governance needs	Yes	Scheduled to fit overall Board committee timetable and risk reporting.
The length of Committee meetings is appropriate to allow the Committee to discharge its role.	Yes	
Papers presented to the Committee are of a high standard and an effective format and ensure that members have access to appropriate information	Yes	
The Committee receives adequate information in relation to national policy and direction to enable it to fulfil its role and responsibilities.	Yes	
The Committee agenda is well managed and ensures that all topics within the remit are considered.	Yes	

The agenda and papers are circulated in advance of meetings to allow adequate preparation by committee members and attendees.	Yes	During 2021-2022 there has been an agreed flexible approach to verbal updates and late papers when needed.
Minutes are prepared and circulated as set out in the Terms of Reference.	Yes	
The Committee provides an effective annual report on its own activities.	Yes	
An action log/matters arising are well managed and indicate who is to perform what and by when.	Yes	
<b>Committee Membership and Dynamics</b>	<b>Yes / No / NA</b>	<b>Comments</b>
Chair and Membership of the committee has been agreed by the NHS Board and a quorum set	Yes	
A Vice Chair of the Committee has been proposed by the Chair and agreed by Committee.	Yes	
Membership of the Committee is appropriate with the correct blend of skills, knowledge and experience.	Yes	Integrated Governance is made up of the chairs of 5 other governance committees
All members of the Committee contribute to its deliberations on an informed basis.	Yes	
Committee members are offered an appropriate induction on joining and development opportunities to support them in undertaking their role.	Yes	With the Board Chair
The leadership of the Committee by the Committee Chair is effective and supports input from all members.	Yes	
Committee members attend meetings on a regular basis and if not this is reported to the Board Chair for action.	Yes	Attendance reported via the annual report and routine updates to Board Chair
The Accountable Officer and other senior officers normally attend the committee as considered appropriate, as noted in the terms of reference.	Yes	
Support provided to the Committee by executives and senior management is appropriate.	Yes	

## **Annual Report for Integrated Governance Committee 2021/2022**

### **1. Summary**

- 1.1 The report provides information on the activities of the Integrated Governance Committee during 2021-2022 and details the Committee membership and meeting attendance. The report provides assurance that the Integrated Governance Committee has discharged its role as set out in the agreed Terms of Reference.

The Integrated Governance Committee was approved as a standing committee of the NHS Ayrshire & Arran Board in August 2014, to further strengthen governance arrangements across NHS Ayrshire & Arran. The Committee continues to discuss and provide a level of scrutiny and assurance on a number of governance and risk issues that span more than one specific governance strand.

### **1.2 Key Messages**

- Scrutiny and assurance on our emergency arrangements and governance arrangements for standing committees of the Board. Our corporate governance arrangements adapted flexibly through 2021-22 to meet the needs of the organisation's response to the pandemic.
- Monitoring of progress of the Caring for Ayrshire programme and discussions with Scottish Government, acknowledging the progress made. Assured that the programme would be well placed to move forward in 2022-2023 as our services remobilise.
- Monitoring delivery of improvements in corporate governance through the Corporate Governance improvement plan, acknowledging that progress had been limited due to workforce pressures and additional unplanned priorities.

### **2. Remit**

- 2.1 The Committee Terms of Reference are provided at Annex 1.
- 2.2 The Committee Terms of Reference were revised on 7 February 2022 to include strategic governance for the Board's Climate Change and Sustainability Strategy 201-2032. The Strategic Climate Emergency and Sustainability Group will provide regular assurance reports to Committee on delivery in meeting key indicators and all legal compliance for environmental law. Linda Semple is the Non-Executive chair of this strategic group.

### **3. Membership**

- 3.1 Members of the Integrated Governance Committee during 2021-2022 were:
- Lesley Bowie, Board Chair (Committee Chair)
  - Robert Martin, Non-Executive Member (Committee Vice Chair) – Chair of Performance Governance Committee and North Ayrshire Integration Joint Board (IJB) chair
  - Margaret Anderson, Non-Executive – Chair of Staff Governance Committee

- Michael Breen, Non-Executive Member – Chair of Audit and Risk Committee and East Ayrshire IJB vice chair
- Jean Ford, Non-Executive Member – Chair of Information Governance Committee
- Linda Semple, Non-Executive Member – Chair of Healthcare Governance Committee and South Ayrshire IJB vice chair

Ex-officio members (attendees):

- John Burns, Chief Executive (to end June 2021)
- Claire Burden, Chief Executive (from January 2022)
- Hazel Borland, Nurse Director, Lead for Healthcare Governance Committee, in addition Hazel attended as Chief Executive from July to December 2021)
- Derek Lindsay, Director of Finance, Lead for Audit & Risk and Performance Governance Committees
- Crawford McGuffie, Medical Director, Lead for Information Governance
- Sarah Leslie, HR Director, Lead for Staff Governance Committee
- Kirstin Dickson, Director for Transformation and Sustainability, Lead for Caring for Ayrshire
- Jenny Wilson, Interim Nurse Director, Lead for Healthcare Governance Committee for period June to December 2021.
- Shona McCulloch, Head of Corporate Governance

The Non-Executive Director in position as Chair/Vice Chair of each IJB is also invited to attend meetings to provide representation for each Health and Social Care Partnership. This person is often also a Chair of a Governance Committee as recorded above.

#### 4. Meeting

4.1 The Committee met on three occasions between 1 April 2021 and 31 March 2022.

4.2 The NHS Board has previously agreed that attendance at Committee meetings should be recorded in the relevant Annual Report. The attendance record of each member is shown below (Y indicates attended).

Member	19/04/21	01/11/21	07/02/22
Lesley Bowie	Y	Y	Y
Bob Martin	Y	Y	
Margaret Anderson	Y		Y
Michael Breen	Y	Y	Y
Jean Ford	Y	Y	Y
Linda Semple	Y	Y	Y

#### 5. Committee Activities

5.1 The Committee has ensured that the workplan for 2021-2022 and the structure and format of the agenda supported the Committee Terms of Reference to provide a level of scrutiny and assurance on a number of governance and risk issues that span more than one specific governance strand. During the year Committee received reports and assurance on key issues that impact across the whole organisation, ensuring effective governance and scrutiny arrangements were in place. Some of these were related to our governance arrangements



through subsequent waves of the Covid pandemic. There was a reduced number of meetings given the limited progress in our Caring for Ayrshire programme due to the board's response to the Covid-19 pandemic.

- Responding to the Covid-19 pandemic
- The Board's governance arrangements for standing committees
- Corporate Governance Improvement Plan monitoring report
- Internal audit action monitoring via the Corporate Governance improvement plan
- Caring for Ayrshire programmes strategic governance
- Draft Internal Audit plan
- Strategic Risks including separate EU and Covid-19 risk registers
- Governance Committee work plans
- Governance Committee terms of reference

## **5.2 Responding to the Covid-19 pandemic – emergency arrangements and standing committee governance**

5.2.1 In responding to the pandemic in 2020 Integrated Governance Committee fulfilled a role in enabling a range matters related to our Covid-19 response to be considered. This has continued through 2021 in regards to the Boards emergency arrangements and standing committee governance arrangements:

5.2.2 On 19 April 2021 changes agreed by the Corporate Management Team (CMT) to step down the Board's emergency arrangements and the Emergency Management Team (EMT) meetings were discussed and supported and members recognised the importance of looking forward to the remobilisation and reform of our health and care system. Committee was assured that the Moving Forward plan agreed by CMT enabled key work to be brought forward but that should emergency conditions change, CMT would be in a state of readiness to step EMT meetings back up.

5.2.3 On 19 April 2021 the Committee also discussed a proposal to return to normal corporate governance arrangements for the Board's standing committees and stand down the temporary flexibility that was retained when the Board's standing committees resumed in June 2021, having been stood down in March 2020 to enable the Board's response to the Covid-19 pandemic. Members were assured by the plan to move forward with remobilisation phase 3 and the aim to regain the path of reform to build the future of health and care through Caring for Ayrshire. It was recognised that the Board may require to respond to future COVID-19 outbreaks and, if required, revisit governance committee arrangements. The proposal was approved by the NHS Board on 24 May 2021.

5.2.4 Through the Summer and early Autumn of 2021 the Covid-19 pandemic and associated pressures across the whole health and care system meant that the board's emergency arrangements were stood back up in July 2021. Following an update to the NHS Board on 4 October and briefings provided to all Board members, on 1 November 2021 Members discussed and supported changes to enable a flexible approach to corporate governance arrangements for the Board's standing committees.

This approach recognised that flexibility to lighten governance committee agendas to minimise the impact on operational and clinical colleagues in supporting these meetings would be beneficial and members supported the proposal which was approved at the NHS Board on 29 November 2021.

Members were assured that the Board Chair and Chief Executive would keep these arrangements under review.

This flexible approach to the Board's standing committees of the Board remains in place at end March 2022.

### 5.3 **Caring for Ayrshire (CfA)**

5.3.1 The planned programme for CfA through 2021-2022 was impacted by the Covid19 pandemic as it had been through 2020-2021. This limited progress, however updates were given on specific areas and Committee were assured by the progress made, recognising the impact of the 19 pandemic on the programme:

- Progress of the submission of the programme initial agreement (PIA) to the Scottish Government Capital Investment Group (CIG) and discussions with the CIG on the whole system approach to the PIA document.
- Assurance regarding procurement of healthcare planner support to support key elements of the programme over the next few years.
- Proposed high level work plan and direction of travel for the CfA programme looking ahead to 2022-2023

### 5.4 **Corporate Governance**

5.4.1 The Committee received regular updates on progress against actions in the agreed Corporate Governance Learning and Improvement Action Plan. Members acknowledged that progress had been limited due to workforce pressures and additional unplanned priorities and had agreed extended deadlines for a number of actions, including recommendations from internal audit reports.

5.4.2 The committee considered and approved the revised Code of Corporate Governance following the planned annual review.

5.4.3 The committee discussed outcomes from the Board Development session on Active Governance in early November 2021. Committee were updated on progress with the establishment of a Short Life Working Group to consider current data charts within our Board papers with the aim to develop principles to provide a consistent approach.

### 5.5 **Strategic risks**

5.5.1 The Committee received regular reports on the Strategic Risk Register, presented at the April and November meetings, prior to discussion at the Audit and Risk Committee and NHS Board meetings. In addition Committee were updated on the Covid19 risks and EU withdrawal risks and the approach to stand these down and move agreed risks to the strategic risk register.

The committee also reviewed strategic risks assigned to Integrated Governance Committee and received assurance on mitigating actions.

The discussions provided assurance to Governance Committee Chairs that each Governance Committee fully addressed their area of responsibility and that there were no overlaps, or any gaps

- 5.5.2 The Committee endorsed a recommendation to defer the review of the organisation's Risk Appetite statement for a year. This deferred the review to May 2022.

## 5.6 Internal Audit reporting

- 5.6.1 There were no new internal audit reports assigned to Integrated Governance Committee. Progress on recommendations from internal audit reports previously reviewed were monitored through the improvement action plan

- 5.6.2 The committee has a role in reviewing the draft NHS Ayrshire & Arran internal audit plan. Committee received the 2021-22 draft plan on 7 February 2021 which provided opportunity to discuss and comment on the draft.

- 5.6.3 Committee endorsed an approach to strengthen scrutiny and assurance of Internal Audit Reports. Members were assured by the clear structure and path in terms of outlining the responsibility of the appropriate directors and the timelines of when a report is required to be tabled at the Audit and Risk committee and through appropriate governance committees to ensure recommendations are completed and reported timeously.

## 6. Priorities for 2022-2023

- 6.1 Strategic governance for the Caring for Ayrshire (CfA) programme. As we look to move forward with the CfA programme of work, Committee will be sighted on key workstreams and monitor delivery.

- 6.2 To receive progress reports from the Non-Executive Chair of the Sustainability Management Group on meeting key indicators on delivery and meeting all the legal compliance for environmental law. In accordance with the Board's Climate Change and Sustainability strategy 2021-2032.

- 6.3 The Committee will continue to represent the Board governance structure in monitoring and scrutiny of the Corporate Governance improvement plan. To support continuous improvement in corporate governance and delivery of the Blueprint for Good Governance, using an improvement plan approach, through 2022-23. This will include monitoring of any recommendations from internal audit reports assigned to the Committee.

## 7. Chair's Comments

- 7.1 I want to thank committee members for their contribution to the work of the Integrated Governance Committee over the last year.

The Committee continues to be active in its role; to strengthen governance arrangements across NHS Ayrshire & Arran. Although we continue to have a flexible approach to our corporate governance arrangements, we have not stood down our standing committees and have maintained a strong focus on our governance framework.

I can confirm that the Integrated Governance Committee has fulfilled its remit and I would like to record my thanks to all the staff who have supported the Committee over this last year.

**Mrs Lesley Bowie**  
**Chair – Integrated Governance Committee**  
**14 April 2022**

**Approved by Integrated Governance Committee**  
**9 May 2022**

## **Integrated Governance Committee Terms of Reference**

### **1. Introduction**

- 1.1 The Integrated Governance Committee is established as a committee of the NHS Board as described in the Board's Standing Orders. The approved Terms of Reference and information on the composition and frequency of the Committee have been informed by the Board's Standing Orders with specific reference to Section 9 Committees.
- 1.2 The Terms of Reference will be reviewed annually and submitted to the NHS Board for approval.

### **2. Remit**

- 2.1 To provide assurance to the NHS Board that issues identified in specific governance Committees that may have an impact across the Board are discussed to thereby ensure joined up corporate governance.
- 2.2 To provide assurance on matters that do not fit within a standalone governance committee model to enable cross-governance discussion and consideration.
- 2.3 To provide assurance on specific programmes of work across health and social care to monitor and scrutinise delivery on a regular basis where defined.

### **3. Duties**

The Committee shall be responsible for ensuring an integrated approach across all strands of governance within NHS Ayrshire and Arran. Specifically it will:

- 3.1 Discuss and consider specific themes and issues relating to governance and risk that have implications for the Board's Governance Committees.
- 3.2 Review actions taken by the organisation on recommendations made by the Committee or the NHS Ayrshire and Arran Board on all governance matters, through inclusion on the Corporate Governance improvement plan and routine monitoring of progress against actions.
- 3.3 Consider and scrutinise the health system's compliance with relevant legislation and performance against national standards with regards to governance.
- 3.4 Provide assurance to the NHS Board on governance issues that have application across Ayrshire and Arran and when required on specific programmes of work across health and social care to monitor and scrutinise delivery on a regular basis. Current programmes:

- Caring for Ayrshire. To ensure that the Caring for Ayrshire Strategic Advisory Group takes a joined up approach to corporate governance when designing health and care services across Ayrshire and Arran
  - Climate Change and Sustainability strategy 2021-2032. To receive progress reports from the Sustainability Management Group on meeting key indicators on delivery and meeting all the legal compliance for environmental law.
- Board's Climate Change and Sustainability Strategy 2021-2032

#### **4. Authority**

- 4.1 The Committee is authorised to investigate any matters which fall within its Terms of Reference, and obtain external professional advice.
- 4.2 The Committee may establish sub-committees to support its functions.
- 4.3 The Committee is authorised to seek and obtain any information it requires from any employee whilst taking account of policy and legal rights and responsibilities.
- 4.4 The Committee will have the authority to require the attendance of any employee of NHS Ayrshire & Arran, as may be required.

#### **5. Committee Membership**

- 5.1 The Committee shall be established by the full NHS Board and be composed of the Chairs of the five other standing Board Governance Committees and the Chief Executive. The Chair will be the Chairman of the NHS Board. The Vice Chair will be the Vice Chair of the NHS Board.

#### **6. Quorum**

- 6.1 Three Non-Executive members will constitute a quorum.

#### **7. Attendance**

- 7.1
- The Lead Director for each of the five other standing Board Governance Committees.
  - The Head of Corporate Governance to provide information and advice.
  - The Non-Executive Director in position as Chair/Vice Chair of each Integration Joint Board will attend to provide representation for the Ayrshire Health and Social Care Partnerships.
  - The Director for Transformation and Sustainability to report on Caring for Ayrshire
  - The Non-Executive Chair of the Sustainability Management Group (if not a Chair of a Governance Committee)
- 7.2 The Committee may co-opt additional advisors as required.

#### **8. Frequency of Meetings**

- 8.1 The Committee will normally meet four times per annum.

8.2 The Chair may at any time convene additional meetings of the Committee.

## 9. Conduct of Business

9.1 Meetings of Committee will be called by the Committee Chair.

9.2 The agenda and supporting papers will normally be available to members at least five working days before the date of the meeting.

## 10. Reporting Arrangements

10.1 A minute will be kept of the proceedings of the Committee. A draft minute of the meeting will be provided, normally within ten working days, to the Chair of the Committee. Once the Chair has approved, the draft minute will be shared with committee members for information, not for comment, prior to consideration at a subsequent meeting of the Committee.

10.2 The Chair of Committee shall provide assurance on the work of the Committee. A summary of key points from each meeting and the approved minute will be submitted to the NHS Board meeting for information.

10.3 Committee will conduct an annual review of its role and function by completing a self-assessment checklist and providing this and an annual assurance report to the NHS Board each year.

10.3 Items requiring urgent attention by the NHS Board can be raised at any time at NHS Board Meetings, subject to the approval of the Chair.

Version:	Date:	Summary of Changes:	Approved by
01.0	28/05/2018	Addition of Vice Chair arrangements; Appointment of IntGC Vice Chair, who will be Vice Chair of NHS Board; Change to meeting frequency to two meetings a year instead of three; Papers to be issued five working days in advance of the meeting.	IntGC 28/05/2018
01.1	18/09/2019	2. Remit updated to add assurance on matters that do not fit within stand-alone governance committees; plus specific programmes of work across health and social care in Ayrshire and Arran 6.1 Frequency of meetings increased to four per year from two per year 8.4 Amended to replace “across the organisation” with “across Ayrshire and Arran” 9.2 Update to issue of papers to reflect Paperlite working	IntGC 18/09/2019 NHS Board 07/10/2019
02.0	01/03/2021	Amendments to deliver a standard approach to Governance Committee ToR. <ul style="list-style-type: none"><li>Sections reordered to bring committee business together, ie. Remit/Duties/Authority</li></ul>	NHS Board 29/03/2021

Version:	Date:	Summary of Changes:	Approved by
		<ul style="list-style-type: none"> <li>• Introduction amended to note that ToR are informed by the Board standing orders and the requirement for an annual review.</li> <li>• Remit and Duties amended to reflect standard approach across Governance Committee</li> <li>• Reporting arrangements amended to 10 days for draft minute to be available and ensuring approved draft shared with members. Inclusion of requirement for annual self-assessment checklist in addition to the Annual Report.</li> <li>• Agreed by IntGC 01/03/21</li> </ul>	
03.0	07/02/2022	<p>Annual review of terms of reference – changes made:</p> <p>3.4 Duties addition. Include reporting from the Sustainability Management Group.</p> <p>7.1 Attendees additions. Director of Transformation and Sustainability and the Non-Executive Chair of Sustainability Management Group</p>	NHS Board 28/03/2022