



Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>30<sup>th</sup> March 2023</b>	<b>Agenda Item</b>	<b>5.1</b>
<b>Report Title</b>	<b>Review of Committee Arrangements</b>		
<b>Report Author</b>	Hazel Lloyd, Director of Corporate Governance		
<b>Report Sponsor</b>	Hazel Lloyd, Director of Corporate Governance		
<b>Presented by</b>	Hazel Lloyd, Director of Corporate Governance		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	In-line with Standing Orders, the Board is required to introduce a process of regular and rigorous self-assessment and evaluation of its own operations and performance and that of its Committees and Advisory Groups and propose changes to the Committees arrangements.		
<b>Key Issues</b>	<p>The Health Board in developing its Board Assurance Framework in 2022 identified a need to consider where the following areas of work were identified as needing further consideration in terms of where the matters were reported to and scrutinised by Independent Members on behalf of the Board:</p> <ul style="list-style-type: none"> <li>• Estates management;</li> <li>• Population Health;</li> <li>• Partnership; and</li> <li>• Commissioning</li> </ul> <p>Audit Wales in their structured assessment report 2022 found: “The Board and committees are generally working well but we found gaps in assurances and a need to revisit the committee structure.”</p> <p>These gaps related to:</p> <ul style="list-style-type: none"> <li>• Feedback to referring Committees could be improved;</li> <li>• oversight of estates and partnerships, including the work of the Regional Partnership Board;</li> </ul> <p>From 1<sup>st</sup> April 2023 it is proposed that:</p> <ul style="list-style-type: none"> <li>• the estates strategy be overseen and scrutinised by the Performance &amp; Finance Committee;</li> <li>• a new Committee is formed - Partnerships, Planning and Population Health Committee to strengthen the reporting arrangements within the health board on these important areas, which</li> </ul>		

	<p>would also allow a focus on our partnership working with the local authorities; and</p> <ul style="list-style-type: none"> <li>stand down the Health &amp; Safety Committee with health &amp; safety matters being reported to the Quality &amp; Safety Committee.</li> </ul>			
<p><b>Specific Action Required</b> <i>(please choose one only)</i></p>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>	<b>Approval</b>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Recommendations</b></p>	<ul style="list-style-type: none"> <li><b>AGREE</b> the following board committees being constituted for the financial year 2023/24, including proposed Terms of Reference and Operating Arrangements and Membership: <ul style="list-style-type: none"> <li>➤ Audit Committee</li> <li>➤ Quality &amp; Safety Committee</li> <li>➤ Workforce Committee</li> <li>➤ Performance &amp; Finance Committee</li> <li>➤ Partnership, Planning &amp; Population Health Committee</li> <li>➤ Mental Health Act Legislation Committee</li> <li>➤ Remuneration and Terms of Service Committee</li> <li>➤ Charitable Funds Committee</li> </ul> </li> <li><b>NOTE</b> the arrangements to established in addition to formal Board and Committee meetings to support the Board in fulfilling its responsibilities: <ul style="list-style-type: none"> <li>➤ Board Development Sessions, held bi-monthly (6 times yearly), to focus on the development and effectiveness of the Board as a cohesive and unitary Board;</li> <li>➤ Board Briefing Sessions, held bi-monthly (6 times yearly), to focus on key matters where informal discussion is required and to raise awareness of matters such as changes in policy or legislation; and</li> <li>Board Strategic Planning Sessions, held quarterly, to allow the Board informal development time to discuss collectively strategic developments and horizon planning.</li> </ul> </li> </ul>			

## Review of Committee Arrangements

### 1. Background and Context

Swansea Bay University Health Board's Standing Orders state that: "The Board may and, where directed by the Welsh Ministers must, appoint Committees of SBUHB either to undertake specific functions on the Board's behalf or to provide advice and assurance to the Board in the exercise of its functions. The Board shall establish a Committee structure that it determines best meets its own needs, taking account of any regulatory or Welsh Government requirements. As a minimum, it must establish Committees which cover the following aspects of Board business:

- Quality and Safety;
- Audit;
- Information Governance (this is a sub Committee of the Audit Committee and reports quarterly);
- Charitable Funds;
- Remuneration and Terms of Service; and
- Mental Health Act requirements."

There is scope to bring committees together so long as the Board can be assured that in doing so these areas can be addressed effectively. Conversely, the Board may increase the number of committees as deemed necessary to provide assurance. There is also scope to establish sub committees and joint committees with other NHS bodies.

The Health Board, in support of discharging its duties utilises eight Committees:

- Quality and Safety;
- Audit;
- Charitable Funds;
- Remuneration and Terms of Service;
- Mental Health Act requirements."
- Performance & Finance
- Health & Safety and
- Workforce & OD

In-line with Standing Orders, the Board is required to introduce a process of regular and rigorous self-assessment and evaluation of its own operations and performance and that of its Committees and Advisory Groups. In June 2022, the Board undertook an assessment of its effectiveness, including its committee structure, and identified areas for strengthening and improvement, which is covered in section 2.2.

### 2. Assessment

The three key roles through which the Board demonstrates its leadership within the Health Board are:

- Shaping a positive culture for the Board and the organisation;
- Formulating strategy; and

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- Ensuring accountability by holding the organisation to account for the delivery of the strategy and through seeking assurance that systems of control are robust and reliable.

The Board’s committee structure therefore needs to support the Board in gaining assurance on the extent to which the organisation is operating effectively, delivering its strategic vision and meeting the strategic objectives it has set by managing strategic risks – maximising opportunities and mitigating threats – in a manner that upholds the highest standards of public sector delivery and in accordance with all legal and other requirements.

The Board has confirmed its strategic intent via its Integrated Medium-Term Plan. It will therefore remain imperative that the Board Assurance Framework, as the key document used to record and report the organisation’s key strategic objectives, risks, controls and assurances to the Board, is aligned to enable the Board to focus its attention and that of its committees by seeking assurances on the risks identified.

## 2.1 Current Committee Structure (2022/22)

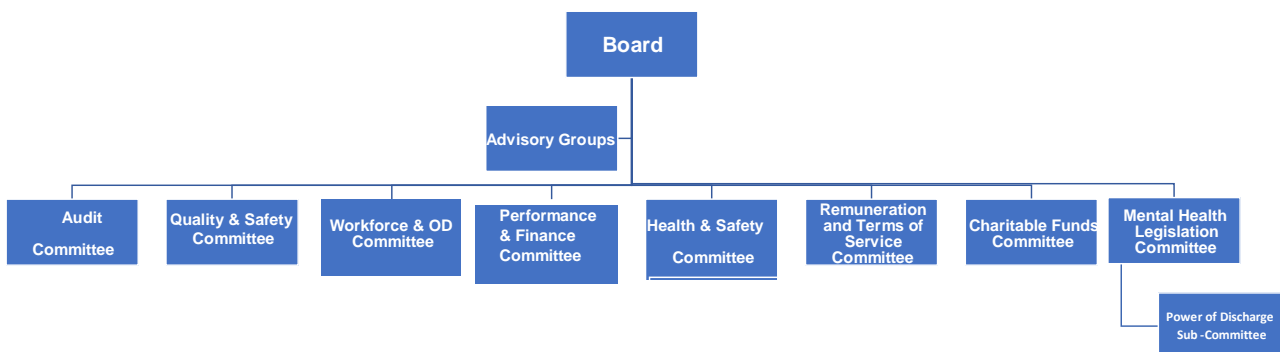
The committee structure approved by the Board in 2009 (**figure 1**), established six Committees and later in 2017 approved a seventh Committee (Performance & Finance):

- Quality and Safety;
- Audit;
- Charitable Funds;
- Remuneration and Terms of Service; and
- Mental Health Legislative
- Performance & Finance
- Workforce & OD

In 2018 an eighth Committee was created: Health & Safety (H&S) to oversee the improvement notices the health board had received. These notices have now been responded to and closed down to the satisfaction of the Regulators (Health & Safety Executive and Fire Regulatory Authority). Audit Wales have also noted that no other Health organisation in Wales has a committee of the Board solely overseeing H&S and advised that such matters are chaired by a senior manager via an operational group and then reported either to a Workforce & OD Committee or a Quality & Safety Committee.

Current Board structure inc sub committees

Figure 1



## **2.2 Proposed Committee Structure 2023/24)**

In recognition of the Board's strategic priorities for 2023/24 and the strategic risks it currently holds, a revised committee structure is proposed for the new financial year. The proposed structure (**figure 3**) will enable an appropriate balance between strategy, delivery and performance, and culture and takes into consideration feedback from Board Members and Audit Wales in respect of effectiveness.

The Health Board in developing its Board Assurance Framework in 2022 identified a need to consider where the following areas of work were identified as needing further consideration in terms of where the matters were reported to and scrutinised by Independent Members on behalf of the Board:

- Estates management;
- Population Health;
- Partnership; and
- Commissioning

The Board agreed to an estates Task & Finish Group being established to undertake a deep dive into estates following receipt of the six facet survey and report to the Board in May.

From 1<sup>st</sup> April 2023 it is proposed that:

- Delivery of the estates strategy and the plans for intelligence and data be overseen and scrutinised by the Performance & Finance Committee;
- Digital strategy and delivery of digital systems implementation plans to be overseen by Workforce and OD Committee;
- a new Committee is formed - Partnerships, Planning and Population Health Committee to strengthen the reporting arrangements within the health board on these important areas, which would also allow a focus on our partnership working with the local authorities; and
- stand down the Health & Safety Committee with health & safety matters being reported to the Quality & Safety Committee (in relation to patient health and safety) and Workforce and OD Committee (in relation to staff health and safety);

In considering these proposals it is important to consider the Audit Wales (External Audit) Structured Assessment 2022 report, which considered the effectiveness of the Board's governance arrangements. In respect of the Board's committee arrangements, Audit Wales reported:

"The Board and committees are generally working well but we found gaps in assurances and a need to revisit the committee structure."

These gaps related to:

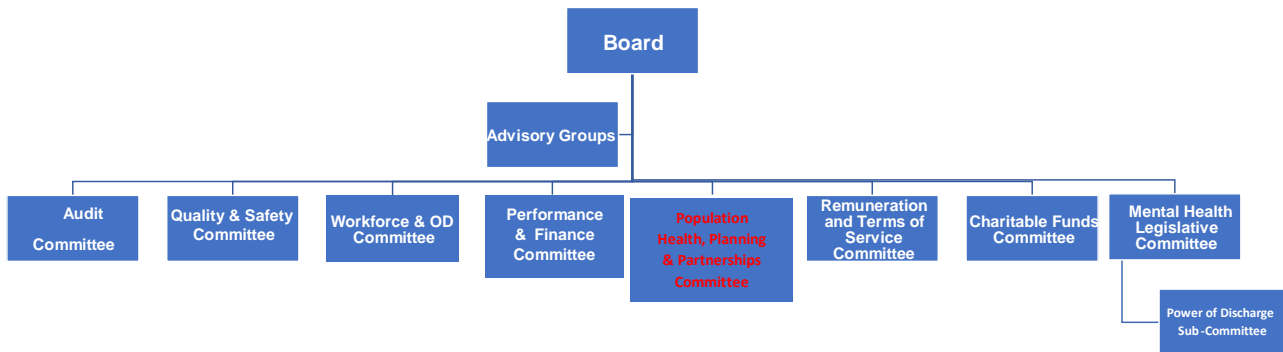
- Feedback to referring Committees could be improved;
- oversight of estates and partnerships, including the work of the Regional Partnership Board;

Audit Wales further suggested that the Board Assurance Framework be used to shape the committee structure and consider the frequency of the Quality and Safety, and Performance

and Finance Committees. Currently both meet monthly, compared to bi-monthly in other health boards”.

Audit Wales further commented “The Board and its committees receive good quality information to support effective scrutiny and challenge. Papers are submitted in a timely way, and the quality of papers produced is good; however, some could be shorter in length”.

**Figure 2**



In addition to the Board’s formal meetings and formal Committee meetings, the following informal arrangements would continue to support the Board to fulfil its responsibilities:

- Board Development Sessions, held bi-monthly (6 times yearly), to focus on the development and effectiveness of the Board as a cohesive and unitary Board;
- Board Briefing Sessions, held bi-monthly (6 times yearly), to focus on key matters where informal discussion is required and to raise awareness of matters such as changes in policy or legislation; and
- Board Strategic Planning Sessions, held quarterly, to allow the Board informal development time to discuss collectively strategic developments and horizon planning.

### 3. Committee Operating Arrangements

In line with the proposed committee arrangements, a Schedule of Board and Committee meetings will be issued to Board Members based on the agreed frequency of respective committee meetings, once agreed.

2023/24 Annual Workplans for each committee are under development and will be aligned to priority areas identified through the Integrated Medium-Term Plan 2023-26, the Board Assurance Framework and Health Board Risk Register. These workplans will be key in ensuring that the Board’s overall assurance arrangements are focussed on strategic priorities, strategic risks and assurance needs.

This paper therefore proposes that for 2023/24 the Boards committee structure would be as follows:

- Audit Committee
- Quality & Safety Committee
- Performance & Finance Committee
- Workforce Committee
- Partnerships, Planning & Population Health Committee
- Mental Health Act Legislative Committee

- Remuneration and Terms of Service Committee
- Charitable Funds Committee

### 3.1 Audit Committee

The purpose of the Audit Committee will be to undertake scrutiny and review of matters related to audit, financial accounting, governance and risk management. In doing so, the Committee will support the Board and the Accountable Officer by reviewing the comprehensiveness and reliability of assurances on governance, risk management, the control environment and the integrity of financial statements and the annual report.

#### Key areas of assurance focus

- BAF system and use
- Risk management policy and implementation
- IA, EA and other regulatory reports
- Audit recommendation tracking
- Annual accountability report, including annual governance statement
- Budgetary control including STA report and losses and special payments
- Annual financial statements and remuneration report
- Information governance – update and delivery against plan
- Cyber security
- Counterfraud
- Standing Orders and SFIs
- Policies and procedures
- Covid Inquiry preparedness
- Insurance
- Hosted agencies annual reports
- Gifts, hospitality and declarations of interest
- Board self-assessment and oversight of action plan
- Clinical audit – compliance and process
- Legislative compliance

The Committee will meet on a bi-monthly (6 times yearly) basis.

Committee membership for 2023/24, is proposed as currently constituted:

Chair (Independent)	Nuria Zolle
Vice Chair (Independent)	Pat Price
Member (Independent)	Tom Crick
Member (Independent)	Independent Member (Legal to be appointed)
Executive Lead (Not formal members)	Director of Finance Director of Corporate Governance

### 3.2 Quality & Safety Committee

The purpose of the Quality & Safety Committee will be to provide evidence based and timely advice to the Board to assist it in discharging its functions and meeting its responsibilities with regard to the quality and safety of healthcare; and assurance to the Board in relation to the Health Board's arrangements for safeguarding and improving the quality and safety of patient centred healthcare in accordance with its stated objectives and the requirements and standards determined for the NHS in Wales.

### Key areas of assurance focus

- Quality strategy and progress against annual priorities
- Risk register in relation to issues pertaining to the safety and quality of services (including the safety and quality of the estate)
- Recovery plans for any quality priorities off trajectory
- Clinical audit plan and delivery
- Patient experience (including complaints themes) – both by service and by patient type (including those with protected characteristics and those requiring care across different services eg dementia)
- Claims, incidents and coroner inquest report
- Mortality reports
- IA and other regulatory reports (eg HIW, ombudsman) relating to quality, safety or estates (including progress on actions)
- Management report on quality issues including exception report for escalation when necessary (to include: nutrition and hydration, medical devices, clinical ethics)
- IPC report
- Effective processes for medicines management/controlled drug management/medication safety – including controlled drugs officer report)
- Individual service unit reports on quality issues – rolling programme
- Safeguarding and liberty protection safeguards
- Service issues as delegated by board or other committees (Eg maternity, CCN, HMP Swansea)
- Covid nosocomial review
- Estates issues and plans, including fire safety, cleaning standards and other physical issues relating to health and safety for patients
- Quality of commissioned services
- Clinical effectiveness of hosted services (Eg MTN...)
- Approach to EIAs and impact on services or plans
- Overall health board outcomes across all services to ensure no unforeseen quality consequences from annual plan priorities
- Procurement framework

The Committee will meet on a monthly basis.

Committee membership for 2023/24, is proposed as currently constituted:

Chair	Steve Spill
Vice Chair	Reena Owen
Member (Independent)	Independent Member (Legal to be appointed)
Member (Independent)	Nicola Matthews
Executive Lead (Not formal members)	Medical Director Director of Nursing & Patient Experience Director of Therapies and Health Sciences Director of Finance

### **3.3 Workforce Committee**

The purpose of the Workforce Committee will be to provide advice and assurance to the Board that appropriate arrangements are in place in relation to staff and workforce planning and that there are effective measures to drive the desired culture throughout the Health Board to ensure

delivery of safe, high quality healthcare. The Committee will also provide advice and assurance to the Board in relation to the direction and delivery of Organisational Development and other related frameworks to drive continuous improvement and to achieve the objectives of the Health Board.

Key areas of assurance focus

- Workforce plan - roles, recruitment, retention, vacancies as a whole and by service unit
- Delivery of workforce plan with recovery plans as necessary
- Risk register in relation to risks relating to workforce and digital
- IA and other regulatory reports relating to workforce
- Overall workforce metrics
- Values and culture – with specific focus on extent to which values have permeated throughout the organisation and within individual service units
- Feedback and actions resulting from the Big Conversation
- Individual service unit reports on workforce issues – rolling programme
- PADR and training/development quality and compliance
- Talent management and succession planning
- Staff wellbeing and approach to improving attendance and turnover
- Equality and diversity – reports from networks, issues raised and assurance that voices are heard
- Issues relating to workforce health and safety (manual handling, radiation protection, violence and aggression, medical exposure)
- Issues relating to individual staff groups – eg medical revalidation, medical efficiencies, Nurse Staffing Act, establishments not covered by Act
- Digital strategy and impact on workforce plan
- Timely delivery of digital plans including transformation of working practices
- Guardian Service report
- Employee relations matters
- High risk cases and suspensions
- Specific issues as identified by board or other committees – eg BIA numbers, Statutory/Mandatory training, ESR, e-rostering

The Committee will meet bi-monthly (6 times yearly) basis.

Committee membership for 2023/24, is proposed as currently constituted:

Chair	Tom Crick
Vice Chair	Nuria Zolle
Member (Independent)	Jackie Davies
Member (Independent)	Independent Member – vacancy
Executive Lead (Not a formal member)	Director of Workforce & OD Director of Digital

**3.4 Performance & Finance Committee**

The purpose of the Performance & Finance Committee will be to provide advice and assurance to the Board on the achievement of the Board’s aims and objectives as set out in its Integrated Medium-Term Plan, in accordance with the standards of good governance determined for the NHS in Wales. In doing so, the Committee will seek assurance that there is ongoing development of an improving performance culture which continuously strives for excellence and focuses on

improvement in all aspects of the health board’s business, in line with the Board’s Performance Management Framework. Included within this, the Committee will seek assurance that arrangements for financial management and financial performance are sufficient, effective and robust.

Key areas of assurance focus

- Delivery of annual plan/R&S priorities (including enabling plans). Specific focus on
  - Estates plan delivery
  - Delivery of plans for intelligence and data
  - Effective delivery of Ministerial and HB performance priorities for the provision of care (timely USC, effective processes for discharges, efficient cancer service)
- Risk register in relation to operations, finance and performance and the delivery of estate transformation
- Performance on services commissioned by others (WHSSC, EASC, NWSSP)
- IA reports relating to performance, finance, efficiency and operational issues
- Performance management framework
- Recovery plans for failures in key areas (cancer, planned care etc)
- Demand/capacity plans and actions to address gaps (including use of independent sector)
- Approaches to waiting list management
- Performance trajectories and underpinning evidence (workforce, finance, estates) in key performance priorities
- Individual service unit reports on operational and finance issues – rolling programme
- Allocation of revenue budgets, including savings plans
- Financial performance monitoring against
  - Revenue budgets and statutory financial duties
  - Capital budgets, including discretionary
  - Savings plans and cost improvement plans
- CHC quarterly reporting (statutory requirement delegated by board)
- Financial monitoring return
- Strategic finance plans
- Estates strategy and impact on productivity, finance and operational effectiveness
- Capital planning and financing approach
- Business cases as appropriate for review before board
- Specific issues as identified by board or other committees

The Committee will meet on a monthly basis.

Committee membership for 2023/24, is proposed as:

Chair	Reena Owen
Vice Chair	Steve Spill
Member (Independent)	Pat Price
Member (Independent)	Independent Member - vacancy
Executive Leads (Not formal members)	Director of Finance Director of Strategy Chief Operating Officer

### 3.5 Population Health, Planning & Partnerships Committee

The purpose of the Population Health, Planning & Partnerships Committee will be to provide the Board with advice and assurance on arrangements for: ensuring that strategic collaboration and effective partnership arrangements are in place; and that there are effective mechanisms in place in respect of improving population health and reducing health inequalities. The Committee will also provide the Board with advice and assurance on the robustness of the Health Board's approach, systems and processes for developing strategies and plans, including those developed in partnership.

It is important to note that this Committee will not be responsible for the development of strategy, which is a collective Board responsibility and therefore reserved for full Board discussions. In addition, it will be important for the full Board to remain apprised of the work of its statutory partnerships.

#### Key areas of assurance focus

- Risk register in relation to planning, population health and partnerships
- Alignment of plans underpinning the IMTP both internal (workforce, estates, digital) and external (RPB, Clusters)
- Population health priorities
- Compliance with WBFGA and Socio-economic Duty for Wales
- Structure to deliver population health (internal and external)
- Partnerships as delivery mechanisms (eg RPB)
- Partnerships for oversight of key priorities (PSB)
- Health board responsiveness to partnership requirements (PSB, RPB, APB)

The Committee will meet three times a year.

Committee membership for 2023/24, is proposed as:

Chair	Emma Woollett
Vice Chair	Steve Spill
Member (Independent)	Keith Lloyd
Member (Independent)	Pat Price
Member (Independent)	Nicola Matthews
Executive Lead (Not a formal member)	Director of Public Health Director of Strategy

### 3.6 Mental Health Act Legislation Committee

The purpose of the Mental Health Legislation Act Committee is to provide advice and assurance to the Board and the Accountable Officer by critically monitoring and reviewing the way in which the Health Board discharges its functions and responsibilities under the Mental Health Act 1983. It will support the Health Board in discharging its accountabilities and responsibilities for the achievement of the Health Board's objectives and organisational requirements in accordance with the standards of good governance determined for the NHS in Wales. This will include the Power of Discharge sub-Committee, constituted by Associate Hospital Managers.

The Committee will meet on a quarterly basis.

#### Key areas of assurance focus

- Mental Health Act 1983

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- Mental Capacity Act 2005
- Mental Health Measure
- Powers of Discharge
- Risk register in relation to mental health legislation compliance

Committee membership for 2023/24, is proposed as current constituted:

Chair	Steve Spill
Vice Chair	Independent Member (Legal – Vacancy)
Member (Independent)	Jackie Davies
Member (Independent)	Independent Member (Vacancy)
Executive Lead (Not a formal member)	Director of Nursing & Patient Experience Chief Operating Officer Service Group Director for Mental Health & Learning Disabilities

The Mental Health Act Monitoring Committee has established a **Hospital Managers Power of Discharge Sub-Committee**. The principal remit of the Hospital Managers Power of Discharge Sub-Committee is to satisfy the board that the processes employed by the committee, tasked with considering whether the power of discharge should be used, are fair, reasonable, and exercised lawfully. The Sub-Committee will report routinely to the Mental Health Act Committee for assurance and developmental purposes

### 3.7 Remuneration and Terms of Service Committee

The purpose of the Remuneration and Terms of Service Committee is to consider and approve the remuneration and terms of service for the Chief Executive, Executive Directors and other very senior staff within the framework set by the Welsh Government, on behalf of the Board. The Committee will seek assurance in respect of objectives for Executive Directors and other VSMs and the associated performance assessment; agreeing actions on behalf of the Board where required.

#### Key areas of assurance focus

- Executive appointments process and decisions
- Executive remuneration and terms of service
- Executive portfolios and link to Chair, CEO objectives and IMTP
- Executive performance, capacity and wellbeing
- Executive development and succession planning
- Senior leadership development and succession planning
- VERS and settlements
- Specific issues as identified by board or other committees

The Committee will meet on a quarterly basis.

Committee membership for 2023/24, is proposed as currently constituted:

Chair	Emma Woollett
Vice Chair	Steve Spill
Member (Independent)	Reena Owen
Member (Independent)	Nuria Zolle
Member (Independent)	Pat Price
Member (Independent)	Keith Lloyd

Member (Independent)	Tom Crick
Member (Independent)	Jackie Davies
Member (Independent)	Nicola Matthews
Member (Independent)	Independent Member (Legal – Vacancy)
Member (Independent)	Independent Member (General – Vacancy)
Executive Leads (Not formal members)	Chief Executive Director of Workforce & OD Director of Corporate Governance

### 3.8 Charitable Funds Committee

The purpose of the Charitable Funds Committee is to make and monitor arrangements for the control and management of charitable funds, on behalf of the Board, as corporate trustees of the charitable funds held and administered by the Health Board.

The Committee will meet on a quarterly basis.

#### Key areas of assurance focus

- Governance and controls of the charitable funds
- Fundraising strategy and costs
- Approval of bids and cases for charitable funding
- Strategy for development of approach to charitable funds
- Approval of accounts and annual report for charitable funds

Committee membership for 2023/24, is proposed as currently constituted:

Chair	Nuria Zolle
Vice Chair	Steve Spill
Member (Independent)	Jackie Davies
Member (Independent)	Keith Lloyd
Member (Executive)	Director of Finance
Member (Executive)	Director of Strategy
Executive Lead	Director of Finance Director of Strategy Director of Insights, Communication & Engagement

### 4. Compliance with Standing Orders

As mentioned earlier in the paper, the Health Board's Standing Orders state that, "as a minimum, it must establish committees which cover the following aspects of Board business: Quality and Safety; Audit; Information Governance; Charitable Funds; Remuneration and Terms of Service; and Mental Health Act requirements." The table below confirms that the proposed committee arrangements have taken into consideration the requirements placed upon the Health Board:

### 5. Conclusion

Throughout the COVID-19 pandemic, the Board has continued to review its governance arrangements to ensure that they remain appropriate whilst agile enough to meet the demands placed upon the organisation. The Board is aware of the increasing pressures that have been placed on the health and social care system, as a direct and indirect result of the pandemic, and the significant ongoing challenges that the organisation faces in responding to these. It is

therefore essential that the Board's business, and that of its committees, remains focussed on its key priorities and strategic risks, ensuring an appropriate balance between strategy, delivery and performance, and culture.

In recognition of the Board's strategic priorities for 2023/24 and the strategic risks it currently holds, a revised committee structure is proposed for the new financial year.

## 6. Recommendations

The Board is asked to:

- **AGREE** the following board committees being constituted for the financial year 2023/24, including proposed Terms of Reference and Operating Arrangements and Membership:
  - Audit Committee
  - Quality & Safety Committee
  - Workforce Committee
  - Performance & Finance Committee
  - Partnership, Planning & Population Health Committee
  - Mental Health Act Legislation Committee
  - Remuneration and Terms of Service Committee
  - Charitable Funds Committee
  
- **NOTE** the arrangements to established in addition to formal Board and Committee meetings to support the Board in fulfilling its responsibilities:
  - Board Development Sessions, held bi-monthly (6 times yearly), to focus on the development and effectiveness of the Board as a cohesive and unitary Board;
  - Board Briefing Sessions, held bi-monthly (6 times yearly), to focus on key matters where informal discussion is required and to raise awareness of matters such as changes in policy or legislation; and
  - Board Strategic Planning Sessions, held quarterly, to allow the Board informal development time to discuss collectively strategic developments and horizon planning.