

Appendix A

Committee Effectiveness Reviews

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Appendix A.1

Annual Review of Effectiveness – Integrated Care Partnership

Issue	Yes	No	Comments / Action
Composition, Establishment and Duties			
Does the Committee have written terms of reference that adequately define the Committee's role?	X		There is a section that defines the purpose and responsibilities of the Committee
Have terms of reference been ratified by the ICB Board?	X		May 2024
Does the Committee report to the ICB Board in accordance with its ToR?	X		The Committee submits an escalation and assurance report to the Board following each meeting.
Does the Committee receive the appropriate level of input from its Members?	X		There is strong engagement in the work of the committee. Members freely input into discussions and engage with speakers on topics being discussed. The Chair regularly meets with Health and Wellbeing Board Chairs, particularly the Co-Chair to develop the agenda. The Futures Group Chair also contributes to the agenda.
Does the Committee prepare an Annual Report on its work for the ICB Board?	X		The annual report for 2024/25 is complete and attached.
Has the committee been quorate for each meeting this year?	X		Quoracy was achieved for 4 out of meetings in 24/25. The meeting on 20th March 2024 was not quorate due to the absence of a Director of Public Health.
Administrative Arrangements			
Are agendas and reports circulated in good time for Committee Members to give them due consideration?	X		Agendas and papers circulated a week in advance of each meeting in line with the Standing Orders
Are the minutes and actions circulated in good time for Committee Members to give them due consideration?	X		In line with Standing Orders and Terms of Reference.
Has the Committee met the appropriate number of times this year?	X		The Terms of Reference currently states the committee will meet no less than 4 times per year. This was achieved in 2024/25.
Have all Committee Members attended meetings on a regular basis; is the level of attendance satisfactory and in line with the ToRs?	X		All members or agreed deputised colleagues have attended on a regular basis.
Governance, Scrutiny and Assurance			

Can the Committee demonstrate that it has provided the ICB Board with assurance in respect of the Statutory Duties as per the ToRs?	X		The Committee submits an escalation and assurance report to the Board following each meeting.
Can the Committee demonstrate that it has provided ICB Board with assurance in respect of the BAF / Corporate Risks?	N/A	N/A	Not applicable to the ICP.
Has the Committee sufficient time to give appropriate consideration and scrutiny to its business and agenda?	X		Meetings have generally run to time and all agenda items covered as scheduled
Does the Committee receive sufficient Reports to enable it to fulfil the Terms of Reference?	X		A forward plan was agreed by the committee for 2024-25 to ensure topics are covered systematically, with the relevant amount of detail. The committee has received a broad range of reports that cover its remit.
Do the reports presented to the Committee provide the quality and detail required to enable the Committee to provide assurance and carry out the ToR?	X		Attendees include subject matter experts who are invited to provide significant assurance on reports. Papers that require a decision have been detailed
Does the Committee understand the risks / issues, make decisions and provide assurance?	X		As part of its decision-making risks and issues are considered. The ICP is regularly assured on areas under its remit.
Has the Committee approved the ToRs and Work Plans to any subordinate groups?	X		The ICP receives and agrees the objectives for the Futures Group.
Has the Committee received regular progress reports from subordinate groups and been advised of any significant issues/risks?	X		The ICP receives feedback from the Futures Group as part of its agenda.
Has the Committee effectively managed Conflicts of Interest in line with the ICB Conflict of Interest Policy and the Committee's ToR?	X		There is a standard agenda item and conflicts declared are evidenced within minutes. The Committee annual report provides more detail.

Work Plan			
Has the Committee established a workplan for the year and has been adhered to?	X		The ICP agreed a workplan for 2024-25 and this has been adhered to.
Does the Committee review its Work Plan at least quarterly?	X		The Chair and H&WB Chairs regularly review the workplan.
Has the Committee achieved its agreed Work Plan?	X		The committee's work plan has been used to agree the agendas for meetings during the year.
Does the Work Plan reflect all of the duties and responsibilities set out in the ToR?	X		The work plan reflects the duties and responsibilities set out in the ToR. A new work plan for 2025/26 has been drafted to reflect how the work of the committee has evolved in year.

<p>Are there any areas of the ToR which require additional focus or a change in approach? Have any necessary changes been made to the Work Plan to achieve this?</p>	<p>X</p>	<p>The Terms of Reference have been reviewed and updates proposed for 2025/26. The Secretariat will ensure that the workplan is regularly updated according to the Committee's objectives and associated risks.</p>
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Appendix A.2

Annual Review of Effectiveness – Audit Committee

Issue	Yes	No	Comments / Action
Composition, Establishment and Duties			
Does the Audit Committee have written terms of reference that adequately define the Committee's role?	X		There is a section that defines the purpose and responsibilities of the Committee which align with the Scheme of Reservation and Delegation.
Have terms of reference been ratified by the Board?	X		ToR where ratified by the Board in May 2024. Terms of reference review form part of the annual Q4 Governance Assurance Reviews for all Committees of the ICB and once reviewed will be approved by the Board for 2025-26
Are Committee members independent of the management team?	X		All Members are independent.
Are the outcomes of each meeting; the actions taken and the committee's view on the organisation's systems of internal control reported to the next ICB Board meeting?	X		Committee assurance and escalation reports are reported to the Board at each meeting and shall draw to the attention of the Board any issues that require disclosure to the Board or require action.
Does the Committee prepare an annual report on its work and performance in the preceding year for consideration by the Board?	X		Committee annual report prepares supported by the Governance & Compliance Team as part of the Q4 Governance Assurance Reviews for committee sign off and submitted to the Board, which forms part of the IB Annual Governance Statement.
Has the Committee established a forward plan of matters to be dealt with across the year?	X		Workplan in operation
Are Committee papers distributed in sufficient time for members to give them due consideration?	X		General satisfaction with meeting content and timings on the agenda.
Has the committee been quorate for each meeting this year?	X		Yes. Full details of this is included in the Audit Committee Annual Report for 2024/25.
Compliance with the Law and Regulations Governing the NHS			
Does the Committee review assurance and regulatory compliance reporting processes?	X		As per the Committee's Terms of Reference and work plan
Does the Committee have a mechanism to keep it aware of topical, legal and regulatory issues?	X		As per the Committee's Terms of Reference and work plan
Internal Control and Risk Management			
Has the Committee formally considered how it integrates with	X		Assurance/key message of other committees in the ICB to provide relevant

other committees that are reviewing risk – for example, risk management and clinical governance?			assurance to the Audit Committee's own areas of responsibility.
Has the Committee reviewed the robustness and effectiveness of the content of the organisation's Assurance Framework?	X		As per Terms of Reference and via workplan and agenda items
Has the Committee reviewed the robustness and content of the draft Annual Governance Statement on Internal Control before it is presented to the ICB Board?	X		This is part of the year end processes for 2024-25
Does the Committee consider the External Auditor's report to those charged with governance including proposed adjustments to the accounts?	X		This is part of the year end processes for 2024-25
Internal Audit			
Is there a formal 'charter' or terms of reference, defining internal audit's objectives, responsibilities and reporting lines?	X		Internal Audit Charter approved at first meeting of the committee
Does the Committee review and approve the internal audit plan at the beginning of the financial year?	X		The plan was approved.
Does the Committee approve any material changes to the plan?	X		As and when required.
Are audit plans derived from clear processes based on risk assessment with clear links to the Assurance Framework?	X		Audit plans received and reviewed by the committee.
Does the Audit Committee receive periodic reports from the Head of Internal Audit?	X		Updates at each meeting of the committee and as part of the formal year-end reporting.
Does the Committee effectively monitor the implementation of management actions arising from audit reports?	X		Update at each meeting of the committee and as part of the formal year-end reporting.
Does the Head of Internal Audit have a right of access to the committee and its Chair at any time?	X		Plus, bi-annual private meeting between members and auditors.
Is the committee confident that internal audit is free of any scope restrictions and, if not, has it considered the impact of these on the annual Head of Internal Audit opinion?	X		None
Is the committee confident that internal audit is free from any operational responsibilities or conflicts of interest that could impair its objectivity?	X		Conflicts of interest is a standing item on each committee agenda and managed in-line with the ICB conflict of interest policy.

Does the committee hold periodic private discussions with the Head of Internal Audit?	X		Bi-annually.
Has the committee evaluated whether internal audit complies with the Public Sector Internal Audit Standards?	X		None
Has the committee agreed a range of internal audit performance measures to be reported on a routine basis?	X		Internal Audit Effectiveness Survey undertake each year.
Does the committee receive and review the Head of Internal Audit's annual opinion?	X		As part of the formal year-end processes.

External Audit

Do the external auditors present their audit plans and strategy to the Committee for approval?	X		None
Does the Committee receive and monitor actions taken in respect of prior years' reviews?	X		None
Does the Committee review the External Auditor's annual audit letter?	X		As part of the formal year-end processes.
Does the committee review the external auditor's value for money conclusion?	X		None
Does the Committee hold periodic private discussions with the external auditors?	X		Bi-annually.
Does the Committee assess the performance of external audit?	X		External Audit Effectiveness Survey undertaken each year.
Does the Committee require assurance from external audit about the policies for ensuring independence?	X		None
Does the Committee review the nature and value of non-audit work carried out by the external auditors?	X		None

Counter Fraud and Security

Does the Committee review and approve the counter fraud work plan at the beginning of the financial year?	X		None
Does the Committee satisfy itself that the work plan adequately covers each of the seven generic areas defined in NHS counter fraud policy?	X		None
Does the Committee approve any material changes to the plan?	X		None
Does the Audit Committee receive periodic reports from the Local	X		This is a standing item at each meeting of the committee.

Counter Fraud Specialist?			
Does the Committee effectively monitor the implementation of management actions arising from counter fraud reports?	X		None
Do those working on counter fraud and security activity have a right of direct access to the committee and its Chair?	X		None
Do those working on counter fraud and security activity have the necessary technical knowledge and experience to ensure that work is carried out as it should be?	X		None
Does the Committee receive and review the Local Counter Fraud Specialist's annual report of counter fraud activity and qualitative assessment?	X		None
Annual Report and Accounts and Disclosure Statements			
Is the Committee's role in the approval of the annual accounts clearly defined?	X		This is detailed within the terms of reference under the heading 'Financial Reporting'
Is a committee meeting scheduled to discuss proposed adjustments to the accounts and issues arising from the audit?	X		Extra-ordinary meetings take place as and when required.
Does the Committee specifically review: <ul style="list-style-type: none"> • Changes in accounting policies? • Changes in accounting practice due to changes in accounting standards? • Changes in estimation techniques? • Significant judgements made in preparing the accounts? • Significant adjustments resulting from the audit? • Explanations for any significant variances? 	X		None
Does the committee ensure it receives explanations for any unadjusted errors in the accounts found by the external auditors?	X		None
Does the committee receive and review a draft of the organisation's annual governance statement?	X		As part of the formal year-end processes
Does the committee receive and review a draft of the organisation's annual report and accounts?	X		As part of the formal year-end processes

Does the annual report and accounts include a description of the Committee's establishment and activities?	X		None
Other Issues			
Has the Committee reviewed its performance in the year for consistency with its: <ul style="list-style-type: none"> • Terms of reference • Programme for the year 	X		Included as part of the effectiveness review of the committee.
Any Other Comments, Areas for Improvement, or Gaps Identified			
None			

Appendix A.3

Annual Review of Effectiveness – Remuneration Committee

Issue	Yes	No	Comments / Action
Composition, Establishment and Duties			
Does the Committee have written terms of reference that adequately define the Committee's role?	X		There is a section that defines the purpose and responsibilities of the Committee which align with the Scheme of Reservation and Delegation.
Have terms of reference been ratified by the ICB Board?	X		ToR were ratified by the Board May 2024
Does the Committee report to the ICB Board in accordance with its ToR?	X		Throughout 2024/25, the ICB Board has received monthly assurance, and escalation reports from all its committees. These reports have been well received by the Board.
Does the Committee receive the appropriate level of input from its Members?	X		The Committee has adequate membership, authority, and resources to perform its role effectively.
Does the Committee prepare an Annual Report on its work for the ICB Board?	X		This is currently underway for 2024/25, led by the Head of Governance & Compliance for the ICB.
Has the committee been quorate for each meeting this year?			Quoracy for 2024-25 is under review.
Administrative Arrangements			
Are agendas and reports circulated in good time for Committee Members to give them due consideration?	X		Papers and minutes are issued one week prior to the board meeting, with exceptions made only for specific papers that require very current information.
Are the minutes and actions circulated in good time for Committee Members to give them due consideration?	X		In line with Standing orders and ToR, minutes and actions are circulated in good time.
Has the Committee met the appropriate number of times this year?	X		The ToR state that the Committee should meet at least twice each year. In 2024/25, the Committee met 7 times. The frequency of the meeting had been driven by the volume and time sensitive nature of items that had needed to be considered.
Have all Committee Members attended meetings on a regular basis; is the level of attendance satisfactory and in line with the ToRs?	X		Good attendance is evidenced within the minutes and detailed within the Committee Annual Report.
Governance, Scrutiny and Assurance			
Can the Committee demonstrate that it has provided the ICB Board with assurance in respect of the Statutory Duties as per the ToRs?	X		This is covered as part of the Committee reports to the Board. Summary of the key outcomes of the Committee and assurances provided to the ICB Board.

Can the Committee demonstrate that it has provided ICB Board with assurance in respect of the BAF / Corporate Risks?	N/A	N/A	There are no BAF risks or Corporate risks aligned to the Remuneration Committee.
Has the Committee sufficient time to give appropriate consideration and scrutiny to its business and agenda?	X		No additional comments.
Does the Committee receive sufficient Reports to enable it to fulfil the ToRs?	X		Regular reports are provided in-line with the committee workplan/agenda.
Do the reports presented to the Committee provide the quality and detail required to enable the Committee to provide assurance and carry out the ToR?	X		Owing to the confidential nature of the material considered by the Committee, reports provide appropriate detail / assurance.
Does the Committee understand the risks / issues, make decisions, and provide assurance	X		No additional comments.
Has the Committee approved the ToRs and Work Plans to any subordinate groups?	N/A	N/A	The Remuneration Committee has not established any subgroups.
Has the Committee received regular progress reports from subordinate groups and been advised of any significant issues/risks?	N/A	N/A	The Remuneration Committee has not established any subgroups.
Has the Committee effectively managed Conflicts of Interest in line with the ICB Conflict of Interest Policy and the Committee's ToR?	X		Declarations of interest in relation to the business of the meeting is a substantive agenda item. The Committees annual report provides detail on how any COIs have been managed.

Work Plan			
Has the Committee established a workplan for the year and has been adhered to?	X		A workplan is established and is in operation.
Does the Committee review its Work Plan at least quarterly?	X		Due to the nature of the content that comes to the committee, it is not always possible to have all items that come identified within the forward plan. The plan is therefore reviewed much more regularly.
Has the Committee achieved its agreed Work Plan?	X		Detail of this is included within the Committee Annual Report.
Does the Work Plan reflect all of the duties and responsibilities set out in the ToR?	X		Detail of this is included within the Committee Annual Report.
Are there any areas of the ToR which require additional focus or a change in approach? Have any necessary changes been made to the Work Plan to achieve this?	X		ToR reviewed annually and any changes to the work plan will be updated accordingly.

Any Other Comments, Areas for Improvement, or Gaps Identified
Nil

Appendix A.4

Annual Review of Effectiveness – Quality Committee

Issue	Yes	No	Comments / Action
Composition, Establishment and Duties			
Does the Committee have written terms of reference that adequately define the Committee's role?	X		There is a section that defines the purpose and responsibilities of the Committee which align with the Scheme of Reservation and Delegation.
Have terms of reference been ratified by the ICB Board?	X		ToR where ratified by the Board in May 2024. Terms of reference review form part of the annual Q4 Governance Assurance Reviews for all Committees of the ICB and once reviewed will be approved by the Board for 2025-26
Does the Committee report to the ICB Board in accordance with its ToR?	X		During the 2024/25 the ICB Board has consistently received monthly assurance and escalation reports from all its committees. The Board has found these reports to be very useful.
Does the Committee receive the appropriate level of input from its members?	X		Members feedback regular and welcome the structure and format of the Quality Committee. The Quality Committee is a face-to-face meeting which welcomed and will continue.
Does the Committee prepare an Annual Report on its work for the ICB Board?	X		Committee annual report are prepared and supported by the Governance & Compliance Team as part of the Q4 Governance Assurance Reviews for committee sign off and submitted to the Board, which forms part of the ICB Annual Governance Statement.
Has the committee been quorate for each meeting this year?	X		Routine membership review scheduled for 2025/26. Quorum was achieved for all meetings throughout 2024/25.
Administrative Arrangements			
Are agendas and reports circulated in good time for Committee Members to give them due consideration?	X		Robust arrangements in place and going well with the distribution of agendas and papers and in-line with the ICB Standing Orders and Committee Terms of Reference
Are the minutes and actions circulated in good time for Committee Members to give them due consideration?	X		Robust arrangements in place and going well and in-line with the ICB Standing Orders and Committee Terms of Reference

Has the Committee met the appropriate number of times this year?	X		Detail of this is included in the Quality Committee Annual Report following the final meeting for 2024/25.
Have all Committee Members attended meetings on a regular basis; is the level of attendance satisfactory and in line with the ToRs?	X		Attendance is general good. However, attendance criteria have not been met for some members and this is brought to the committee attention for consideration.
Governance, Scrutiny and Assurance			
Can the Committee demonstrate that it has provided the ICB Board with assurance in respect of the Statutory Duties as per the ToRs?	X		This is covered as part of the Committee Reports to the Board.
Can the Committee demonstrate that it has provided ICB Board with assurance in respect of the BAF / Corporate Risks?	X		There are two risks aligned to the Quality Committee on the BAF. The Executive Director of Quality and Nursing has fed into the ongoing development of the BAF which is discussed at each ICB Board meeting.
Has the Committee sufficient time to give appropriate consideration and scrutiny to its business and agenda?	X		A well-designed agenda is aligned to the strategic outcomes, and this is assessed prior to the meeting to ensure sufficient time allocated. Focussed deep dive on relevant key issues continue to be scheduled.
Does the Committee receive sufficient Reports to enable it to fulfil the ToRs?	X		Attendees include subject matter experts that are invited to provide significant assurance. Assurance into meeting is good, enabling good discussions.
Do the reports presented to the Committee provide the quality and detail required to enable the Committee to provide assurance and carry out the ToR?	X		Individuals completing the cover sheet note whether the reports are for information, assurance, or update including any recommendations required by the committee.
Does the Committee understand the risks / issues, make decisions and provide assurance	X		The committee has a systematic approach to the identification and monitoring of key risks related to its specific remit / Terms of Reference
Has the Committee approved the ToRs and Work Plans to any subordinate groups?	X		Any Terms of Reference and workplans for sub-groups are reviewed and approved annually or sooner if required.
Has the Committee received regular progress reports from subordinate groups and been advised of any significant issues/risks?	X		A4 functional reporting provides an Escalation and Assurance report following the most recent System Quality Group: detailed under the headings of 'Alert, Advise, Assure, Applaud' (aka 4A report). The update focuses on: 1. Emerging themes across all functions for this reporting period.

			<p>2. Detailed reports from each function which includes key quality risks, improvements and learning (including applauses).</p> <p>It is important to note that risks highlighted and captured under the remit of point 1: “themes” supports risk escalation including but not limited to Quality Committee, Board and the regional team.</p> <p>Six functional Areas</p> <p>Function 1 - Core Statutory Partnerships Function 2 - Health and Care Integration Function 3 - Quality, Safety and Experience Function 4 - Complex Care Function 5 - Maternity, Neonatal and Provider Support Function 6 - Allied Health Professionals (AHP) and Professional Development</p>
Has the Committee effectively managed Conflicts of Interest in line with the ICB Conflict of Interest Policy and the Committee’s ToR?	X		<p>Declarations of interest in relation to the business of the meeting is a substantive agenda item. The Committees annual report provides detail on how any conflicts of interest have been managed.</p>
Work Plan			
Has the Committee established a workplan for the year and has this been adhered to?	X		<p>A workplan/forward plan is established and in operation to ensure the business it conducts supports the delivery of its responsibilities</p>
Does the Committee review its Work Plan at least quarterly?	X		<p>The planner is reviewed as a standing agenda item at each meeting</p>
Has the Committee achieved its agreed Work Plan?	X		<p>Detail of this is included within the Committee Annual Report.</p>
Does the Work Plan reflect all the duties and responsibilities set out in the ToR?	X		<p>Details of this within the Committee Annual Report. This is ongoing so that it can reflect current issues and concerns and the workplan is updated accordingly.</p>
Are there any areas of the ToR which require additional focus or a change in approach? Have any necessary changes been made to the Work Plan to achieve this?	X		<p>Term of Reference to be reviewed annually as part of year-end assurance. Any changes to the work plan will be updated accordingly.</p>

Appendix A.5

Annual Review of Effectiveness – Finance, Performance and Delivery Committee

Issue	Yes	No	Comments / Action
Composition, Establishment and Duties			
Does the Committee have written terms of reference that adequately define the Committee's role?	X		Terms of Reference has a section outlining the responsibilities of the committee.
Have terms of reference been ratified by the ICB Board?	X		Approved in May 2024.
Does the Committee report to the ICB Board in accordance with its Terms of Reference?	X		The Committee submits an escalation and assurance report to the Board following each meeting.
Does the Committee receive the appropriate level of input from its members?	X		Yes, all members contribute as appropriate.
Does the Committee prepare an Annual Report on its work for the ICB Board?	X		The annual report for 2024/25 is complete and attached.
Has the committee been quorate for each meeting this year?		X	Quoracy was achieved for 9 out of 10 meetings held in 2024/25. The meeting held on 17 February 2025 was not quorate and items of business requiring a decision were circulated electronically for approval. The Committee is recommended to consider its quorum, particularly in light of more function-based working.
Administrative Arrangements			
Are agendas and reports circulated in good time for Committee Members to give them due consideration?	X		Agendas are circulated ahead of all meetings. The Committee expects to implement a more formal timetable for issuing of papers as part of its planning for 2025/26, however, it will not always be possible to circulate papers ahead of time due to internal and national financial timescales.
Are the minutes and actions circulated in good time for Committee Members to give them due consideration?	X		A formal action tracker has been established and is now included as a standing agenda item.
Has the Committee met the appropriate number of times this year?		X	Terms of Reference currently state that the Committee will meet no less than 11 times per year. The Committee has met 10 times in 2024/25. The Committee is recommended to consider amending its frequency requirements, or alternatively reviewing its scheduled meeting dates for 2025/26 to ensure this requirement is met.

Have all Committee Members attended meetings on a regular basis; is the level of attendance satisfactory and in line with the Terms of Reference?		X	Attendance is detailed in the Annual Report. The Terms of Reference require attendance less than 75% over a 12-month period to be highlighted to the Chair. At the time of writing, 10 out of 18 members have less than 75% attendance for 2024/25. Following a year of the ICB maturing, it may be that the membership is not currently right. The committee is recommended to consider reviewing its membership with a view to obtaining higher attendance from members in future.
Governance, Scrutiny and Assurance			
Can the Committee demonstrate that it has provided the ICB Board with assurance in respect of the Statutory Duties as per the Terms of Reference?	X		The Committee submits an escalation and assurance report to the Board following each meeting.
Can the Committee demonstrate that it has provided ICB Board with assurance in respect of the BAF / Corporate Risks?	X		There are six risks aligned to the FPD Committee on the BAF. The risks are well managed and reviewed at each Committee meeting.
Has the Committee sufficient time to give appropriate consideration and scrutiny to its business and agenda?	X		Yes, the times allotted to each agenda item is agreed in advance with the meeting chair.
Does the Committee receive sufficient Reports to enable it to fulfil the Terms of Reference?	X		Attendees include subject matter experts who are invited to provide significant assurance on reports
Do the reports presented to the Committee provide the quality and detail required to enable the Committee to provide assurance and carry out the Terms of Reference?	X		As above
Does the Committee understand the risks / issues, make decisions, and provide assurance	X		The Committee has a systematic approach to the identification and monitoring of key risks related to its specific remit / Terms of Reference. Assurance is provided to the board via the mechanisms described above.
Has the Committee approved the Terms of Reference and Work Plans to any subordinate groups?		X	Sub-group Terms of Reference and workplans have not been reviewed within the last 12 months. These have been added to the Committee's Workplan and will be reviewed in May 2025 and annually thereafter.
Has the Committee received regular progress reports from subordinate groups and been advised of any significant issues/risks?		X	The Committee receives regular updates from SOAG. Other sub-groups are not providing regular reports. The Committee is recommended to consider its sub-groups and update the work plan to include regular reports from all sub-groups.

Has the Committee effectively managed Conflicts of Interest in line with the ICB Conflict of Interest Policy and the Committee's Terms of Reference?	X		There is a standard agenda item and conflicts declared are evidenced within the minutes. The Committee Annual Report provides more detail.
Work Plan			
Has the Committee established a workplan for the year and has been adhered to?	X		The programme for 2025/26 is in development. The Terms of Reference include a requirement for the Secretariat to ensure that the workplan is regularly updated according to the Committee's objectives and associated risks.
Does the Committee review its Work Plan at least quarterly?		X	The work plan has been managed through agenda setting meetings. A work plan for 2025-26 is in development and scheduled for quarterly review by the Committee.
Has the Committee achieved its agreed Work Plan?	X		The established work plan has been achieved to date.
Does the Work Plan reflect all of the duties and responsibilities set out in the ToR?	X		As above
Are there any areas of the ToR which require additional focus or a change in approach? Have any necessary changes been made to the Work Plan to achieve this?	X		The Terms of Reference have been reviewed and updates proposed for 2025/26. The Secretariat will ensure that the workplan is regularly updated according to the Committee's objectives and associated risks.

Any Other Comments, Areas for Improvement, or Gaps Identified
<p>Quoracy was achieved for 9 out of 10 meetings held in 2024/25. The meeting held on 17 February 2025 was not quorate and items of business requiring a decision were circulated electronically for approval. The Committee is recommended to consider its quorum, particularly in light of more function-based working.</p> <p>Terms of Reference currently states that the Committee will meet no less than 11 times per year. The Committee has met 10 times in 2024/25. The committee is recommended to consider amending its frequency requirements, or alternatively reviewing its scheduled meeting dates for 2025/26 to ensure this requirement is met.</p> <p>Attendance is detailed in the Annual Report. The Terms of Reference require attendance less than 75% over a 12-month period to be highlighted to the Chair. At the time of writing, 10 out of 18 members have less than 75% attendance for 2024/25. Following a year of the ICB maturing, it may be that the membership is not currently right. The committee is recommended to consider reviewing its membership with a view to obtaining higher attendance from members in future.</p> <p>The Committee receives regular updates from SOAG. Other sub-groups are not providing regular reports. The Committee is recommended to consider its sub-groups and update the work plan to include regular reports from all sub-groups.</p>

Appendix A.6

Annual Review of Effectiveness – Population Health and Prevention Committee

Issue	Yes	No	Comments / Action
Composition, Establishment and Duties			
Does the Committee have written terms of reference that adequately define the Committee's role?	X		ToR has a section outlining the responsibilities of the Committee.
Have terms of reference been ratified by the ICB Board?	X		Approved in May 2024.
Does the Committee report to the ICB Board in accordance with its Terms of Reference?	X		The Committee submits an escalation and assurance report to the Board following each meeting.
Does the Committee receive the appropriate level of input from its members?	X		The Committee has a good level of input from all directorates, Places and Collaboratives.
Does the Committee prepare an Annual Report on its work for the ICB Board?	X		The annual report for 2024/25 is complete and attached.
Has the Committee been quorate for each meeting this year?		X	Quoracy was achieved for all meetings in 2024/25, with the exception of the meeting held on 6 th February 2025. No decisions were made at this meeting. The committee is recommended to consider its quorum requirements due to reported difficulty in monitoring this. *Note: The Committee has considered the recommendation and made changes to the quorum requirements which will be presented to the Board in May 2025.
Administrative Arrangements			
Are agendas and reports circulated in good time for Committee Members to give them due consideration?	X		In line with the Standing Orders and Terms of Reference.
Are the minutes and actions circulated in good time for Committee Members to give them due consideration?	X		In line with Standing Orders and Terms of Reference.
Has the Committee met the appropriate number of times this year?		X	The Terms of Reference currently state the committee will meet no less than 6 times per year. Following the February meeting, the committee will have met 5 times in 2024/25. The committee is recommended to consider amending its frequency requirements, or alternatively reviewing its scheduled meeting dates for 2025/26 to ensure this requirement is met.

			*Note: The Committee has considered the recommendation and made changes to the frequency requirements which will be presented to the Board in May 2025.
Have all Committee Members attended meetings on a regular basis; is the level of attendance satisfactory and in line with the Terms of Reference?		X	Attendance detailed in Annual Report. Members must attend at least 75% of meetings over a 12-month period and less than this must be to be highlighted to the Chair. At the time of writing, 20 out of 31 members have less than 75% attendance for 2024/25. Following a year of the ICB maturing, it may be that the membership is not currently right. The committee is recommended to consider reviewing its membership with a view to obtaining higher attendance from members in future. *Note: The Committee has considered the recommendation and made changes to the membership which will be presented to the Board in May 2025.
Governance, Scrutiny and Assurance			
Can the Committee demonstrate that it has provided the ICB Board with assurance in respect of the statutory duties as per the Terms of Reference?	X		The Committee submits an escalation and assurance report to the Board following each meeting. This is well received by the Board.
Can the Committee demonstrate that it has provided the ICB Board with assurance in respect of the Board Assurance Framework / Corporate Risks?	X		There is one risk aligned to the PHP Committee on the Board Assurance Framework. The risk is managed well and currently under its risk appetite.
Has the Committee sufficient time to give appropriate consideration and scrutiny to its business and agenda?	X		Agenda setting meetings take place with both Co-Chairs and the Public Health Consultant prior to each meeting to ensure sufficient time allocated
Does the Committee receive sufficient reports to enable it to fulfil the Terms of Reference?	X		Attendees include subject matter experts who are invited to provide significant assurance on reports
Do the reports presented to the Committee provide the quality and detail required to enable the Committee to provide assurance and carry out the Terms of Reference?	X		As above
Does the Committee understand the risks / issues, make decisions, and provide assurance?	X		As above
Has the Committee approved the Terms of Reference and Work Plans to any subordinate groups?		X	Sub-group Terms of Reference and workplans have not been reviewed within the last 12 months. It is a requirement for all to be reviewed annually and this must be done as part of the year end processes.

Has the Committee received regular progress reports from subordinate groups and been advised of any significant issues / risks?	X		Minutes of the sub-group meetings are presented to the Committee following each meeting.
Has the Committee effectively managed Conflicts of Interest in line with the ICB Conflict of Interest Policy and the Committee's Terms of Reference?	X		There is a standard agenda item and conflicts declared are evidenced within minutes. The Committee annual report provides more detail.
Work Plan			
Has the Committee established a workplan for the year and has been adhered to?	X		The programme for 2025/26 is in development. TORs include a requirement for a dedicated administrator to ensure that the workplan is regularly updated according to the Committee's objectives and associated risks.
Does the Committee review its Work Plan at least quarterly?		X	Minutes of the meetings do not evidence quarterly reviews of a work plan. It is recommended that this is built into the work plan for 2025/26.
Has the Committee achieved its agreed Work Plan?	X		The established workplan has been achieved to date.
Does the Work Plan reflect all the duties and responsibilities set out in the Terms of Reference?	X		The Committee has an overarching work programme setting out the strategic objectives of the Committee. It is recommended that the Committee develop a more detailed 12 month forward plan, listing reports expected at each meeting, to support annual business cycles and provide assurance.
Are there any areas of the Terms of Reference which require additional focus or a change in approach? Have any necessary changes been made to the Work Plan to achieve this?	X		The Terms of Reference have been reviewed and updates proposed for 2025/26. The business support person is required to ensure that the workplan is regularly updated according to the Committee's objectives and associated risks.

Any Other Comments, Areas for Improvement, or Gaps Identified
<p>Quoracy was achieved for all meetings in 2024/25, with the exception of the meeting held on 6th February 2025. No decisions were made at this meeting. The committee is recommended to consider its quorum requirements due to reported difficulty in monitoring this. *Note: The Committee has considered the recommendation and made changes to the quorum requirements which will be presented to the Board in May 2025.</p> <p>In addition, the Committee is required by the ICB Board (as part of regulatory requirements) to include the following information in the meeting minutes:</p> <ul style="list-style-type: none"> • Full details of those in attendance, including names, titles and organisation they represent • Apologies received • Confirmation of quorum • Conflicts of interest identified and action taken in relation to these

- Decisions taken by the Committee

The Terms of Reference currently state the committee will meet no less than 6 times per year. Following the February meeting, the committee will have met 5 times in 2024/25. The committee is recommended to consider amending its frequency requirements, or alternatively reviewing its scheduled meeting dates for 2025/26 to ensure this requirement is met. *Note: The Committee has considered the recommendation and made changes to the frequency requirements which will be presented to the Board in May 2025.

Members must attend at least 75% of meetings over a 12-month period and less than this must be to be highlighted to the Chair. At the time of writing, 20 out of 31 members have less than 75% attendance for 2024/25. Following a year of the ICB maturing, it may be that the membership is not currently right. The committee is recommended to consider reviewing its membership with a view to obtaining higher attendance from members in future. *Note: The Committee has considered the recommendation and made changes to the membership which will be presented to the Board in May 2025.

Sub-group Terms of Reference and workplans have not been reviewed within the last 12 months. It is a requirement for all to be reviewed annually and this must be done as part of the year end processes.

Minutes of the meetings do not evidence quarterly reviews of a work plan. It is recommended that this is built into the work plan for 2025/26.

The Committee has an overarching work programme setting out the strategic objectives of the Committee. It is recommended that the Committee develop a more detailed 12 month forward plan, listing reports expected at each meeting, to support annual business cycles and provide assurance.

Appendix A.7

Annual Review of Effectiveness – Workforce Board

Issue	Yes	No	Comments / Action
Composition, Establishment and Duties			
Does the Committee have written terms of reference that adequately define the Committee's role?	X		Terms of Reference has a section outlining the responsibilities of the Committee.
Have terms of reference been ratified by the ICB Board?	X		Approved in May 2024.
Does the Committee report to the ICB Board in accordance with its ToR?	X		The Committee submits an escalation and assurance report to the Board following each meeting.
Does the Committee receive the appropriate level of input from its members?	X		The Workforce Board is inclusive and is an encompassing system board with equal partnership across HNY.
Does the Committee prepare an Annual Report on its work for the ICB Board?	X		The annual report for 2024/25 is complete and attached.
Has the committee been quorate for each meeting this year?	X		Quoracy was achieved for all meetings in 2024/25.
Administrative Arrangements			
Are agendas and reports circulated in good time for Committee Members to give them due consideration?	X		In line with the Terms of Reference and Standing Orders.
Are the minutes and actions circulated in good time for Committee Members to give them due consideration?	X		In-line with the Terms of Reference and Standing Orders.
Has the Committee met the appropriate number of times this year?	X		The Terms of Reference currently states the committee will meet no less than 11 times per year. This was achieved in 2024/25.
Have all Committee Members attended meetings on a regular basis; is the level of attendance satisfactory and in line with the Terms of Reference?		X	Attendance is detailed in the Annual Report. The Terms of Reference require attendance less than 75% over a 12-month period to be highlighted to the Chair. As of January 2024, 12 members have achieved less than 75% attendance during 2024-25. It is recommended that attendance is monitored throughout the year and members unable to attend appoint a deputy to attend on their behalf to ensure attendance requirements are met.
Governance, Scrutiny and Assurance			
Can the Committee demonstrate that it has provided the ICB Board with assurance in respect of the Statutory Duties as per the Terms of Reference?	X		The Committee submits an escalation and assurance report to the Board following each meeting.

Can the Committee demonstrate that it has provided ICB Board with assurance in respect of the BAF / Corporate Risks?	X		There are two risks aligned to the Workforce Board on the BAF and the Executive Director of People updates the ICB Board on this risk at regular meetings.
Has the Committee sufficient time to give appropriate consideration and scrutiny to its business and agenda?	X		Agenda setting meetings take place between the Chair and the Executive Director of People prior to each meeting to ensure sufficient time allocated.
Does the Committee receive sufficient Reports to enable it to fulfil the Terms of Reference?	X		Attendees include subject matter experts who are invited to provide significant assurance on reports
Do the reports presented to the Committee provide the quality and detail required to enable the Committee to provide assurance and carry out the Terms of Reference?	X		As above
Does the Committee understand the risks / issues, make decisions, and provide assurance	X		The Workforce Board has developed, holds and maintains a risk register which captures and ensures effective management of the key risks relevant to the People agenda.
Has the Committee approved the Terms of References and Work Plans to any subordinate groups?	X		The transformation programme is operated through Task and Finish Groups which report to the Committee; all T&F TORs and task briefs are approved and allocated by the Committee. Other subordinate groups have been identified and are represented in the Committee membership.
Has the Committee received regular progress reports from subordinate groups and been advised of any significant issues/risks?	X		Task and Finish Group SROs, and convenors and Chairs of other subordinate groups as adopted report progress regularly to the Workforce Board.
Has the Committee effectively managed Conflicts of Interest in line with the ICB Conflict of Interest Policy and the Committee's Terms of Reference?	X		This is standard agenda item and conflicts declared are evidenced within minutes. The Committee Annual Report provides more detail.
Work Plan			
Has the Committee established a workplan for the year and has been adhered to?	X		The programme for 2025/26 is in development. The Terms of Reference include a requirement for the Secretariat to ensure that the workplan is regularly updated according to the Committee's objectives and associated risk.
Does the Committee review its Work Plan at least quarterly?	X		As per the workplan.
Has the Committee achieved its agreed Work Plan?	X		The established workplan has been achieved to date.

Does the Work Plan reflect all of the duties and responsibilities set out in the Terms of Reference?	X		As above
Are there any areas of the Terms of Reference which require additional focus or a change in approach? Have any necessary changes been made to the Work Plan to achieve this?	X		The Terms of Reference have been reviewed and updates proposed for 2025/26. The Secretariat will ensure that the workplan is regularly updated according to the Committee's objectives and associated risks.

Any Other Comments, Areas for Improvement, or Gaps Identified
Attendance is detailed in the Annual Report. The Terms of Reference require attendance less than 75% over a 12-month period to be highlighted to the Chair. As of January 2024, 12 members have achieved less than 75% attendance during 2024-25. It is recommended that attendance is monitored throughout the year and members unable to attend appoint a deputy to attend on their behalf to ensure attendance requirements are met.

Appendix A.8

Annual Review of Effectiveness – Clinical and Professional Committee

Issue	Yes	No	Comments / Action
Composition, Establishment and Duties			
Does the Committee have written terms of reference that adequately define the Committee's role?	X		ToR has a section outlining the responsibilities of the Committee.
Have terms of reference been ratified by the ICB Board?	X		Approved in May 2024.
Does the Committee report to the ICB Board in accordance with its Terms of Reference?	X		The Committee submits an escalation and assurance report to the Board following each meeting.
Does the Committee receive the appropriate level of input from its members?		X	The Committee had a good level of input from all directorates and Collaboratives for year 2024/2025. A focus on receiving greater input from Social Care which will be reconsidered as part of the ToR refresh in April 2025.
Does the Committee prepare an Annual Report on its work for the ICB Board?	X		The annual report for 2024/25 is complete and attached.
Has the Committee been quorate for each meeting this year?		X	Quoracy was achieved for 4 out of 6 meetings in 2024/25. Quoracy was not achieved at the meeting on 2nd August 2024. Any decisions were sought after the meeting via email. Quoracy was not achieved at the meeting on 21st March 2025. Any decisions were sought after the meeting via email.
Administrative Arrangements			
Are agendas and reports circulated in good time for Committee Members to give them due consideration?	X		In line with the Standing Orders and Terms of Reference.
Are the minutes and actions circulated in good time for Committee Members to give them due consideration?	X		In line with Standing Orders and Terms of Reference.
Has the Committee met the appropriate number of times this year?	X		The Terms of Reference currently states the committee will meet no less than 6 times per year. This was achieved in 2024/25.
Have all Committee Members attended meetings on a regular basis; is the level of attendance satisfactory and in line with the Terms of Reference?		X	Attendance detailed in Annual Report Terms of Reference require attendance less than 75% over a 12-month period to be highlighted to the Chair. The Chair has been notified accordingly.

Governance, Scrutiny and Assurance			
Can the Committee demonstrate that it has provided the ICB Board with assurance in respect of the statutory duties as per the Terms of Reference?	X		The Committee submits an escalation and assurance report to the Board following each meeting.
Can the Committee demonstrate that it has provided the ICB Board with assurance in respect of the Board Assurance Framework / Corporate Risks?	X		The Executive Director of Clinical and Professional Services has fed into the ongoing development of the BAF which is discussed at each ICB Board meeting. As the risk management strategy is developed and implemented, it is expected that any risks aligned to the Committee will be discussed there on a regular basis.
Has the Committee sufficient time to give appropriate consideration and scrutiny to its business and agenda?	X		Meetings have run to time and agenda items all covered as scheduled
Does the Committee receive sufficient reports to enable it to fulfil the Terms of Reference?	X		Attendees include subject matter experts who are invited to provide significant assurance on reports
Do the reports presented to the Committee provide the quality and detail required to enable the Committee to provide assurance and carry out the Terms of Reference?	X		As above
Does the Committee understand the risks / issues, make decisions, and provide assurance?	X		The committee has a risk register and it is reviewed periodically by the committee, forming part of the committee's forward plan
Has the Committee approved the Terms of Reference and Work Plans to any subordinate groups?	X		The Committee has ratified Terms of Reference for the IPMOC sub-committee and the Area Prescribing Committee.
Has the Committee received regular progress reports from subordinate groups and been advised of any significant issues / risks?	X		Risks relating to the subgroups form part of the committee's risk register, which is reviewed regularly by the committee, as set out in the forward plan.
Has the Committee effectively managed Conflicts of Interest in line with the ICB Conflict of Interest Policy and the Committee's Terms of Reference?	X		There is a standard agenda item and conflicts declared are evidenced within minutes. The Committee annual report provides more detail.
Work Plan			
Has the Committee established a workplan for the year and has been adhered to?	X		The programme for 2025/26 is in development. TORs include a requirement for the Secretariat to ensure that the workplan is regularly updated according to the Committee's objectives and associated risks.
Does the Committee review its Work Plan at least quarterly?	X		The workplan informs the agenda and items are added to it if/when agreed by the Committee.

Has the Committee achieved its agreed Work Plan?	X		The established workplan has been achieved to date.
Does the Work Plan reflect all the duties and responsibilities set out in the Terms of Reference?	X		As above
Are there any areas of the Terms of Reference which require additional focus or a change in approach? Have any necessary changes been made to the Work Plan to achieve this?	X		The Terms of Reference have been reviewed and updates proposed for 2025/26 including increased clarity around quoracy. The Secretariat will ensure that the workplan is regularly updated according to the Committee's objectives and associated risks.

Any Other Comments, Areas for Improvement, or Gaps Identified			
<p>There has been limited input from Social Care in 2024/25. This will be addressed as part of the Terms of Reference refresh and the Chair has been notified of any attendance issues.</p> <p>An NHS England representative has not been identified, this will reflect as a change in membership in the Terms of Reference.</p> <p>The Clinical and Professional Committee have received feedback that the risk register does not meet the brief. This will be reviewed for 2025/26.</p>			

Appendix A.9

Annual Review of Effectiveness – Executive Committee

Issue	Yes	No	Comments / Action
Composition, Establishment and Duties			
Does the Committee have written terms of reference that adequately define the Committee's role?	X		There is a section that defines the purpose and responsibilities of the Committee which align with the Scheme of Reservation and Delegation.
Have terms of reference been ratified by the ICB Board?	X		ToR were ratified by the Board in May 2024. Terms of reference review form part of the annual Q4 Governance Assurance Reviews for all Committees of the ICB and once reviewed will be approved by the Board for 2025-26
Does the Committee report to the ICB Board in accordance with its ToR?	X		During the 2024/25 the ICB Board has consistently received assurance and escalation reports from all its committees. The Board has found these reports to be very useful.
Does the Committee receive the appropriate level of input from its members?	X		Yes, all members contribute as appropriate.
Does the Committee prepare an Annual Report on its work for the ICB Board?	X		Committee annual report is prepared and supported by the Governance & Compliance Team as part of the Q4 Governance Assurance Reviews for committee sign off and submitted to the Board, which forms part of the ICB Annual Governance Statement.
Has the committee been quorate for each meeting this year?	X		Quoracy was achieved for the majority of the meetings during 2024/25. However, the meetings on 4 and 11 March did not meet the quorum requirements due to the absence of the Executive Director of Clinical and Professional and the Executive Director of Nursing & Quality. As a result, no decisions were made at either meeting.
Administrative Arrangements			
Are agendas and reports circulated in good time for Committee Members to give them due consideration?	X		The distribution of agendas and papers are in-line with the ICB Standing Orders and Committee Terms of Reference
Are the minutes and actions circulated in good time for Committee Members to give them due consideration?	X		Yes, in-line with the ICB Standing Orders and Committee Terms of Reference
Has the Committee met the appropriate number of times this year?	X		The ToRs state committee will meet no less than once per week. This has been the case for most of the time with the exception where several Executive Directors are required to attend other meetings to ensure quoracy is met

Have all Committee Members attended meetings on a regular basis; is the level of attendance satisfactory and in line with the ToRs?	X		Attendance levels are high from all Members.
Governance, Scrutiny and Assurance			
Can the Committee demonstrate that it has provided the ICB Board with assurance in respect of the Statutory Duties as per the ToRs?	N/A	N/A	NA – no Statutory Duties
Can the Committee demonstrate that it has provided ICB Board with assurance in respect of the BAF / Corporate Risks?	N/A	N/A	There is current no risks aligned to the Executive Committee on the Board Assurance Framework (BAF)
Has the Committee sufficient time to give appropriate consideration and scrutiny to its business and agenda?	X		A well-designed agenda is aligned to the strategic outcomes, and this is assessed prior to the meeting to ensure sufficient time allocated Agenda is broken down <ul style="list-style-type: none"> • Executive Committee Business (general business) • Strategic Committee Business (leadership/strategic approach)
Does the Committee receive sufficient Reports to enable it to fulfil the ToRs?	X		Attendees include subject matter expertise that are invited to provide significant assurance on reports
Do the reports presented to the Committee provide the quality and detail required to enable the Committee to provide assurance and carry out the ToR?	X		Individuals completing the cover sheet note whether the reports are for discussion, assurance, or for information only including any recommendations required by the committee.
Does the Committee understand the risks / issues, make decisions, and provide assurance	X		The committee has a systematic approach to the identification and monitoring of key risks
Has the Committee approved the ToRs and Work Plans to any subordinate groups?	N/A	N/A	The Executive Committee has not established any subgroups.
Has the Committee received regular progress reports from subordinate groups and been advised of any significant issues/risks?	N/A	N/A	The Executive Committee has not established any subgroups.
Workplan			
Has the Committee established a workplan for the year and has been adhered to?	X		Due to the committee meeting weekly the committee has a forward plan which cover the main strategic areas such as but not limited to, Winter Planning, Financial Plan, Board Agenda.

Any Other Comments, Areas for Improvement, or Gaps Identified

Appendix A.10

Annual Review of Effectiveness – Pharmaceutical Services Regulations Committee

Issue	Yes	No	Comments / Action
Composition, Establishment and Duties			
Does the Committee have written terms of reference that adequately define the Committee's role?	X		The Terms of Reference clearly define the role of the Committees in Common.
Have terms of reference been ratified by the ICB Board?	X		Terms of Reference were ratified by the Board in May 2024.
Does the Committee report to the ICB Board in accordance with its ToR?	X		An escalation and assurance report is submitted to the Board following each meeting.
Does the Committee receive the appropriate level of input from its Members?	X		There is strong engagement in the work of the committee. Members freely input into discussions and engage with speakers on topics being discussed.
Does the Committee prepare an Annual Report on its work for the ICB Board?	X		The 2024/25 annual report for HNY is complete and attached.
Has the committee been quorate for each meeting this year?		X	This was achieved for all meetings in 2024/25, with the exception of the meeting held on 20th October 2024, which HNY ICB were not required to attend due to their being no papers relevant to the area.
Administrative Arrangements			
Has the Committee met the appropriate number of times this year?	X		The ToR states that the Committees in Common will meet monthly, or earlier if needed in order to discuss a case urgently. This was achieved in 2024/25.
Have all Committee Members attended meetings on a regular basis; is the level of attendance satisfactory and in line with the ToRs?	X		Attendance from Humber and North Yorkshire is consistent.
Governance, Scrutiny and Assurance			
Can the Committee demonstrate that it has provided the ICB Board with assurance in respect of the Statutory Duties as per the ToRs?	X		An escalation and assurance report is submitted to the Board following each meeting.
Can the Committee demonstrate that it has provided ICB Board with assurance in respect of the BAF / Corporate Risks?	N/A	N/A	
Do the reports presented to the Committee provide the quality and detail required to enable the	X		Templates are used to produce reports which ensure they cover the regulations relevant to the application enabling the

Committee to provide assurance and carry out the ToR?			Committee members to make a decision in line with the regulations.
Does the Committee understand the risks / issues, make decisions and provide assurance?	X		There are currently no BAF risks are aligned to the Committee.
Has the Committee approved the ToRs and Work Plans to any subordinate groups?	N/A	N/A	
Has the Committee received regular progress reports from subordinate groups and been advised of any significant issues/risks?	N/A	N/A	
Has the Committee effectively managed Conflicts of Interest in line with the ICB Conflict of Interest Policy and the Committee's ToR?	X		Declarations of Interest are sought at the start of every meeting. None have been declared during 2024/25.
Work Plan			
Has the Committee established a workplan for the year and has been adhered to?	X		Yes, where possible, however the Committee operates on a more reactive basis due to its nature.
Does the Committee review its Work Plan at least quarterly?	X		The Work Plan is reviewed regularly.
Has the Committee achieved its agreed Work Plan?	X		Yes, where possible, however the Committee operates on a more reactive basis due to its nature.
Does the Work Plan reflect all of the duties and responsibilities set out in the ToR?	X		The Work Plan reflects the duties and responsibilities as set out in the ToR.
Are there any areas of the ToR which require additional focus or a change in approach? Have any necessary changes been made to the Work Plan to achieve this?	X		The TOR are being reviewed for 2025/26 and updates will be made as necessary.

Any Other Comments, Areas for Improvement, or Gaps Identified
<p>Under the current arrangements, each meeting of the committee will be quorate if at least two voting members, or their nominated deputy, is present from each ICB area. However, as there are not always papers relating to each area it is not always necessary for each ICB to attend. It is recommended that the Terms of Reference are updated to clarify that the committee will be quorate if at least two voting members, or their nominated deputy, is present from each ICB area with relevant papers.</p> <p>The Terms of Reference do not currently specify the arrangements for Chairing. It is recommended that these are updated to confirm that Chairing is rotated between the Officer members of each ICB.</p>