

**PWYLLGOR IECHYD A DIOGELWCH
HEALTH & SAFETY COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	12 November 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Health and Safety Committee and Health and Safety Sub-Committee Terms of Reference
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	James Severs, Director of Allied Health Professions and Health Science
SWYDDOG ADRODD: REPORTING OFFICER:	Joanne Wilson, Director of Corporate Governance/Board Secretary

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

At the Health and Safety Committee (HSC) on 10 September 2024, the new health and safety governance arrangements within HDdUHB were approved. The final Health and Safety Sub-Committee (HSSC) Terms of Reference (ToRs) are attached for approval at Appendix 1.

The HSC ToRs have also been updated to reflect the new reporting and Committee Lead Executive arrangements and are attached for approval at Appendix 2, prior to ratification by the Board on 28 November 2024.

Cefndir / Background

At the Remuneration and Terms of Service Committee meeting held on 16 May 2024, it was agreed that responsibility for health and safety management would transfer to the Director of Allied Health Professions and Health Science from the Director of Nursing, Quality & Patient Experience. It was subsequently agreed that security would also move from the Director of Nursing, Quality and Patient Experience to the Director of Allied Health Professions and Health Science's portfolio with the anticipation that this would strengthen oversight of the health and safety, and security function.

A review of health and safety arrangements was undertaken, and its findings reported to the HSC on 10 September 2024, where it was agreed that a new Sub-Committee would be established, with 9 reporting groups to improve the governance and assurance reporting in a number of key areas related to health and safety management. The Sub-Committee would ensure that the performance metrics involved with each reporting group, as driven by legislation, guidance and other standards, are identified and understood, and would also ensure that the new Terms of Reference for the 9 reporting groups are embedded, with each of the groups operating to these as expected, and over time, be able to hold themselves to account, which should be evident through their upward reporting.

Asesiad / Assessment

It was agreed at the last meeting of HSC that the final HSSC ToRs would be presented for approval at the next meeting. Following some amendments to the membership as discussed at the last meeting, the HSSC ToRs are attached at Appendix 1 for approval.

The HSC ToRs have also been updated to reflect new reporting and Committee Lead Executive arrangements. These are attached for review and approval at Appendix 2, ahead of ratification by the Board on 28 November 2024.

Argymhelliad / Recommendation

The Committee is requested to **APPROVE** the:

- Health and Safety Sub-Committee Terms of Reference.
- Health and Safety Committee’s Terms of Reference for onward ratification by the Board on 28 November 2024.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1 Provide assurance around the UHB arrangements for ensuring the health, safety, welfare and security of all employees and of those who may be affected by work-related activities, such as patients, members of the public, volunteers, contractors etc. 10.3 The Committee may establish groups or task and finish groups to carry out on its behalf specific aspects of Committee business. The Committee will receive an update following each group’s meetings detailing the business undertaken on its behalf.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	Not Applicable
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	1. Leadership
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Cynllunio Planning Objectives	Not Applicable

Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	10. Not Applicable
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Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Standing Orders
Rhestr Termau: Glossary of Terms:	Contained within the body of the report.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Ansawdd Iechyd a Diogelwch: Parties / Committees consulted prior to Health and Safety Committee:	Director of Corporate Governance/Board Secretary Director of Allied Health Professions and Health Science HSC 10 September 2024

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	No direct impacts
Ansawdd / Gofal Claf: Quality / Patient Care:	There is a positive impact on staff and patient safety, health and wellbeing through compliance with health and safety regulations
Gweithlu: Workforce:	Potential for adverse future staffing impacts if this legislation is not complied with as it relates to employee safety.
Risg: Risk:	Risk to health and safety management
Cyfreithiol: Legal:	Potential for enforcement action including Improvement Notices/Prosecutions and claims due to breaches in legislation.
Enw Da: Reputational:	Potential for enforcement action including Improvement Notices/Prosecutions and claims due to breaches in legislation.
Gyfrinachedd: Privacy:	N/A
Cydraddoldeb: Equality:	No evidence gathered to indicate a negative impact on any protected group/s. Evidence gathered indicates a positive impact on the protected characteristics of human rights and pregnancy / maternity by providing a safer workplace.

1. Constitution

- 1.1 The Health and Safety Sub-Committee has been established as a Sub-Committee of the Health & Safety Committee and constituted from 12 November 2024.

2. Purpose

- 2.1 The purpose of the Health and Safety Sub-Committee is to ensure that the health and safety arrangements across the Health Board are driven by and focused on the requirements involved in each area, together with Hywel Dda University Health Board's (HDdUHB's) compliance or performance against these.
- 2.2 The Sub-Committee will monitor, scrutinise and receive assurance from its constituent parts that the various actions undertaken to ensure health and safety are effective and well managed.
- 2.3 The Sub-Committee will act as a forum for technical advisors to discuss health and safety issues across the Health Board.
- 2.4 The Sub-Committee will also provide opportunity for communication between the Health and Safety Sub-Committee and other health and safety related groups.

3. Key Responsibilities

- 3.1 The Health and Safety Sub-Committee will oversee levels of compliance with national guidance and subsequent legislation and standards in respect of health and safety.
- 3.2 Monitor progress against agreed performance indicators related to health and safety within the Health and Safety Dashboard to be developed.
- 3.3 Agree written control documentation (policies, operational procedures and other documents), which fall within the remit of health and safety, ensuring these have been adopted, developed, and/or reviewed in line with HDdUHB Policy 190 – Written Control Documentation.
- 3.4 Oversee the arrangements in place for the identification, assessment and prioritisation of risks related to health and safety.
- 3.5 Seek assurance on the management of operational risks that have been aligned to the Health and Safety Sub-Committee, where the risk tolerance is exceeded or where there is a lack of timely action. Lack of assurance and resolution to be escalated to the Health & Safety Committee.
- 3.6 Request a deep dive report when action/contingency plans to address incidents and alerts that HDdUHB receives in relation to health and safety breach the agreed timescales.
- 3.7 Ensure actions are completed in a robust and timely manner and seek assurance that learning in regard to health and safety is disseminated and embedded across all the Health Board's activities as appropriate.

- 3.8 Receive assurance from the Groups reporting to the Sub-Committee and consider how escalated issues are addressed/resolved.
- 3.9 Provide the necessary assurances to the Health and Safety Committee, escalating any matters of immediate concern with recommendations for action.
- 3.10 Develop an annual work plan, responding to operational service priorities, consistent with the strategic direction for the organisation, for approval by the Health and Safety Committee.
- 3.11 Inform the work plans for reporting Groups and vice versa.
- 3.12 Address any other requirements stipulated by the Health and Safety Committee.

4. Membership

- 4.1 The membership of the Health and Safety Sub-Committee shall comprise:

Title
Director of Allied Health Professions and Health Science (Chair)
Director of Nursing, Quality and Patient Experience (Vice-Chair)
Director of Public Health (or deputy)
Chair/Vice Chair, Security Management Group
Chair/Vice Chair, Fire Safety Group
Chair/Vice Chair, Electrical Safety Group
Chair/Vice Chair, Medical Gases Group
Chair/Vice Chair, Water Safety Group
Chair/Vice Chair, Decontamination Group
Chair/Vice Chair, Environmental Hygiene Group
Chair/Vice Chair Ventilation Safety Group
Chair/Vice Chair, Radiation Protection Group
Chair/Vice Chair, Trade Union Health and Safety Group
Head of Health and Safety (covering Violence and Aggression, Security, Moving and Handling)
Health and Safety Manager
Head of Operations
Head of Occupational Health (or deputy)
Head of Legal Services
Head of Fire Safety
Head of Operations Compliance

- 4.2 The membership of the Sub-Committee will be reviewed on an annual basis.

5. Quorum and Attendance

- 5.1 A quorum shall consist of either the Chair or Vice-Chair and no less than a third of the membership of the Health and Safety Sub-Committee.
- 5.2 Any senior officer of HDdUHB or partner organisation (e.g. NHS Wales Shared Services Partnership NWSSP Legal and Risk Services and NWSSP - SES Specialist Estates Services staff) may, where appropriate, be invited to attend, for either all or part of a meeting, to assist with discussions on a particular matter.
- 5.3 The Sub-Committee may also co-opt additional independent external 'experts' from outside the organisation to provide specialist skills.
- 5.4 Should any member be unavailable to attend, they may nominate a fully briefed deputy to attend in their place, subject to the agreement of the Chair.

6. Agenda and Papers

- 6.1 The Health and Safety Sub-Committee Secretary is to hold an agenda setting meeting with the Chair and/or the Vice Chair, at least **six** weeks before the meeting date.
- 6.2 The agenda will be based around the Sub-Committee work plan, identified risks, matters arising from previous meetings, issues emerging throughout the year and requests from Sub-Committee members. Following approval, the agenda and timetable for request for papers will be circulated to all Sub-Committee members.
- 6.3 The agenda and papers for meetings will be distributed **seven** days in advance of the meeting.
- 6.4 The minutes and Table of Actions will be circulated to the Chair within seven days to check the accuracy, prior to sending to Members to review within the next seven days.
- 6.5 Members must forward amendments to the Sub-Committee Secretary within the next seven days. The Sub-Committee Secretary will then forward the final version to the Sub-Committee Chair for approval.

7. Frequency of Meetings

- 7.1 The Health and Safety Sub-Committee will meet bi-monthly and shall agree an annual schedule of meetings. Any additional meetings will be arranged as determined by the Chair of the Sub-Committee.
- 7.2 The Chair of the Sub-Committee, in discussion with the Sub-Committee Secretary, shall determine the time and the place of meetings of the Sub-Committee and procedures of such meetings.

8. Accountability, Responsibility and Authority

- 8.1 The Health and Safety Sub-Committee will be accountable to the Health and Safety Committee for its performance in exercising the functions set out in these terms of reference.

9. Reporting

- 9.1 The Health and Safety Sub-Committee may, subject to the approval of the Health & Safety Committee, establish groups or task and finish groups to carry out on its behalf specific aspects of Sub-Committee business. The Sub-Committee will receive an update following each group's meeting, detailing the business undertaken on its behalf. The following groups have been established:

- 9.1.1 Security Management
- 9.1.2 Fire Safety Group
- 9.1.3 Electrical Safety Group
- 9.1.4 Medical Gases Group
- 9.1.5 Water Safety Group
- 9.1.6 Decontamination Group
- 9.1.7 Environmental Hygiene Group
- 9.1.8 Ventilation Safety Group
- 9.1.9 Radiation Protection Group
- 9.1.10 Trade Union Health and Safety Group

- 9.2 The Sub-Committee, supported by the Sub-Committee Secretary, shall:

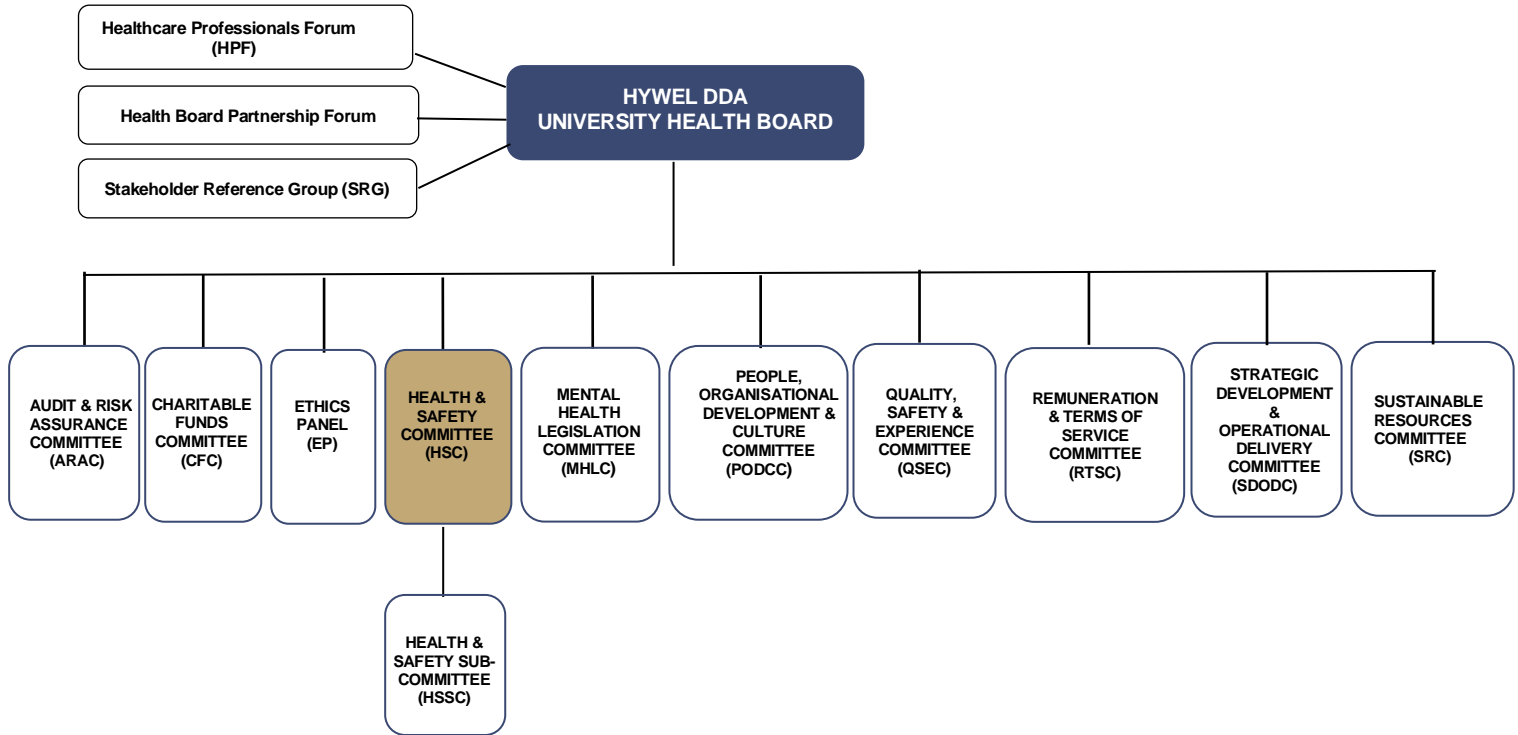
- 9.2.1 Report formally, regularly and on a timely basis to the Health and Safety Committee on the Sub-Committee's activities. This includes the submission of a Sub-Committee update report, as well as the presentation of an annual report within 6 weeks of the end of the financial year.
- 9.2.2 Bring to the Health and Safety Committee's specific attention any significant matters under consideration by the Sub-Committee.

10. Secretarial Support

- 10.1 The Health and Safety Sub-Committee Secretary shall be determined by the Director of Allied Health Professions and Health Science.

11. Review Date

- 11.1 These terms of reference shall be reviewed initially on a 6 monthly basis, and thereafter on at least an annual basis, by the Health and Safety Sub-Committee for approval by the Health and Safety Committee.



HEALTH & SAFETY COMMITTEE

TERMS OF REFERENCE

Version	Issued to:	Date	Comments
V1	Hywel Dda University Health Board	26.03.2020	Approved
V1	Health & Safety Assurance Committee	14.05.2020	Approved
V2	Health & Safety Assurance Committee	17.02.2021	Reviewed
V3	Health & Safety Assurance Committee	08.03.2021	Approved (Chair's Action)
V3	Hywel Dda University Health Board	25.03.2021	Approved
V4	Hywel Dda University Health Board	29.07.2021	Approved
V5	Health & Safety Committee	09.05.2022	Approved
V6	Hywel Dda University Health Board	28.07.2022	Approved
V7	Health & Safety Committee	10.07.2023	Approved
V7	Hywel Dda University Health Board	27.07.2023	Approved
V8	Health & Safety Committee	04.03.2024	Approved
V8	Hywel Dda University Health Board	28.03.2024	Approved
V9	Health & Safety Committee	12.11.2024	For Approval

HEALTH AND SAFETY COMMITTEE

1. Constitution

- 1.1 Hywel Dda University Health Board (HDdUHB) has a statutory obligation by virtue of the Health & Safety at Work Act 1974 to establish and maintain a Health and Safety Committee:
- Section 2 sub section 7: 'It shall be the duty of every employer to establish in accordance with Regulations (i) a safety committee having the function of keeping under review measures taken to ensure the health and safety of employees and such other functions as prescribed'.
- 1.2 HDdUHB's Health & Safety Committee has been established as a formal Committee of the Board and constituted from 1 April 2020.

2. Purpose

- 2.1 Provide assurance around HDdUHB's arrangements for ensuring the health, safety, welfare and security of all employees and of those who may be affected by work-related activities, such as patients, members of the public, volunteers, contractors etc.
- 2.2 Advise and assure the Board on whether effective arrangements are in place to ensure organisation-wide compliance with the Health Board's Health and Safety Policy, approve and monitor delivery against the Health and Safety Committee's work programme and ensure compliance with the relevant Standards for Health Services in Wales.
- 2.3 Where appropriate, the Committee will advise the Board on where and how its health and safety management may be strengthened and developed further.
- 2.4 Provide advice on compliance with all aspects of health and safety legislation.
- 2.5 To receive an assurance on delivery against relevant Planning Objectives aligned to the Committee in accordance with Board approved timescales, as set out in HDdUHB's Annual Plan.
- 2.6 Provide assurance to the Board that the Health Board's Emergency Management Plan is underpinned by policy and protocols, planning and performance targets and strategies to address risks to business continuity.

3. Operational Responsibilities and Objectives

- 3.1 With regard to its role in providing advice to the Board, the Committee will comment specifically upon the adequacy of assurance arrangements and processes for the provision of an effective Health and Safety function encompassing:
- Staff Health and Safety (to include any well-being consequences in the context of Health & Safety)
 - Premises Health and Safety
 - Violence and Aggression (including Lone Working and Security Strategy)
 - Fire Safety

- Risk Assessment
- Manual Handling
- Health, Welfare, Hazardous Substances, Safety Environment
- Patient Health and Safety – Environment Patient Falls, Patient Manual Handling

3.2 The Committee will support the Board with regard to its responsibilities for Health and Safety:

- Approve and monitor implementation of the Health and Safety Committee's work programme.
- Review the comprehensiveness of assurances in meeting the Board assurance needs across the whole of the UHB's activities, both clinical and non clinical.
- The consideration and approval of policies, as determined by the Board.

3.3 To achieve this, the Committee's programme of work will be designed to provide assurance that:

- Objectives set out in the Health and Safety Committee's Work Programme are on target for delivery in line with agreed timescales.
- Standards are set and monitored in accordance with the relevant Standards for Health Services in Wales.
- Proactive and reactive health and safety plans are in place across the UHB.
- Policy development and implementation is actively pursued and reviewed.
- Where appropriate and proportionate, health and safety incident and ill health events are investigated and action taken to mitigate the risk of future harm.
- Reports and audits from enforcing agencies and internal sources are considered and acted upon.
- Workforce, health, security and safety issues are effectively managed and monitored via relevant operational groups.
- Employee health and safety competence and participation is promoted.
- Decisions are based upon valid, accurate, complete and timely data and information.

3.4 Promote engagement and co-operation across the Health Board in ensuring the health, safety, welfare and security of patients, staff, contractors, and others.

3.5 Seek assurance on delivery against Planning Objectives aligned to the Committee, considering and scrutinising the plans and strategies that are developed and implemented, supporting and endorsing these as appropriate.

3.6 Ensure that service/business continuity plans are in place for major incidents and emergency situations that affect the provision of normal services, that staff have been trained to enable them to manage a major incident or emergency, and that lessons learned are incorporated into future planning.

3.7 Provide assurance that robust and effective safety management systems are in place operationally to deliver the Health Board's health, safety and security objectives and fulfil its statutory duties.

3.8 Ensure there is a process of review of accident, incident and notifiable disease statistics to keep an organisational focus on trends, ensure that corrective action and prioritisation of high risk issues are brought to the attention of the appropriate groups, and share learning across the organisation.

- 3.9 Oversee delivery of an annual work plan which includes a focus on health and safety, security and fire safety.
- 3.10 Ensure there is a process of review of findings of safety management system audits and seek assurance that corrective actions are put in place.
- 3.11 Ensure reports and factual information from external regulatory agencies are acted upon within achievable timescales.
- 3.12 Ensure new and revised legislation and best practice guidance is considered and how it may impact the Health Board, agreeing recommendations and guidance on the measures required to comply.
- 3.13 Ensure there is a process of review of the efficacy of the health, safety, fire and security training programmes and ensure this process is adequate to meet the Health Board's objectives and statutory requirements.
- 3.14 Ensure there is clear and effective health and safety communication and publicity throughout the organisation.
- 3.15 Provide assurance that risks relating to health, safety, security, fire and service/ business interruption/ disruption are being effectively managed across the whole of the Health Board's activities (including for hosted services and through partnerships and Joint Committees as appropriate), and provide assurance that effective risk assessments are undertaken and addressed.
- 3.16 Approve organisational health and safety policies, procedures, guidelines and codes of practice (policies within the scope of the Committee).
- 3.17 Seek assurances on the requirements arising from HDdUHB's regulators, WG and professional bodies.
- 3.18 Ensure there is a process of review of health and safety compliance across the whole of the Health Board's business undertakings, including through a programme of health and safety audits and agree and monitor KPIs for health and safety performance to ensure evidence of compliance with external standards and regulatory requirements.
- 3.19 Ensure that an annual report of the Health Board's safety management systems to measure effectiveness and performance, and to provide assurance of compliance to the Board, is included within the Health and Safety Committee's Annual Report.
- 3.20 Agree issues to be escalated to the Board, with recommendations for action.

4. Membership

4.1 Formal membership of the Committee shall comprise of the following:

Member
Independent Member (Chair)
Independent Member (Vice Chair)
Independent Member
Independent Member

4.2 The following should attend Committee meetings:

In Attendance
Executive Director of Allied Health Professions and Health Science (Lead Director)
Executive Director of Nursing, Quality & Patient Experience (Lead Director)
Chief Operating Officer
Director of Public Health
Assistant Director of Nursing (Assurance and Safeguarding)
Assistant Medical Director
Director of Corporate Governance/Board Secretary
Director of Estates, Facilities & Capital Management
Deputy Director of Workforce & OD
Head of Health, Safety & Security
Head of Occupational Health
Staff-Side Representative (Health and Safety)

4.3 Membership of the Committee will be reviewed on an annual basis.

5. Quorum and Attendance

- 5.1 A quorum shall consist of no less than two of the membership and must include as a minimum the Chairman or Vice-Chairman of the Committee, and one other Independent Member, together with a third of the In Attendance Members.
- 5.2 The membership of the Committee shall be determined by the Board, based on the recommendation of the UHB Chair, taking into account the balance of skills and expertise necessary to deliver the Committee's remit, and subject to any specific requirements or directions made by Welsh Government.
- 5.3 Any senior officer of the UHB or partner organisation may, where appropriate, be invited to attend, for either all or part of a meeting, to assist with discussions on a particular matter.
- 5.4 The Committee may also co-opt additional independent external "experts" from outside the organisation to contribute to specialised areas of discussion.
- 5.5 Should any officer member be unavailable to attend, they may nominate a deputy with full voting rights to attend in their place subject to the agreement of the Chair.
- 5.6 The Chair of the UHB reserves the right to attend any of the Committee's meetings as an ex officio member.
- 5.7 The Chair of the Health & Safety Committee shall have reasonable access to Directors and other relevant senior staff.
- 5.8 The Head of Internal Audit shall have unrestricted and confidential access to the Chairman of the Health & Safety Committee.
- 5.9 The Committee may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

6. Agenda and Papers

- 6.1 The Committee Secretary is to hold an agenda setting meeting with the Chair and/ or the Vice Chair, and the Lead Director (~~Director of Nursing, Quality & Patient Experience~~ **Executive Director of Allied Health Professions and Health Science**) at least **six** weeks before the meeting date.
- 6.2 The agenda will be based around the Committee work plan, identified risks, matters arising from previous meetings, issues emerging throughout the year and requests from Committee members. Following approval, the agenda and timetable for papers will be circulated to all Committee members.
- 6.3 All papers must be approved by the Lead/ relevant Director.
- 6.4 The agenda and papers for meetings will be distributed **seven** days in advance of the meeting.
- 6.5 A draft Table of Actions will be issued within **two** days of the meeting. The minutes and action log will be circulated to members within **seven** days to check the accuracy, prior to sending to Members (including the Committee Chair) to review within the next **seven** days.
- 6.6 Members must forward amendments to the Committee Secretary within the next **seven** days. The Committee Secretary will then forward the final version to the Committee Chairman for approval.

7. In Committee

- 7.1 The Committee can operate with an In Committee function to receive updates on the management of sensitive and/or confidential information.

8. Frequency of Meetings

- 8.1 The Committee will meet bi-monthly and shall agree an annual schedule of meetings. Any additional meetings will be arranged as determined by the Chairman of the Committee.
- 8.2 The Chair of the Committee, in discussion with the Committee Secretary, shall determine the time and the place of meetings of the Committee and procedures of such meetings.

9. Accountability, Responsibility and Authority

- 9.1 Although, as set out within these terms of reference, the Board has delegated authority to the Committee for the exercise of certain functions, it retains overall responsibility and accountability for ensuring the quality and safety of healthcare for its citizens, through the effective governance of the organisation.
- 9.2 The Committee will be accountable to the Board for its performance in exercising the functions set out in these terms of reference.
- 9.3 The Committee shall embed the UHB's vision, corporate standards, priorities and requirements, e.g. equality and human rights, through the conduct of its business.

- 9.4 The requirements for the conduct of business as set out in the UHB's Standing Orders are equally applicable to the operation of the Committee.

10. Reporting

- 10.1 The Committee, through its Chair and members, shall work closely with the Board's other committees, including joint/sub committees and groups to provide advice and assurance to the Board through the:
- 10.1.1 joint planning and co-ordination of Board and Committee business;
 - 10.1.2 sharing of information.
- 10.2 In doing so, the Committee shall contribute to the integration of good governance across the organisation, ensuring that all sources of assurance are incorporated into the Board's overall risk and assurance framework.
- 10.3 The Committee may establish **sub-committees**/groups or task and finish groups to carry out on its behalf specific aspects of Committee business. The Committee will receive an update following each **sub-committee or** group's meetings detailing the business undertaken on its behalf. **The Sub-Committee reporting to this Committee is:**
- 10.3.1 Health & Safety Sub-Committee**
- 10.4 The Committee Chair, supported by the Committee Secretary, shall:
- 10.4.1 Report formally, regularly and on a timely basis to the Board on the Committee's activities. This includes the submission of a Committee update report as well as the presentation of an annual report within 6 weeks of the end of the financial year;
 - 10.4.2 Bring to the Board's specific attention any significant matters under consideration by the Committee.
 - 10.4.3 Ensure appropriate escalation arrangements are in place to alert the UHB Chair, Chief Executive, or Chairmen of other relevant Committees, of any urgent/critical matters that may compromise patient care and affect the operation and/or reputation of the UHB.
- 10.5 The Board Secretary, on behalf of the Board, shall oversee a process of regular and rigorous self assessment and evaluation of the Committee's performance and operation, including that of any sub-committees established.

11. Secretarial Support

- 11.1 The Committee Secretary shall be determined by the Director of Corporate Governance/Board Secretary.

12. Review Date

- 12.1 These terms of reference and operating arrangements shall be reviewed on at least an annual basis by the Committee for approval by the Board.