STANDARD OPERATING PROCEDURE FOR THE

MANAGEMENT OF BOARD & COMMITTEES

Contents

1.0 Introduction

The papers and reports submitted to the Board and Committees are part of the Health Board's corporate memory, providing evidence of actions taken and decisions made over time. These papers and reports support policy formation and managerial decision-making, and protect the interests of the Health Board, together with those of patients, staff and members of the public. All such records are considered public records under the Public Records Acts 1958 and 1967.

The Health Board's business must be carried out openly and transparently in a manner that encourages the active engagement of its citizens, community partners, staff, carers and other stakeholders. The Health Board, through the planning and conduct of its Board and Committee meetings, will apply this procedure to ensure that this is facilitated by its commitment to the professional production of Board and Committee papers.

It is essential that the purpose of Board and Committee papers is clear, and that Committees are not asked to undertake or approve tasks that are outside the remit of their Terms of Reference. In order to ensure a common approach and to engender integrated thinking across Committees, effective communication and relationships need to be established.
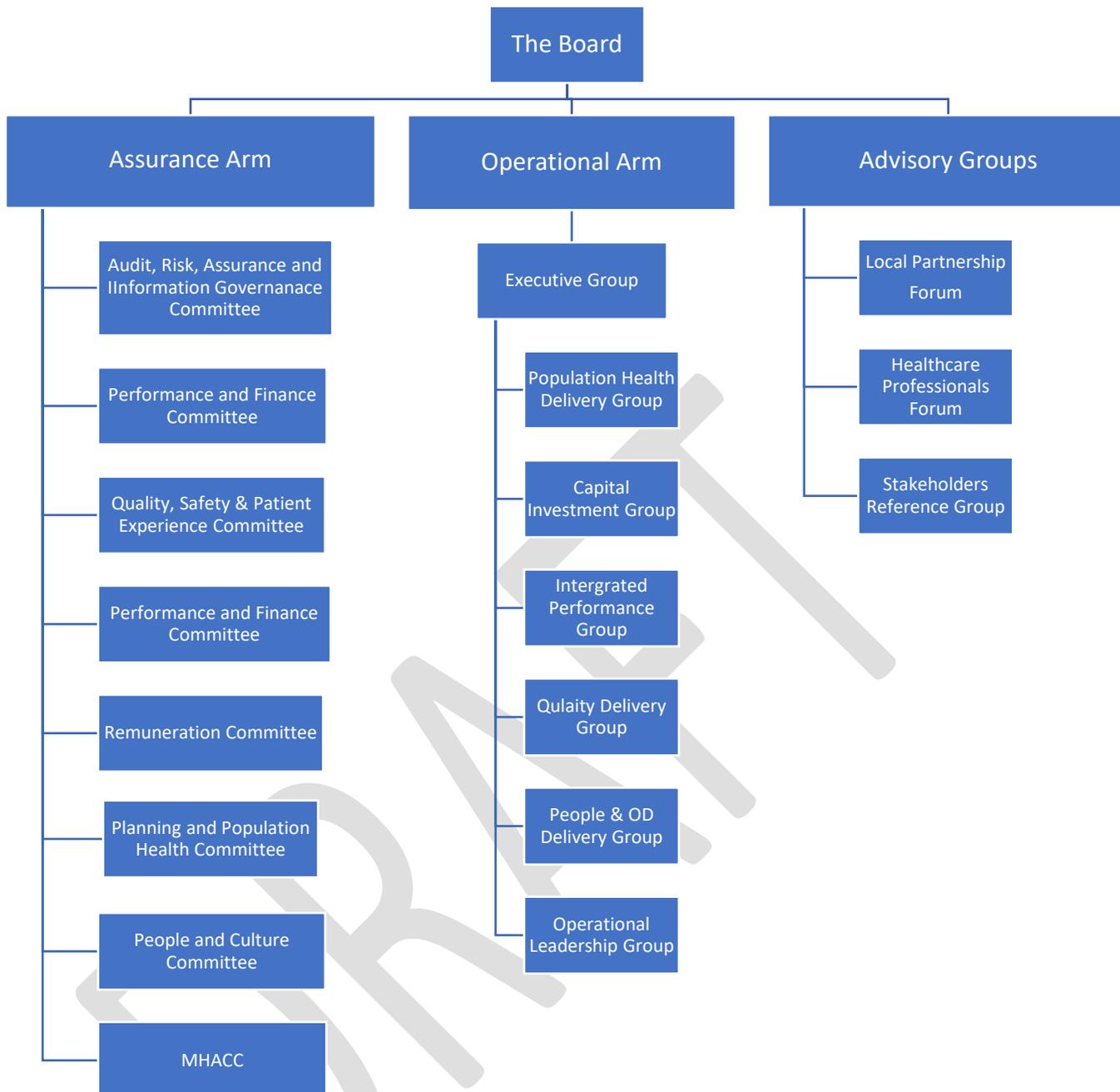
2.0 The Aim, Objective and Scope

2.1 Aim

- To provide clear and concise guidance for the management of Board and Committee papers in accordance with the required standard, in order that papers are succinct, relevant to the Health Board's strategic objectives and cross referenced to the relevant Health and Care Standard and risk on the Health Board's Risk Register, where appropriate.
- The objective is to ensure consistency of the content and format for all Board and Committee papers, and to add professionalism to all work undertaken.

2.2 Scope

This Standard Operating Procedure applies to both Board papers, and those of its Committees, Sub-Committees and Groups. It also applies to all staff involved with Board & Committee papers.

All of the Health Board's Committees, Sub-Committees and Groups are mapped in relation to the Board. Any amendments to this governance structure must be done so with regard to the Protocol for Establishing and Abolishing Committees and Sub-Committees.

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                          The Board

      Assurance Arm        Operational Arm        Advisory Groups

  Audit, Risk, Assurance and    Executive Group        Local Partnership
  IInformation Governanace                                   Forum
         Committee
                          Population Health           Healthcare
   Performance and Finance    Delivery Group          Professionals
         Committee                                        Forum

                              Capital              Stakeholders
  Quality, Safety & Patient  Investment Group     Reference Group
   Experience Committee
                            Intergrated
   Performance and Finance   Performance
         Committee             Group

   Remuneration Committee    Qulaity Delivery
                                 Group

  Planning and Population     People & OD
    Health Committee         Delivery Group

    People and Culture        Operational
       Committee           Leadership Group

         MHACC
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3.0   Responsibility and Accountability

In accordance with the Code of Corporate Governance, the Board and its Committees should receive timely provision of information in a form and of a quality that enables the effective discharge of their duties. Papers should be relevant, concise and enable the Board and Committees to understand the background and issues for effective debate and discussion.

Health Board Chair	The Health Board Chair has overall responsibility for the organisation and its governance. The Health Board Chair is: • Responsible for providing leadership to the Board, and for managing the performance and development of the Board. • Responsible for planning and conducting Board meetings with the Chief Executive, ensuring the effectiveness of the Board in all aspects of its role and agenda. • Responsible for ensuring that Board Members have accurate, timely and clear information available to them to discharge their responsibilities and to meet statutory requirements.
Chief Executive	The Chief Executive is the Health Board's Accountable Officer and responsible for executing policy. The Chief Executive is: • Responsible for the delivery of policy as agreed by the Board, and for managing the performance and development of the organisation. • Responsible for planning and conducting Board meetings with the Chair, ensuring the effectiveness of the Board in all aspects of its role and agenda. • Responsible for leading the executive and the organisation.
Board Secretary	• Responsible for guiding the Board in the responsible and effective conduct of its role, providing where appropriate a discreet, challenging and independent voice in relation to Board deliberations and decision making; • Responsible for ensuring that in all its dealings, the Board acts fairly, with integrity, and without prejudice or discrimination; • Responsible for planning and conducting Board meetings in association with the Chair and Chief Executive. • Responsible for reviewing the abolishment and establishment of Committees and Sub-Committees.
Executive Directors	• Rigorously and objectively scrutinise all proposals at Board and Committee meetings, offer dispassionate comments and identify potential improvements to all areas of work including their own.

	• Executive Directors are responsible for the quality, accuracy and timeliness of all Board & Committee papers where they appear as the nominated 'Executive Lead' on the report. • Executive Directors are responsible for signing off Board and Committee papers produced by Reporting Officers to agreed timescales. Ensuring that all relevant Papers are sighted and approved by the Executive Team *(see ET SOP)*.
Independent Members	• Responsible for attending Board and Committee meetings ensuring that all papers that have been issued have been read, and having a good understanding of the work of the organisation. • Responsible for supporting the Chair in being clear about the information needed in order to discharge their role, including assurance and scrutiny. • Actively participate in all aspects of assurance and scrutiny
Reporting Officers	• Reporting Officers are responsible for adhering to this Standard Operating Procedure when producing Board and Committee papers. • Responsible for producing high quality Board and Committee papers for Executive Director sign off to agreed timescales. • Responsible for seeking Chair's permission to submit late papers for the Board or its Committees outside of the agreed timescale.
Committee Chairs	• Attending formal agenda setting meetings as Chair or Vice-Chair, arranged in a timely manner to ensure appropriate lead in time for report writers. • Ensure agendas are built from the Committee work plans, identified risks (Risk Register), matters arising from previous meetings, issues emerging throughout the year, and requests from other Committee Members. • Consider length of the meeting and order of the agenda to ensure adequate time is apportioned to discuss decision and business critical items • Agree permission for any late or deferred items from the agreed agenda • Consider attending paper clearance meetings, this will ensure the reports presented meet the Committees expectations. • To ensure the meeting runs to time all papers are taken as read, allowing more time for scrutiny. • Contribute/steer the regular evaluation of the performance of the Committee. • As Chair be clear on the actions and decisions of the Committee.

	• Review the Committee annual Work Programme in conjunction with the Lead Executive Director at agenda setting meeting.
Committee Secretaries	• Responsible for arranging timely formal agenda setting meetings with the Chair and/or Vice-Chair of the Committee and Lead Director; • Responsible for ensuring the presentation of high-quality information to the Board and its Committees through quality assurance. • Responsible for keeping the Table of Actions and Decision Tracker up to date. • Responsible for ensuring the timely flow of Board and Committee papers to recipients. • Responsible for ensuring the timely upload of Board and Committee papers to the UHB website. • Responsible for arranging the regular evaluation of the performance of the Board and its Committees. • Responsible for the preparation and adherence to the Board and Committees annual Work Programme in conjunction with the Lead Executive Director and Board/Committee Chair.

3.1 Etiquette

To ensure best practice is demonstrated within Board, Committees, Sub-Committees and Groups the following points of etiquette have been identified:

- Members to come meetings prepared having scrutinised the papers
- Deputies' arrangements to be formally identified and to attend suitably briefed
- No late papers without the express agreement of the Chair
- Items deferred from the agenda to be clearly marked with an explanation as to why deferred
- Reports not to be read out verbatim – highlighting key issues/risks
- No verbal reports (unless with the express permission of the Chair)
- No presentations other than on exceptional basis
- No late arrivals or early leavers to meetings without informing the Chair
- Any interruptions to be kept to a minimum
- No 'meetings within meetings'
- No eating in meetings
- Committees to be a safe place for views to be heard
- Members to be respectful to each other's views and to behave respectfully to all attendees

4.0 Requirements

4.1 Agenda Setting

The Board and Committee Secretaries are to hold a formal agenda setting meeting with the Chair and/or Vice-Chair of the Committee and the Lead Director at least six weeks before the forthcoming meeting date for both.

The draft agenda will be based around the Board and Committees work plans, identified risks, matters arising from previous meetings, issues emerging throughout the year, and requests from Board and Committee Members.

The agenda and the timetable for the receipt of papers will be circulated to all Board and Committee Members.

4.2 Deferral of an Item

In some circumstances, items identified on the agenda may be deferred to the following meeting. This can only occur with permission from the Chair of the Board or Committee.

A deferred item remains on the agenda for the current meeting and is marked as 'Deferred to next meeting'.

The item is added to the next meeting's agenda and reference is made within the Board or Committee work plan of the deferral.

4.3 Board & Committee Report Templates

All Board and Committee papers must be produced using the Board & Committee templates.

Sources of assurance, and any limitations, should be explicit in papers to the Board and its Committees. Risks described in reports to the Board and its Committees should include relevant Risk

Register references to provide assurance that they are captured on the Health Board's Risk Register.

Care must be taken to ensure that the template is completed consistently, with the text matching the various headers and descriptors, etc. Additional sub-headings may be inserted into the body of the templates, as required. All sections in the template must be fully completed before submission to the Board or Committee Secretary.

4.4 Quality of Papers

Recognising that writing reports at Committees can seem a daunting prospect - particularly for those for whom this may be a new experience, the following has been prepared as a helpful guide for Reporting Officers. (Appendix 2)

4.5   Submission of Papers

Papers will only be accepted by the Board and Committee Secretary if they are submitted in accordance with the Standard Operating Procedure, fully completed and on the appropriate template. Where relevant, papers must detail the consultation or Committee/Sub-Committee/Group process that has been followed. Papers will also only be accepted once they have received approval from the Lead Director. Papers that do not comply will be returned to the Reporting Officer and will not be circulated with papers for the forthcoming meeting.

4.6   Timing & Receipt of Papers

Papers MUST be submitted to the Board and Committee Secretaries in accordance with the timetable issued for their receipt (see appendix 1). This will ensure that the Health Board complies with the requirements of its Standing Orders.

The Schedule of Board & Committee meetings (Corporate Calendar) is agreed in advance of each calendar year. Reporting Officers should build submission deadlines into individual work programmes to ensure all Board & Committee papers are received on time.

The schedule will be kept updated via version control, issued to those involved with the production of Board and Committee papers, and replaced each year with the next annual version.

With the exception of Finance and Performance reports which will be subject to a ten-calendar day submission deadline prior to each meeting, the remainder of Board & Committee papers will be subject to a two-week submission deadline prior to each meeting.

Late papers will only be accepted by the Board and Committee Secretaries following approval from the Chair of the meeting. It is the Reporting Officer's responsibility to seek permission for this from the Chair of the meeting.

Papers should only be tabled during a meeting when there have been exceptional reasons for their not being available in advance, and then only with the permission of the Chair.

4.7   Issue of Board & Committee Papers

The agenda and papers for Board and Committee meetings will be circulated electronically via iBabs to Members seven calendar days in advance of the meeting.

4.8   Minutes & Table of Actions

A draft Table of Actions will be issued within two days of the meeting. The minutes and action log will be circulated to the Lead Director within seven days to check the accuracy, prior to sending to Members (including the Committee Chair).

Members must forward amendments to the Board and Committee Secretary within the next seven calendar days. The Board and Committee Secretary will then forward the final version to the Board or Committee Chair for approval.

The minutes must be an accurate and detailed record of the meeting which capture the discussions and the decisions that have taken place.

4.9 Presentations

Presentations should be agreed in advance, and the slides issued with the papers for the meeting.

Presentations should not exceed the allocated amount of time and should be no longer than 6 slides or 10 minutes in total. The presentation should enhance the information that is included within any accompanying report and should not reproduce the information that has already been provided.

The BCUHB presentation template should be used. (Betsinet)

4.10 Watermarks

A 'Draft' watermark should be added to all documents that are still work in progress. This identifies the item quite clearly as not complete. It is important that watermarks are visible throughout the document to reduce the risk of any confusion should the document become separated.

A 'Confidential' watermark should be added to all documents deemed sensitive. These should **not routinely** be shared outside of the Board or Committee membership.

4.11 Numbering of Headings

All major headings and sub-headings within the document should be numbered.

Numbering must be sequential.

4.12 Embedded Documents

All documents referenced within Board and Committee papers should be hyperlinked within the body of the report to a publicly available online source.

Where reference is made to documents which are not available publicly online, they should be added as appendices. Board and Committee papers will not be accepted with embedded documents as these are not accessible to all.

4.13 Document Format

All papers are to be circulated in PDF format. Any documents with hyperlinks and all documents in Excel need to be formatted to ensure functionality and appearance is appropriate in PDF form.

4.14 Font Type, Size and Layout

Consideration should be given to requests for information in larger font/point size than the current standard non-serif, standard fonts Calibri 12, Segoe 11, and these should be provided wherever reasonably practicable. This will meet the legal duty under the Equality Act 2010 to make reasonable adjustments to ensure equality of access to healthcare services for disabled people, and Arial 14 will

Headings within a document should have "Bold" applied.

All text should be drafted using the "align left" option for Word documents.

4.15   Referencing

All documents should be appropriately referenced for ease of retrieval.

4.16   Page Numbering

Page numbers must be added to document footers using the format 'page of page'.

4.17   Header and Footer

It is important that all pages of a document are easily identifiable as belonging to BCUHB. The BCUHB Logo/Title will therefore be included in the header of the document. The placement of the logo can be placed either top right, top left, or bottom left, bottom right of a document.

The footer of the document will contain the referencing as outlined previously within this guidance.

4.18   Version Control

Version control outlines the history of consultation and amendment which has taken place to produce the final document.

Where applicable, a table of document control history should be included at the bottom of the contents section of the document. This should be updated with the version, date and control reason as per the example below:

Version	Issued to:	Date	Comments
V0.1	XXX Committee/Sub Committee/Group		
V2	Approved		

4.19   Availability of Board & Committee Papers in the Public Domain

The agenda and papers for the Public Board and Committee meetings are to be made available electronically from the Health Board's internet site, <u>seven calendar days</u> in advance of the meeting in order to comply with the Health Board's Standing Orders.

5.0   Contact the Office of Board Secretary for further guidance:

==Names/ Roles/ emails and numbers of OBS team==

Appendix 1

Board and Committee Preperation Flowchart

6 weeks prior to meeting	Board/Committee Secretary to convene formal agenda setting meeting with the Chair and Lead Executive Director.
5 weeks prior to meeting	Agenda to be issued to all Board/Committee Members together with the relevant templates for use, with a deadline for receipt of papers. For Committees the deadline is 14 days prior to the meeting. Receipt of papers for papers for board is 21 days prior to the meeting.
3/2 weeks prior to the meeting	All papers to be submitted with Executive Director approval for quality assurance by the Board/Committee Secretary.
1 week prior to the meeting	Agenda and papers to be circulated electronically (via i-Babs) no less than 7 days prior to each meeting. Agenda and papers for Board meetings in public to be made available electronically from the University Health Board's internet site 7 calendar days in advance of the meeting.
The Committee/Board Meeting	
1 week post meeting	Agenda and papers for committees (excluding in-committee sessions) to be made available electronically on the University Health Board's internet site 7 calendar days following the meeting. This allows for draft minutes of the previous meeting to be amended to approved status prior to uploading.
2 weeks post meeting	Draft minutes and table of actions to be circulated to Members within 10 calendar days to check for accuracy
3 weeks post meeting	Members to forward amendments to the Committee Secretary within the next calendar days, and the Committee Secretary to then forward the final version to the Board or Committee Chair for approval.

Appendix 2

Guidance for Writing Reports for Board and Committees

We know that we are all working in a very complex and currently very pressured environment and it can sometimes be difficult to capture the relevant information within reports particularly within the timeframes required.

Recognising that writing reports at Committees can seem a daunting prospect - particularly for those for whom this may be a new experience, the following has been prepared as a helpful guide for Reporting Officers.

1.0   Submission of Papers

- Papers can only be accepted by the Board and Committee Secretary if they are submitted in accordance with the Standard Operating Procedure, fully completed and on the appropriate template.
- Where relevant, papers must detail the consultation or Committee/Sub-Committee/Group process that has been followed.
- Papers can also only be accepted once they have received approval from the Lead (nominated) Director.
- Papers that do not comply, will be returned to the Reporting Officer for amendment prior to their circulation with papers for the forthcoming meeting.
- Prior to your report being issued, it will have been quality assured by the Corporate Governance Team to ensure it covers all the information required, such as its purpose, any relevant background or context, any relevant risk reference and score, how it meets with the Committee's role and responsibilities as set out in its Terms of Reference to ensure it is appropriate for the Committee's scrutiny, and any impacts the report may have, or be proposing.
- You should also have had sight of any changes that have been made to the report following its review by the Corporate Governance Team in order that you are aware of the final version that is being presented.

2.0 Purpose

Be clear in your own mind about why you are writing a Board or Committee paper to help you structure your material appropriately. For example, if your purpose is to inform, you may start off with some background information about the issue.

If your purpose is to provide assurance, whilst your starting point may still be the same, the critical difference will be the need to assure the Board or its Committees about how services, for example, currently configured are either serving the needs of the population, or where they are not, how the proposals you intend putting in place will provide that assurance. This could be through maintaining a closer watch on areas under focus, putting increased monitoring in place, escalating issues, etc. It is through these measures, that the Board and its Committees will be able to take an assurance from the paper.

3.0   **Audience**

Write with your audience firmly in mind, papers will then be more relevant as it will be easier to decide what information is relevant and what can be safely left out.

It is often difficult to leave material out especially if it is interesting, however you need to ask yourselves, is this relevant for the Board or Committee in order to make this decision and to find the balance between essential and unnecessary detail.

Board and Committee members only receive their papers a week before each meeting so all papers need to be as succinct as possible, or if substantial, accompanied by an executive summary.

4.0   Content

Tell a succinct story – beginning, middle and end.

Get the balance right between presentation & substance.

Condense lengthy reports into concise summaries, charts and dashboards, visually highlighting trends and key findings and more importantly, drawing out the key issues for consideration by Board and Committee members.

Ensure that you provide sufficient narrative or explanation for the metrics used, and when deciding upon metrics or performance indicators to include in the report, ensure they are outcome based.

Ask yourself the 'so what' question after you have completed the narrative - then answer this if you have not already. This is the sort of question that a Board or Committee Member might ask so it is easier to cover it off in the report in the first place than wait for the question at the meeting and to have to think on your feet.

Add any patient experience data to support your statements that you can, keeping the patient/service user at the heart of the report to illustrate the intended outcome/benefit. Do not use acronyms – if you do, include them at the outset with their explanations. If you need to use medical or scientific language, explain it using plain terms.

Be aware that all reports to the Board and its Committees are in the public domain and published on the Health Board's website. Ensure you have considered the implications of confidentiality, data protection, equality, Welsh language and other relevant legislation.

If you require support in completing any of the sections, the Office of Board Secretary Team are here to offer support, do not be afraid to ask.