

Board of Management

Performance and Nominations Committee

Date of Meeting	Monday 26 April 2021
Paper No.	PNC5-B
Agenda Item	3.2
Subject of Paper	Revised Paper Template & Guidance
FOISA Status	Disclosable
Primary Contact	Paul Clark, College Secretary
Date of production	19 April 2021
Action	For Approval

1. Recommendations

It is recommended that this template, with associated guidance notes, is approved for all ELT/SMT and Board/Committee papers, subject to agreed changes.

2. Purpose

2.1 The purpose of this paper is to facilitate a consistent approach to concise, clear, presentation of papers.

3. Content

3.1 The Board has recently undertaken an external review of effectiveness in governance. In response to feedback from Board members, one recommendation is to have “streamlined and smarter Board papers”.

3.2 Board members have, in recent months, consistently expressed a desire for more concise, focused papers, with key issues and decision points highlighted, and less excessive detail which produces unnecessarily lengthy papers. This view has been supported by the internal and external auditors.

3.3 A consistent approach across the senior/executive teams will enhance focus upon key decisions, and support good governance.

3.4 It is a key responsibility of ELT/SMT to provide clear, appropriate, and concise information to the Board of Management, to enable a balanced and transparent approach to decision-making.

3.5 ELT/SMT have approved this template for ELT/SMT meetings, to be reviewed after 6 months.

4. Impact and Implications

4.1 This approach will improve clarity of recommendations in context to the Board, and enhance the Board’s understanding of the key issues at hand.

4.1 It is anticipated that application of this template and guidance will encourage more concise reportage, enhancing the effective use of meeting preparation time, and of time in meetings, and hence support good management and governance.

Appendix

1. Draft Revision of Board/ELT/SMT paper template and related Guidance.

ELT/SMT/Board/Board Committee

Date of Meeting	
Paper No.	
Agenda Item	
Subject of Paper	
FOISA Status	Disclosable/Non-Disclosable (Delete as appropriate and provide reason if Non-Disclosable)
Primary Contact	
Date of production	
Action	Choose one from: For Noting/ For Approval/For Discussion and Decision

This template is to be used to present papers to Board of Management and ELT/SMT. It should usually be no more than 3 pages, comprising the sections and content indicated below. If required, a paper may be added as an appendix (e.g. where approval of the full paper is a requirement, or where essential detail must be considered).

1. Recommendations

Guidance Notes:

1.1 In the case of papers labelled "For noting" the recommendation should be simply "To note the report".

1.2 In the case of papers labelled "For approval", specific recommendations for action should be clearly stated in a form that is ready for approval, including a timetable for implementation. Typically, there should be no more than 1,2, or 3 recommendations. This is used where approval is required for implementation, such a policy, compliance, significant investment.

1.3 In the case of papers labelled “For discussion and decision” the decision points should be stated as clearly as possible, with specific options indicated where appropriate. This may include decisions for approval where such approval is not necessarily a requirement of governance process, but is needed to progress a proposal.

2. Purpose

2.1 Explain briefly what this paper provides for the meeting. Examples: “The purpose of this paper is to facilitate discussion on “xxx” and inform related decisions as highlighted” or “This paper is for information”.

3. Content

This section will comprise one or more of the following:

3.1 Summarise the report/proposal etc by way of an **Executive Summary**.

3.2 Provide a brief **context**, highlighting any points of strategic significance to the College, and/or why the paper is required.

3.3 Provide **insights** - include your understanding, judgement, and perceptions, including any dependencies and consultations undertaken. Note internal and external relationships and dependencies.

3.4 Highlight the **key points** for discussion and decision, i.e. what do you suggest we do, and what do we expect to happen? What would happen if we don't?

Be clear, precise, and brief.

4. Impact and Implications

4.1 The aim of this section is to assure the meeting that all significant impacts and implications, including strategic risks, benefits (actual and potential), and statutory duties, have been considered and assessed. These may include:

- Student Experience.
- Financial.
- Risk of failure or inaction
- External (e.g. Region/Sector/National)
- Equality Impact, Diversity and Inclusion (e.g. Equality Duties).
- Other Legal compliance.

4.2 Risk Table (for significant projects).

Risk Category	Students	Staff /other Stakeholders	Growth and Development	Processes and Performance	Finance	Governance
Description						
Impact x Likelihood = Risk Score						

Provide brief narrative, and score impact and likelihood out of 5 to provide Risk Score

Appendices

It is expected that the above structure will accommodate the full paper to be presented. However, it may be that this merely summarises the key points of a larger paper, which may be attached as an appendix for reference. For example, a Financial Report, a yearly report on an area of specific Board/Committee responsibility, a College Strategy, a Review of Strategic Risk Management, may be summarised above, with the relevant documentation attached as an appendix for further information, and to inform in-depth discussion should this arise.