



BOARD OF DIRECTORS MEETING HELD ON 15th JANUARY 2014

Paperless Board of Directors, Board Committees and TEG – Project Proposal

1. Introduction

Currently there is a mixed economy in the Trust for managing Board of Directors, TEG and Board Committee meeting packs (i.e. agenda, minutes and papers). Some members of the Board, its committees and TEG exclusively use hard copies, others use emailed electronic copies on lap-tops or tablets and some use a combination.

This paper will make the case for paperless meetings for the Board of Directors, the Board's committees and TEG by purchasing board portal software and supporting hardware.

2. Proposal

To purchase board portal software and mobile devices to replace the current arrangements for the production and circulation of hard copy meeting packs for the Board of Directors, the Board committees and TEG.

3. What is a board portal

A board portal is a software solution to electronically manage Board meetings and documents. It is a web-based, online workspace that offers board members confidential access to meeting materials, past and present, and provides tools to make it easier to prepare for meetings. It can be extended to other high level groups within the organisation and has the flexibility to be used across multiple meetings and multiple organisations.

4. Strategic case

There are a number of drivers to move toward paperless meetings:

- ❖ The Trust has recently approved a Technology Strategy, which places technology as a key transformational enabler to more efficient and effective decision making and looks forward to removing paper from common processes via increased usage of mobile technology. Moving to a paperless Board and TEG is a high-level endorsement of the strategy and provides clear leadership for paperless working in the organisation.
- ❖ In addition to making financial savings by reducing paper, printing and postage costs, it also contributes to the Trust's commitment to reduce its carbon footprint.
- ❖ Board portals strengthen Board governance and oversight as the Trust faces increasingly complex financial, quality and organisational challenges and managing associated risks within a stricter regulatory regime and under greater external scrutiny.

5. Benefits of a board portal solution

There are a number of board portal software products on the market. The common key features and benefits are:

- ❖ Enhanced security of confidential documents via data encryption, access control and data delete options in case of theft or loss.

- ❖ Improved accessibility to meetings and materials securely from anywhere. Ability to join meetings from a remote location
- ❖ Single sign-on to access multiple meetings.
- ❖ Automated creation and distribution of meeting pack with pre-defined or customisable meeting templates, dynamic agenda lists, drag and drop functionality for uploading papers to agendas or document library.
- ❖ Flexibility to accept, notify and highlight to participants important updates to the pack e.g. late and/or amended papers
- ❖ On-line or off-line preparation for meetings and ability to review documents
- ❖ Intuitive on-screen annotation using freehand or post-it notes, bookmarks with the flexibility to email or print whilst maintaining version control
- ❖ Simple and secure circulation of key documents, corporate information or news with the ability to link to specific meetings and agendas
- ❖ Participants able to view, bookmark and switch between past, present and future meeting materials.
- ❖ Electronic notification of action points for participants.

6. STH - current practice

In order to ensure a timely and comprehensive service to the Board, its committees and TEG the preparation and distribution of packs for meetings is complex and resource intensive.

Analysis of the key tasks and approximate annualised costs is detailed in the Appendix 1.

7. Funding¹

At their meeting held on 8th January 2014, the TEG approved funding for the project, subject to final approval of the project by the Board of Directors.

In accordance with its Standing Orders, the Trust received 3 quotations for 25 annual licenses from leading board portal software suppliers (i.e. BoardPacks, e-Share Ltd; BoardPad, ICSA Software; and BoardBooks, Dilligent). TEG approved BoardPad (ICSA Software) as the preferred software supplier

8. Costs

(i) Capital costs

25 x iPads @ £400.00 each = £10 000

(ii) Revenue costs

25 x BoardPad licenses (inclusive of personalised training and support) = £15 000, incl VAT.

9. Savings

(i) Printing/photocopying and postage cost savings

The most significant saving from the Board Portal is eliminating the cost of paper, printing/photocopying and postage associated with production of the packs. The Trust-wide saving is estimated at £22 250 per annum.

¹ Funding assumptions:

- ❖ The projects costs are based on 25 users i.e. Board of Directors (14), Additional TEG members (3); Business Manager/PA (4); Additional member/attendee for Board committees (4).
- ❖ Funding for the requisite hardware purchases can be authorised from the existing IT budget as capital spend as board portal software has a minimum contract period of at least 2 years.

(ii) Staff cost savings

It is difficult to isolate the savings exactly as the task of printing/photocopying and posting meeting packs is often wrapped up in other related production and distribution tasks but the Trust-wide saving is estimated at about £9 600 per annum (see Appendix 2).

However, as the staff cost efficiencies are not realisable as an aggregated cost saving because they are distributed across a number of staff in a range of directorates, the savings are acknowledged but excluded from the business case.

10. Projected cost/saving summary

	£
Estimated annual savings	22 250
Revenue costs	15 000
Capital cost	10 000
Overall saving (Year 1)	- 2 750
Saving (Year 2 and forward)	7 250

11. Project timetable

Business Case to TEG – To Approve	8 Jan 2014
Project Brief to Board of Directors – To Approve	15 Jan 2014
Phase 1: Board and TEG <ul style="list-style-type: none">• Set up, training and pilot with Board and TEG early adopters• Evaluation of pilot phase• Training and roll out to remainder Board and TEG• Evaluation	Feb/Mar 2014 May 2014 Jun 2014 Aug 2014
Phase 2: Board Committees <ul style="list-style-type: none">• Audit Committee• Healthcare Governance Committee• Finance, Performance and Workforce Committee• Nomination and Remuneration Committee	Sept – Dec 2014
Project evaluation and scoping study to explore potential for wider adoption. [NB Any proposals for extending its use will be require separate business case approval.]	Nov 2014

12. Recommendation

The Board of Directors is asked to **APPROVE** the project to move toward paperless meetings of the Board, its committees and TEG.

Andy Challands
Assurance Manager
January 2014

Appendix 1

Key tasks and approximate annualised costs of servicing Board and TEG meetings

a) The Board of Directors

- ❖ The Board meet 11 times per annum.
- ❖ The Business Manager (Sue Coulson) prepares a hard copy pack which is posted to all Board members (and Internal and External Audit) i.e. 22 copies.
- ❖ The average Board pack is about 250 pages long and takes about 15 hours to prepare (i.e. drafting, circulating and agreeing the public and private timed agenda; receipt, numbering, collating and checking papers; pursuit of late papers; drafting and agreeing unadopted public and private minutes; printing and photocopying the private pack; postage of private papers; and posting public pack on to the Trust website).

		£
Staff	Business Manager [Band 5]: 165 hours (11x15) @ £17.34 per hour	2 861
Printing	Paper, printing/photocopying: 60500 (22x250x11) sheets @ 0.134p per sheet (i.e. printing /photocopying @ 0.065p; paper @ 0.004p)	8 170
Postage	1st class (22x11 @ £5.85; assuming equivalent cost for internal mail)	1 415
Total		9 871

b) Trust Executive Group

- ❖ TEG meets about 40 times per annum.
- ❖ The Business Manager (Ros Dawson) prepares an electronic pack which is emailed to all TEG members and their PAs.
- ❖ The average TEG pack is about 200 pages long and takes about 12 hours to prepare (generic tasks similar to Board pack).
- ❖ TEG PAs print and collate papers for each meeting.

		£
Staff	Business Manager [Band 6]: 480 hours (40x12) @ £21.56 per hour TEG PAs [Band 5]; 360 hours (9 x1x40) @ £17.34 per hour	10 349 6 242
Printing	Paper, printing/photocopying: 72000 (9x200x40) sheets @ 0.134p per sheet (i.e. printing /photocopying @ 0.065p; paper @ 0.004p)	9 648
Total		26 239

c) Audit Committee

- ❖ The Audit Committee meets about 5 times per annum.
- ❖ The Business Manager (Sue Coulson) prepares an electronic pack which is emailed to all members and attendees and prints, collates and posts 9 copies (4 NED members and 5 STH attendees).
- ❖ The average Audit Committee pack is about 100 pages long and takes 7 hours to prepare (generic tasks similar to Board pack).

		£
Staff	Business Manager [Band 5]: 35 hours (5x7) @ £17.34 per hour.	606
Printing	Paper, printing/photocopying: 4500 (9x100x5) sheets @ 0.134p per sheet (i.e. printing /photocopying @ 0.065p; paper @ 0.004p)	603
Postage	1st class (3x11 @ £5.85; assuming equivalent cost for internal mail)	193
Total		1 209

d) Healthcare Governance Committee

- ❖ The Healthcare Governance Committee meets 11 times per annum.
- ❖ The PA to Head of Patient and Healthcare Governance (Jenny Price) prepares an electronic pack which is emailed to all members and attendees.
- ❖ The average Healthcare Governance Committee pack is about 125 pages long and takes 12 hours to prepare (generic tasks similar to Board pack).
- ❖ PA to Head of Patient and Healthcare Governance prints and collates 5 copies and posts to 3 NED members. 6 TEG member's PAs will print and collate papers for each meeting.

		£
Staff	PA to Head of Patient and Healthcare Governance [Band 4]: 35 hours (12x11) @ £13.60 per hour. TEG PAs [Band 5]; 66 hours (6 x1x11) @ £17.34 per hour	476 1144
Printing	Paper, printing/photocopying: 6875 (5x125x11) sheets @ 0.134p per sheet (i.e. printing /photocopying @ 0.065p; paper @ 0.004p)	921
Postage	1st class (3x11 @ £5.85; assuming equivalent cost for internal mail)	193
Total		2 734

e) Finance, Performance and Workforce Committee

- ❖ The Finance, Performance and Workforce Committee meet 11 times per annum.
- ❖ The PA to Director of Finance (Cheryl Whitely) prepares a hard copy pack which is posted to all 8 members and 1 attendee.
- ❖ The average Finance, Performance and Workforce Committee pack is about 50 pages long and takes 8 hours to prepare (generic tasks similar to Board pack).

		£
Staff	PA to Director of Finance [Band 5]: 88 hours (8x11) @ £17.34 per hour.	1 526
Printing	Paper, printing/photocopying: 3960 (9x40x11) sheets @ 0.134p per sheet (i.e. printing /photocopying @ 0.065p; paper @ 0.004p)	531
Postage	1st class (9x11 @ £5.85; assuming equivalent cost for internal mail)	579
Total		2 636

Appendix 2

Staff costs of paper, printing/photocopying and postage

		£
Board of Directors	4 h @ £17.34 per hour x 11 times pa	763
TEG	1 h x 9 @ £17.34 per hour x 40 times pa	6 242
Audit Committee	3 h @ £17.34 per hour x 5 times pa	260
Healthcare Governance Committee	4 h @ £13.60 per hour x 11 times pa 1 h x 6 @ £17.34 per hour x 11 times pa	449 1144
Finance Performance and Workforce Committee	4 h @ £17.34 per hour x 11 times pa	763
Total		9 621