Health Board

Cycle of Business
(1st January 2021 – 31st March 2022)

The Health Board should, on annual basis, receive a cycle of business which identifies the reports which will be regularly presented for consideration. The annual cycle is one of the key components in ensuring that the Health Board is effectively carrying out its role.

The Cycle of Business covers the period 1st January 2021 to 31st March 2022.

The Cycle of Business has been developed to help plan the management of Board matters and facilitate the management of agendas and committee business.

The principal role of the Health Board is set out in the Standing Orders 1.0.1. The Board's main role is to add value to the organisation through the exercise of strong leadership and control, including:

- Setting the organisation's strategic direction
- Establishing and upholding the organisation's governance and accountability framework, including its values and standards of behaviour
- Ensuring delivery of the organisation's aims and objectives through effective challenge and scrutiny of the Health Board's performance across all areas of activity.

Board Cycle of Business (1st January 2021 – 31st March 2022)

Strategic Objectives	Provide high quality, evidence based and accessible care	Work with Communities and partners to reduce inequality, promote well-being and prevent ill health	Ensure sustainability in all that we do, economically, environmentally and socially	Co-create with staff and partners a learning and growing culture
Threats to the Strategic Objectives	• Failure to deliver a high quality, safe and effective service that improves population health • Failure to provide timely health and wellbeing care & services • Failure to deliver a service user and carer focussed service.	• Failure to engage effectively with our communities to inform, develop and deliver an effective, safe and responsive service that meets the health needs of our communities • Failure to engage, listen and act on issues / feedback that would help to reduce inequalities, promote wellbeing and prevent ill health within our communities.	• Failure to make robust, informed decisions for our communities and execute them within a sound system of Governance • Failure to deliver and maintain financial sustainability • Failure to continually adapt and respond to a changing environment. • Failure to adopt new technology and innovations to enable change and sustainability	• Failure to listen, learn and respond appropriately to the views of our staff and partners to enable continual improvement in our services and culture. • Failure to engage, listen and act on feedback to shape services and culture. • Failure to engage constructively with partners and have a mutual understanding of each other's issues. • Failure to sustain an engaged and effective workforce.
Principal Risks	1. **If:** there is a significant deterioration in standards of patient safety and care provided by the Health Board. **Then:** there could be an increase in incidents across the Health Board **Resulting In:** Potentially avoidable harm and poor clinical outcomes, reduction in trust and confidence in the service, and regulatory action and intervention. 2. **If:** demand exceeds capacity **Then:** service quality, safety and performance could deteriorate. **Resulting in:** Potentially avoidable harm and poor clinical outcomes, reduction in public trust and confidence in the service. Regulatory action and intervention.	1. **If:** engagement and collaboration with the Health Board's communities does not fully deliver the required outcomes **Then:** it may have failed to effectively understand the health needs of its communities and reflect them in its services. **Resulting In:** the inability to reduce inequalities, promote wellbeing and prevent ill health in its communities.	1. **If:** the Health Board's financial strategy / objectives are not met **Then:** it will have failed to achieve its agreed financial plans **Resulting In:** Qualification of the accounts, potential regulatory action, adverse impact on longer term financial sustainability and reduced ability to invest in improvement and take associated financial risks. 2. **If:** the Health Board fails to recognise and adopt advances in digital technology and innovations in the design of its business and clinical services. **Then:** it its ability to remain competitive and sustainable will be affected. **Resulting In:** the inability to deliver high quality, safe, effective and robust sustainable services for the future (WBFGA).	1. **If:** the Health Board does not embed its values and behaviours and develop an engaged and motivated workforce / collaboration with its partners 2. **Then:** there is likely to be a deterioration in patient, staff and partner experience, wellbeing and morale. 3. **Resulting In:** an adverse impact on patient care and the recruitment and retention of an engaged and effective workforce.

Item of Business	Executive Lead	Reporting period	Jan 2021	Feb 2021	Mar 2021	April 2021	May 2021	June 2021	July 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022
Preliminary Matters																	
Shared Listening & Learning Experience – Patient or Staff Experience	Executive Nurse Director	All Regular Meetings	✓		✓		✓		✓		✓		✓		✓		✓
Minutes of the previous Board Meeting	Director of Corporate Governance	All Regular Meetings	✓		✓		✓		✓		✓		✓		✓		✓
Action Log	Director of Corporate Governance	All Regular Meetings	✓		✓		✓		✓		✓		✓		✓		✓
Chairs Report (Including affixing of the Common Seal and Chairs Urgent Action Requests)	Director of Corporate Governance	All Regular Meetings	✓		✓		✓		✓		✓		✓		✓		✓
Chief Executive Report	Chief Executive	All Regular Meetings	✓		✓		✓		✓		✓		✓		✓		✓

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Governance, Risk, Performance & Assurance																	
Audit Wales Structured Assessment & Audit Letter	Director of Corporate Governance	Annually													✓		
Organisational Risk Register	Director of Corporate Governance	All Regular Meetings	✓		✓		✓		✓		✓		✓		✓		✓
Risk Management Strategy	Director of Corporate Governance	Annually	✓												✓		
SIRO Annual Report	Chief Information Officer	Annually											✓				
Integrated Performance Report / Performance Dashboard	Executive Director of Planning & Performance	All Regular Meetings	✓		✓		✓		✓		✓		✓		✓		✓
Accountability Report	Director of Corporate Governance	Annually					✓ (TBC With WG Timetable)										
Annual Report	Director of Corporate Governance	Annually					✓ (TBC With WG Timetable)										
Joint Committee Composite Report (NWSSP, EASC and WHSSC)	Director of Corporate Governance	All Regular Meetings	✓		✓		✓		✓		✓		✓		✓		✓
Audit & Risk Committee Highlight Report	Director of Corporate Governance & Executive Director of Finance	All Regular Meetings following a Committee	✓ (Dec 20 Highlight Report)		✓ (Feb 21 Highlight Report)		✓ (Apr 21 Highlight Report)		✓ (Jun 21 Highlight Report)		✓ (Aug 21 Highlight Report)		✓ (Oct 21 Highlight Report)		✓ (Dec 21 Highlight Report)		✓ (Feb 22 Highlight Report)
Audit & Risk Committee Annual Report	Director of Corporate Governance & Executive Director of Finance	Annually			✓ (2020-2021 Annual Report)												
Charitable Funds Committee Highlight Report	Director of Corporate Governance	Annually			✓ (Jan 21 Highlight Report)												
Charitable Funds Committee Annual Report	& Executive Director of Finance	Annually			✓ (2020-2021 Annual Report)												

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Digital & Data Committee Highlight Report	Executive Director of Planning & Performance	All Regular Meetings following a Committee	✓ (Dec 20 Highlight Report)				✓ (Apr 21 Highlight Report)				✓ (Jul 21 Highlight Report)		✓ (Oct 21 Highlight Report)		✓ (Dec 21 Highlight Report)		
Digital & Data Committee Annual Report	Executive Director of Planning & Performance	All Regular Meetings following a Committee					✓ (2020-2021 Annual Report)										
Mental Health Act Monitoring Committee Highlight Report	Executive Director of Operations	All Regular Meetings following a Committee	✓ (Nov 20 Highlight Report)		✓ (Feb 21 Highlight Report)				✓ (May 21 Highlight Report)		✓ (Aug 21 Highlight Report)				✓ (Nov 21 Highlight Report)		✓ (Feb 22 Highlight Report)
Mental Health Act Monitoring Committee Annual Report	Executive Director of Operations	Annually					✓ (2020-2021 Annual Report)										
People & Culture Committee Highlight Report	Executive Director of Workforce & Organisational Development	All Regular Meetings following a Committee			✓ (Jan 21 Highlight Report)		✓ (Mar 21 Highlight Report)		✓ (May 21 Highlight Report)		✓ (Jul 21 Highlight Report)		✓ (Sep 21 Highlight Report)		✓ (Nov 21 Highlight Report)		✓ (Jan 22 Highlight Report)
People & Culture Committee Annual Report	Executive Director of Workforce & Organisational Development	Annually							✓ (2020-2021 Annual Report)								
Planning, Performance & Finance Committee Highlight Report	Executive Director of Planning & Performance	All Regular Meetings following a Committee	✓ (Dec 20 Highlight Report)		✓ (Feb 21 Highlight Report)		✓ (Apr 21 Highlight Report)		✓ (Jun 21 Highlight Report)		✓ (Aug 21 Highlight Report)		✓ (Oct 21 Highlight Report)		✓ (Dec 21 Highlight Report)		✓ (Jan 22 Highlight Report)
Planning & Performance & Finance Committee Annual Report	Executive Director of Planning & Performance	Annually			✓ (2020-2021 Annual Report)												
Population Health and Partnerships Committee Highlight Report	Executive Director of Operations & Executive Director of Planning & Performance	All Regular Meetings following a Committee			✓ (Jan 21 Highlight Report)		✓ (Apr 21 Highlight Report)		✓ (Jul 21 Highlight Report)				✓ (Oct 21 Highlight Report)				
Population Health and Partnerships Committee Annual Report	Executive Director of Operations & Executive Director of Planning & Performance	Annually					✓ (2020-2021 Annual Report)										

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Quality & Safety Committee Highlight Report	Executive Nurse Director	All Regular Meetings following a Committee	✓ (Nov 20 Highlight Report)		✓ (Jan 21 Highlight Report)		✓ (Mar 21 Highlight Report)		✓ (May 21 Highlight Report)		✓ (Jul 21 Highlight Report)		✓ (Sep 21 Highlight Report)		✓ (Nov 21 Highlight Report)		✓ (Jan 22 Highlight Report)
Quality & Safety Committee Annual Report	Executive Nurse Director	Annually			✓ (2020-2021 Annual Report)												
Remuneration and Terms of Service Committee Highlight Report	Director of Corporate Governance	As required at all Regular Meetings following a Committee	✓		✓		✓		✓		✓		✓		✓		✓
Remuneration and Terms of Service Committee Annual Report	Director of Corporate Governance	Annually			✓ (2020-2021 Annual Report)												
Local Partnership Forum Highlight Report	Director of Workforce & Organisational Development	As required at all Regular Meetings following a meeting of the Forum	✓ (Jan 21 Highlight Report)		✓ (Feb & Mar 21 Highlight Report)		✓ (April & May 21 Highlight Report)		✓ (June & July 21 Highlight Report)		✓ (Aug & Sept 21 Highlight Report)		✓ (Oct & Nov 21 Highlight Report)		✓ (Dec 21 & Jan 22 Highlight Report)		✓ (Feb & Mar 22 Highlight Report)
Local Partnership Forum Annual Report	Director of Workforce & Organisational Development	Annually					✓										
Stakeholder Reference Group Highlight Report	Director of Planning & Performance	As required at all Regular Meetings following a Committee			✓ (Feb 21 Highlight Report)		✓ (Apr 21 Highlight Report)		✓ (Jun 21 Highlight Report)		✓ (Aug 21 Highlight Report)		✓ (Oct 21 Highlight Report)		✓ (Dec 21 Highlight Report)		
Stakeholder Reference Group Annual Report*	Director of Planning & Performance	Annually					✓										
Health Professionals Forum Highlight Report*																	
Health Professionals Forum Annual Report*																	

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Quality & Safety																	
Public Health Update Report	Executive Director of Public Health	All Regular Meetings	✓		✓		✓		✓		✓		✓		✓		✓
Annual Quality Statement	Executive Nurse Director	Annually					✓ (TBC With WG Timetable)										
Targeted Intervention – Programme for Continuous Improvement in response to Targeted Intervention	Director of Corporate Governance	All Regular Meetings	✓		✓		✓		✓		✓		✓		✓		✓
Putting Things Right Annual Report	Executive Nurse Director	Annually					✓										
Maternity Services Improvement Programme	Executive Nurse Director	All Regular Meetings	✓		✓		✓		✓		✓		✓		✓		✓
Safeguarding Annual Report	Executive Nurse Director	Annually					✓										
Nurse Staffing Levels (Wales) Act Report – Annual Assurance Report	Executive Nurse Director	Annually					✓										
Patient Experience Report Annual Report	Executive Nurse Director	Annually					✓										
Health and Care Standards Annual Report	Executive Nurse Director	Annually					✓										
Carers Annual Report	Executive Nurse Director	Annually					✓										
Clinical Education Annual Report	Executive Nurse Director	Annually							✓								
Infection Prevention & Control Annual Report	Executive Nurse Director	Annually							✓								
Workforce & Organisational Development																	
Welsh Language Standards Annual Report	Executive Director of Workforce & Organisational Development	Annually			✓												
Equality & Monitoring / Strategic Equality Plan Update	Executive Director of Workforce & Organisational Development	Annually			✓												

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Planning																	
Integrated Medium Term Plan – Approval	Executive Director of Planning & Performance	Annually	✓		✓												
Integrated Medium Term Plan – Quarterly Updates – Including Wellbeing of Future Generations Act	Executive Director of Planning & Performance	Quarterly	✓		✓		✓		✓				✓				✓
Health Emergency Planning Annual Report *	Executive Director of Planning & Performance	Annually	✓														
Finance																	
Monthly Finance Reports	Executive Director of Finance	All Regular Meetings	✓		✓		✓		✓		✓		✓		✓		✓
Monitoring Returns to Welsh Government	Executive Director of Finance	All Regular Meetings	✓		✓		✓		✓		✓		✓		✓		✓
Annual Statutory Accounts	Executive Director of Finance	Annually					✓ (TBC With WG Timetable)										
Board Effectiveness																	
Annual Review of the Standing Orders	Director of Corporate Governance	Annually			✓												✓
Board Cycle of Business	Director of Corporate Governance	Annually											✓				
Board Effectiveness Self-Assessment	Director of Corporate Governance	Annually			✓												✓

*TBC