

ANNEX

House of Commons Management Board: Requirements for Board paper authors

Office of the Chief Executive

Purpose

1. This paper sets out requirements, endorsed by the Management Board, which Board paper authors must follow when seeking to submit papers. It covers:
 - a) how to increase your chances of getting an item accepted by the Management Board for its future programme;
 - b) deadlines for submission of papers;
 - c) format, structure, length and style;
 - d) setting out financial, procurement, risk and equality implications and how they are being addressed;
 - e) explaining any implications for the House of Lords;
 - f) setting out comparators;
 - g) how to increase your chances of achieving your desired result at the Management Board; and
 - h) protective marking, the publication of Management Board papers and FOI.

Scope

2. These requirements apply to all papers submitted to the House of Commons Management Board. Most of the requirements also apply to papers submitted to other boards in the House and bicameral boards, including PEB, PICTAB and other programme boards. If you are uncertain, you should seek advice from the Secretary to the relevant board. You may also find this document helpful when submitting papers to the Commission, Finance and Services Committee or Administration Committee, although you should check requirements with their Secretary or Clerk because those bodies will have their own preferred formats.

How to get your item on the Board's future programme

3. The Management Board's agreed terms of reference are as follows:

The Management Board's role is to lead the House of Commons Service by setting its strategic aims, priorities, values and standards, in accordance with the decisions of the House of Commons Commission; approving business and financial plans, ensuring controls, managing risk, monitoring performance and making corporate policy decisions.

4. It is for the Management Board to decide which papers it needs to carry out its work. It will in many cases initiate requests for Board papers. However, you should not assume that the Board will be aware that a matter is coming up which will require its attention. If you are working on an issue which you think will need to come to the Board **it is your responsibility to request that the item be put on the Board's future programme.**
5. The Board plans its future programme well in advance. Although it is always possible that something will come up without warning, in most cases you should be able to anticipate that a matter will need to come to the Board and **in such cases the Board will expect you to have given it at least three months' notice.**
6. When considering whether to request that an item be put on the Board's future programme, you should first consider the following questions:
 - a. Why are you bringing this issue to the Board? It is important to have a clear idea of why you think an issue needs to come to the Board. What Board level risk or which corporate objective are you addressing?
 - b. Does it merit the Board's time? For example, is it an issue which is important across the House Service, or which may have a significant impact on Members? Does it change House policy? Does it have significant cost implications?
 - c. Does the issue need to be decided by the Board or might it more properly be considered by someone else, for example by the Clerk (as Accounting Officer or Corporate Officer) or at Director General/Director level? However, even if it does not need a *decision* by the Board, it might be sufficiently important to need collective discussion at Board level.
 - d. Is it for information only, or for decision, and if so by when?
 - e. If it is for information only, does it actually need to be *discussed* by the Board? If not, it could be circulated as a take-note item.
 - f. Is the matter urgent? If so, papers can where necessary be agreed by the Board between Board meetings, by correspondence.
 - g. Have you got the approval of the responsible Board member, not only for the submission of the paper, but for its content? Papers must not be submitted without such endorsement, and the Clerk of the House will expect the responsible Board member to be ready to speak for the paper in the Board meeting.

- h. Have you properly considered the financial and procurement implications? Papers must not be submitted without your Departmental Finance Lead and the Director of Commercial Services approving your assessment (see para x below).
 - i. Have you properly considered the risks associated with the decision/proposal and identified how they might be managed (see para x below)?
 - j. Have you checked equality implications, and, if necessary, carried out a full Equality Impact Assessment (see para x below)?
7. It is helpful to discuss your proposed agenda item with the Office of the Chief Executive who can advise on whether it is appropriate for inclusion in the Board's future programme. You should send a request to put an item on the Board's agenda to the Board Secretary and Assistant Secretary no later than three months before the Board meets. Do not worry if your timetable subsequently changes – it is far easier to get the Board to postpone an item than to get the Board to accept an agenda item at short notice.

Deadlines for submission of papers

8. You must send a draft of your paper to the Office of the Chief Executive (OCE) and to your Departmental Finance Lead (see para X below) **two weeks** before the Board meets.
9. The OCE has the authority of the Chief Executive to refuse papers which it does not consider to be ready or appropriate for the Board's consideration. You will wish to bear this in mind, particularly where you are working to a tight deadline to achieve a Board decision. **The sooner you are able to send a draft version of the paper to the OCE, the more likely it is you will be able to avoid this happening.**
10. The final paper must be submitted to the OCE **nine days** before the meeting itself, so that it can be circulated in time for the Board to have a full week to read the papers. Papers which do not meet this deadline will not be accepted and will be postponed to a future meeting. Dates of Board meetings can be found in the calendar of meetings under "staff notices" on the home page of the intranet.

11. The table below gives an example of the deadline for the submission of Board papers for a Thursday Board meeting (all deadlines are 6.00pm).

At least three months before meeting	As early as possible	Thurs	Fri	Mon	Tue	Wed	Thu	Fri	Mon	Tue	Wed
Submit request to the OCE to get the Board's approval for an agenda item	Discuss paper with OCE, your Departmental Finance Lead and the Director of Commercial Services	Draft paper to OCE, your Departmental Finance Lead and the Director of Commercial Services			Final paper submitted to OCE	Circulation of papers by OCE					

Format and structure

12. Board papers should be emailed to the Board Secretary and Assistant Board Secretary.
13. Paragraphs and pages must be numbered. Pages must be numbered in the format "Page 1 of 2". Text should be in Arial font size 12.
14. Board papers are normally distributed electronically. While most Board members now use ipads, some papers will still be printed out for use and not all recipients have immediate access to a colour printer. Colour should therefore be used only where it significantly adds to understanding and, when producing papers using colour, authors should be prepared to supply paper copies on request.
15. The structure of a Board paper, with the elements it should include, is set out in the Annex to this paper. A top priority should be to set out clearly at the start of the paper what it is that the Board is being asked to decide or do and which Board level risk or corporate objective the paper addresses. A word template is also available to download on the intranet.

Length and style

16. Board papers should be succinct, ideally not more than six pages, excluding annexes, but the shorter the better. Clarity is more important than comprehensiveness.
17. Clear communication should be at the heart of everything we do as an institution. Board papers must set the standard. So...

- Short sentences, taking the reader forward. Don't fill space with words.
- Write the paper for the purpose; resist the temptation to cut and paste chunks from other documents.
- Use plain English; minimise technical terms.
- Think about the presentation. Use bullet points. Keep paragraphs short. Avoid big blocks of text. Use bold for key points, rather than underlining, and italic (if you must) for emphasis.
- When you have written the first draft, give it to someone else to review and criticise.
- Don't use the passive; it avoids taking responsibility: "*it is estimated*"; by whom?
- Don't use Latin: "e.g." should be "for example", even if longer. "i.e." is almost always unnecessary. Don't use "etc" (usually pointless).
- Banish "*going forward*" (meaningless); "*issues around*" or "*problems around*" (sloppy).
- The House Service always with a capital "S" (gives it its proper status). "Directors General", not "Director Generals" (they are Directors, not Generals).
- "Lords" and "Commons", as in "the Lords position" or "the Commons expenditure" are noun epithets not genitives. No apostrophes.

New requirements for Board papers

Financial and procurement implications

18. You must consider whether your proposal has any financial and procurement implications (this is a requirement of papers going to any Board in the Commons from 1 November 2011). You are responsible for drafting this section, but you must then clear the wording with your Departmental Finance Lead and the Director of Commercial Services before the paper is submitted to the OCE. If your Departmental Lead has any concerns or identifies issues that go beyond their Department, they will escalate the matter to the Director of Finance or her representative.

19. Usually a programme or project will require a business case, which will cover the financial and procurement issues in detail. For other papers, any financial and procurement implications must be set out clearly so that the Board can make a well-informed decision.

20. The section on financial and procurement implications should:

Expenditure

- Set out the total anticipated cost (resource and capital) in current and future years. You must distinguish clearly between one-off costs and ongoing costs.
- Separately identify VAT and make it clear whether the VAT is recoverable.
- Explain how these costs will be covered (resource and capital) in current and future years.
- Where the cost can be met from the existing budget, be specific about which part of the budget you will be using.
- Where there is an intention to fund the proposal from new savings elsewhere in the budget, set out exactly how the savings will be achieved and whether they will recur in future years.
- Not make assumptions about the outcome of future estimate setting rounds.
- Identify funding to cover the gross cost, if the VAT is not recoverable.
- Make clear any financial implications for the House of Lords, particularly where there are shared services.

Income

- Where the paper concerns income generation, set out the amount of anticipated income and how this compares with the current budget.
- If there is a shortfall, explain how this will be covered.
- Identify any cash handling or income collection issues.

Other financial issues

- Identify any other financial issues such as insurance or income tax.

Wider resourcing implications

- Set out any wider resourcing implications (such as staff, accommodation, and IT). If there is a new task or role, who will take it on? Can this be done out of existing resources? If there is a training requirement, what will be the burden upon staff? How can it be alleviated?
- Highlight implications for other Departments.

Procurement

- Set out any proposed procurement route, and confirm that this is consistent with internal rules and EU rules where appropriate.
- You must consult the Commercial Services Directorate when you have formed the intention to enter into a contract and you must follow their advice about the most appropriate form of competition.
- If you are not required to carry out a formal procurement, you should explain how your proposal offers value for money.

What if there are no implications?

21. If you are certain that there are no financial and procurement implications to your proposal you must include the following comment in your paper:

“There are no financial or procurement implications arising from this proposal/decision.”

This statement must still be cleared with your Departmental Finance Lead and the Director of Commercial Services.

Risk management

22. From 1 November 2011, Board papers must also set out any risk implications and how these are being addressed. If a Board Level risk is affected you should say so, and should have discussed your paper with the Board risk lead. You must also identify the inherent risks of the proposal or decision you are putting to the Board and say how these should be managed. Be *frank* about problems, risks, pitfalls, mistakes. The Board will not thank you if something you knew about comes to light later.

23. Guidance on the House's risk management strategy and processes is at <http://intranet.parliament.uk/employment/careers-development/training/risk-training/risk-guidance/> .

Equality impact assessments

24. From 1 November 2011, Board papers must state that you have checked the relevance of your policy to equality.¹ If you have decided equality relevance is low or non-existent, you should attach a copy of your equality assessment form, which will show the reasons for reaching this decision. If, however, you have seen the need to carry out a full equality impact assessment, you should attach both the equality impact assessment form and any resultant action plan.
25. Full guidance on equality impact assessments is on the Diversity pages of the intranet.

Implications for the House of Lords

26. Does your proposal concern Parliament as a whole, cover joint or shared services or have any other major impact on the House of Lords Service? If so, your paper should set out these issues, explain what consultation you have carried out with the House of Lords, whether it has been considered by the relevant bicameral body (such as the Parliamentary Estates Board or PICTAB), and how you have taken their views into account. If formal approval is needed, for example from the Lords Management Board, state how you have obtained /plan to obtain this. The Commons Management Board does very occasionally hold joint meetings with the Lords Management Board when major issues need to be agreed jointly. Speak to the Office of the Chief Executive at an early stage if you think such a meeting might be needed on your proposal.

Comparators

27. The House Administration does not operate in a vacuum, and we must ensure that as a minimum we match best practice elsewhere in the public service. So if the issue or problem is one that other bodies have tackled, how did they do it? If we are aiming at a particular result, how does that compare with what others have achieved? If there is a cost of a service you are proposing, or a unit cost, can you show that it is competitive?

¹ The Equality Act 2010 created a specific duty on public authorities to analyse the effect of their existing and new policies and practices on equality. Cases on the meaning of the previous general equality duties made it clear that the analysis had to be undertaken before making the relevant policy decision, and should include consideration as to whether any detrimental impact could be mitigated. A written record to demonstrate that due regard had been taken is also expected.

How to achieve your desired result at the Board

28. You will increase your chances of achieving your desired result if you think carefully about the decision(s) you are asking the Board to take.

Ask yourself:

- a) Is the paper ready to come to the Board? A Board paper is not a vehicle for securing cross-Departmental agreement on an issue: there must be consultation and, where possible, agreement, before the paper reaches the Board. In addition, where necessary, a full Equality Impact Assessment should have been carried out (see para x above).
- b) Has your Head of Department seen and approved the paper? Papers must not come to the Board without the sponsorship of the responsible Board member.
- c) Have your Departmental Finance Lead and the Director of Commercial Services seen and cleared the financial and procurement implications section? Papers cannot come to the Board without their approval.
- d) Are there any relevant comparators you could usefully include to help the Board in taking a decision?

29. Your role may not end with the submission of your paper for circulation. If you are aware of possible differences of view between Board Members you should consider offering to brief them personally and encourage them to talk to each other about the issue before the Board meeting. It is also helpful to talk to the Board Secretary about the views of Board Members on the issues. Remember that Board Members may not immediately discern the significance of the issue you are raising. You should not assume that they will find the time to discuss the issue with each other before the meeting, without your encouragement.

Taking responsibility for helping the Board to reach an agreement can significantly increase the chances of achieving your desired result.

Protective marking

30. **It is your sole responsibility to consider whether your paper contains business sensitive data and needs to be marked according to the House's Protective Marking Scheme (PMS).** The OCE cannot take responsibility for deciding whether the PMS should be applied to your paper, although the Board Secretary or Assistant Secretary are always happy to offer advice on the matter. **If you do not apply a protective marking to your paper the OCE will not**

apply it on your behalf. The latest guidance on the scheme is on the intranet.

Publication of Management Board papers and Freedom of Information

31. The House of Commons Commission has agreed that Management Board papers should be proactively published, except where information would be subject to an exemption if requested under the Freedom of Information (FOI) Act.² Agendas and papers are published at about the same time as the minutes of the meeting to which they relate. They are usually posted on the Management Board's internet page within ten working days of the meeting.
32. **It is the responsibility of paper authors to make the OCE aware of any information contained in their paper which should not be proactively published by marking it as not for publication with the exemption that you consider would apply should the information be subject to an FOI request.** This should not be confused with any protective marking you may have given the paper – there is not necessarily any correlation between a paper which is protectively marked and one which would be exempt from disclosure under a request made under the FOI Act.³
33. The only exception is for draft papers to the Commission or Member Committees. If your paper contains a draft paper to the Commission, the OCE will not publish this on the internet, as the Commission has adopted a publication policy different from that of the Board. Draft papers to Member Committees will also not be published, as publication of papers is a matter for those Committees (and covered by parliamentary privilege.)
34. The exemptions which are most likely to apply to information in Management Board papers include:
- *Section 22 (Information intended for future publication):* Use of this section has to be justified on the grounds that “it is reasonable in all the circumstances” to withhold the information until publication.

² The FOI Act created a general right of access to information held by public bodies (the House of Commons is a public body for this purpose). It specifies a number of exemptions to this general duty to provide information on request. Most of these exemptions apply to *all* public bodies, including Parliament, and are subject to a public interest test. There are two FOI exemptions which apply specifically, or in a specific way, to Parliament: s.34 (Parliamentary privilege) and s.36 (Prejudice to effective conduct of public affairs). Both these sections provide for the issuing, if necessary, of a Speaker's certificate which is “conclusive evidence” that exempting an item of information from disclosure is necessary to avoid an infringement of parliamentary privilege or that in Mr Speaker's reasonable opinion there would be a likely prejudice to the effective conduct of public affairs, respectively. No statutory public interest test applies to these exemptions.

³ A paper which is protectively marked under the House's scheme may still be disclosable under the FOI Act. It is also possible for FOI exemptions to apply to a paper with no protective marking.

It can therefore be difficult to justify the non-disclosure of information whose publication may be several months away. The exemption only applies if a decision has already been taken to publish the information at the time of the request, although a definite publication date need not have been decided. The exemption is subject to the public interest test.

- *Section 23 (Information supplied by, or relating to, bodies dealing with security matters)*: Information directly or indirectly supplied by, or relating to, security bodies and agencies listed in the Act.
 - *Section 24 (National security)*: Information is exempt if this is required for the purpose of safeguarding national security.
 - *Section 36 (Prejudice to effective conduct of public affairs)*: Information is exempt if its disclosure: “would, or would be likely to, prejudice-
 - the free and frank provision of advice, or
 - the free and frank exchange of views for the purposes of deliberation,or would otherwise prejudice, or would be likely otherwise to prejudice, the effective conduct of public affairs.”
 - *Section 38 (Health and safety)*: Information likely to endanger the physical or mental health, or safety, of any individual.
 - *Section 40 (Personal information)*: Information which constitutes personal data.
 - *Section 41 (Information provided in confidence)*: Information provided by a third party to the House in confidence whose disclosure would constitute a breach of that confidence, is exempt.
 - *Section 42 (Legal professional privilege)* Information containing or referring to legal advice.
 - *Section 43 (Commercial interests)*: Information whose disclosure “would, or would be likely to, prejudice the commercial interests of any persons (including the public authority holding it” is exempt. This exemption is subject to the public interest test.
35. The OCE cannot take responsibility for deciding whether any FOI exemptions should be applied to your paper, although the Board Secretary or Assistant Secretary are always happy to offer advice. The Information Rights and Information Security Service (IRIS) x4296 can also provide advice about the possible applicability of exemptions. **If you do not alert the OCE to the need to withhold (or partially redact) a paper, the entire paper will be published on the internet.** There is no need to provide a redacted copy of your paper – the OCE will carry out any redactions according to your marked up instructions

when preparing papers for publication. To help us avoid complicated redactions, you may wish to consider putting all material subject to an exemption in an annex.

36. **In the event of an FOI request relating to an unpublished or partially withheld paper you have submitted, the OCE/IRIS will contact you. It will be your responsibility (or that of your successor) to assess the paper for potential application or lifting of exemptions and to advise the OCE accordingly.** (The House's decisions on FOI requests can be the subject of a determination by the Information Commissioner, which may be appealed to the Information Tribunal and ultimately to the High Court.) The OCE will also review unpublished papers at roughly six monthly intervals to see if exemptions should still apply. We will consult you if we consider your paper could now be published.

Action

36. ***These requirements have been endorsed by the Management Board.*** Prospective authors of Board papers must follow these requirements. Any questions should be addressed to the Head of the Office of the Chief Executive. The Office is always ready to advise on the drafting of papers for the Board and other management groups.

Office of the Chief Executive
October 2011

Annex: Structure of a Board paper

1. Board papers must include the elements set out below.

Headings

2. If you decide that your paper does contain business sensitive information you should insert a header with the right justified, bold, uppercase marking "**RESTRICTED ACCESS**" together with an appropriate descriptor (eg. "**- MANAGEMENT**" or "**- PERSONAL DATA**"). See intranet guidance for full list of possible descriptors.
3. A Board paper should begin with a clear statement of the intended audience; the subject; and the author or their post. For example:

"Management Board

Strategic planning 2006-2011

Paper by the Head of the Office of the Chief Executive"

4. If you decide that all or part of your paper should not be published, please draw a line above the text to be redacted with "*Not for publication*" marked on it and then a subsequent line at the end of the text to show where the redaction should end. Add a footnote stating which exemption you consider would apply if an FOI request was made – the section is sufficient. In the example below:

"The House has received 10,000 boxes of pencils from Company X this year.

*Not for publication*⁴

The pencil supply contract is worth £500,000 and no longer appears to be good value for money now that pencil production costs have reduced across the UK. The House plans to renegotiate this contract with Company X in the autumn.

The House also received 50,000 boxes of pens from Company Y this year."

you would be indicating that you did not want the two sentences from "The pencil supply contract" to "the autumn" to be published, and that you consider two exemptions would apply under the FOI Act if a

⁴ Section 36 and 43

request was made – prejudice to effective conduct of public affairs (free and frank provision of advice) and commercial confidentiality.

5. There is no need to add a header including a Management Board paper number: this will be inserted by the Office of the Chief Executive.

Purpose

6. Board papers must begin with a short, clear statement of purpose. For example:

“1.1 This paper updates the Board on progress with the HAIS 2 programme.” OR

“1.1 This paper sets out options for extending the webcasting service and suggests an option for the Board to recommend to the Commission”.

7. The paper must also state which corporate objective or Board level risk your paper addresses.

Action for the Board

8. Following the purpose section should be a short statement of what you are asking the Board to do or decide. There should not be any issues for decision in a paper which are not listed at the start. Each decision should be listed separately. For example:

“2.1 The Board is invited to approve the approach taken in the draft Departmental Business Plans for 2012/13.” OR

“2.1 The Board is invited to:

2.2.1 note that it is proposed that work should be carried out in the 2012 summer recess;

2.2.2 note that the cost is estimated to be in the region of £xm;

2.2.3 note that if agreed to by the Commission this project will be subject to business case approval by the Accounting Officer; and

2.2.4 agree to recommend this option to the Commission.” OR

“2.1 The Board is invited to take note of progress with HAIS 2. The Board does not need to take decisions now.”

Consultation and equality impact assessment

9. Following the conclusions and decision section should be a list of those who have been substantially consulted on the paper in its preparation, with an indication of those who have been consulted on the final version of the paper (as it appears before the Board).

10. You must check the relevance of your policy to equality (now a legal requirement). If you have decided that equality relevance is low or non-existent, you should attach a copy of your equality assessment form, which will show the reasons for reaching this decision. If, however, you have seen the need to carry out a full equality impact assessment, you should attach both the equality impact assessment form and any resultant action plan. For example,

“An initial equality analysis has been carried out and the policy was found to have low equality relevance. The equality assessment form is attached.”

Main body

11. The main body of the paper should contain the points which the Board is being asked to consider. Sub-headings should be used to divide issues where appropriate. Points for decision, or particularly important issues for the Board to note, should be emboldened.

12. Postholders (especially those below SCS grade) should be referred to only by their job titles and not by their name.

Financial and procurement implications

13. The main body of the paper must contain this section, with points as in the guidance above. Two examples are given below:

Example 1: Restructure

The paper sets out a proposal to restructure a Directorate, which will create three new posts.

“Financial and Procurement Implications

The proposal to restructure the Directorate involves creating three new posts at B1 with a total annual cost, including employer’s national insurance and superannuation, of £150,000. This is a continuing cost.

This cost will be met by

- deleting one post at A1, and a part time post at B2, which generates annual savings of £90,000
- making efficiency savings on staff travel of £20,000
- reducing the budget for consultancy by £40,000 as there will be less need for external support and advice once the new structure is in place

There are one off exit and recruitment costs in the first year which we estimate to be £32,000. We can meet these from the salaries budget because of the level of vacancies in the Directorate at present.

There are no procurement issues.”

Example 2: Broadcasting facilities

The paper sets out a proposal to improve space used for broadcasting services in the Palace of Westminster.

“Financial and procurement implications

The proposal entails a small feasibility study and improvements to cabling and ventilation to increase the resilience of the service. This is a short term measure – a detailed business case is being prepared for a longer term solution.

- A feasibility study recommending various options will cost £10,000. VAT is recoverable because the service is for advice.
- The refitting of the space plus cabling will cost £50,000 plus VAT, £60,000 in total. The work is being treated as maintenance so will be resource; however, because it is structural, VAT will not be recovered. The work will be carried out in March/April so will be spread equally over two financial years.

The Broadcasting Service is shared so costs will be shared 60:40 with the House of Lords.

The costs will be met from the Facilities Estates budget.

The feasibility study will be procured via an existing framework contract with a mini-tender exercise conducted to ensure value for money. The refitting will cost more than the agreed £25k limit for use of the Measured Term Contractor so the work will be tendered.”

Risk management

14. The main body of the paper must contain a section on risk management. Two examples are given below.

Example 1: using the finance example set out above on the restructure of a Directorate:

“Risk Management

The restructuring of the Directorate may impact on Board Level Risk 5: low staff morale limits the ability of the House Service to achieve its strategic goals. The Clerk has been consulted. The restructure may

impact on staff morale due to the loss of an A1 and B2 post. However, we are creating three new B1 posts which may offer some staff the opportunity for promotion and so mitigate this risk.”

Example 2: using the example of broadcasting facilities and the proposal to improve space utilised of broadcasting services in the Palace of Westminster and improve its resilience.

“Risk Management

This proposal is not specifically linked to a board level risk but there are risks inherent to the proposal that the Board should consider. In particular, the risk that there could be a disruption to the broadcasting service during a critical debate or during a broadcasting of a critical House event.”

Implications for the House of Lords

15. If relevant, your paper should also include this section. Set out the implications and explain what consultation you have carried out, whether the paper has been considered by the relevant bicameral body and how you have taken their views into account. If formal approval is needed, for example from the Lords Management Board, state how you have obtained /plan to obtain this.

Comparators

16. If relevant comparators exist, your paper should also include this section. Explain how other bodies have tackled the issue / achieved the particular result you are aiming for. If there is a cost of a service you are proposing, or a unit cost, show how it is competitive.

Ending

17. There is no need to summarise the paper at the end.
18. The author of the paper and their post must be given at the end of the paper, with the date of submission.

Annexes

19. Annexes should be used for any detailed or extraneous information which supports the points made in the main paper. There must be a clear reference to each annex in the main paper, including a short description of what it covers.
20. It may be helpful to include background information about the specific issues on which the Board is being asked to take decisions. If so, this

should be in the form of an annex. Background information could include a brief account of how an issue has developed – for example, the outcome of consideration by other management groups – or key facts relating to the issue under discussion. For example:

“Following representations by the Commons Advisory Committee on Works of Art, the Commission asked for a review of the work of the Curator’s Office and the skills and resources available to it. The review was conducted during 2004 by Jura Consultants, who were overseen by a steering group chaired by the Lords Principal Finance Officer, and included an external member. The consultants interviewed a number of officials as well as members of the Commons Advisory Committee and the Lords Works of Art Committee in the course of their work.”

21. An alternative to including extra information in an annex is to mention the existence of the information and how it can be obtained in the main paper (for example, “the report of Jura Consultants is available on request from the Curator”).

MANAGEMENT BOARD

Title of paper

Paper from xx

Purpose

1.

Action for the Board

2.

Consultation and equality impact assessment

3.

Main Body Heading[s]

4.

*Not for publication*⁵

5. xxxxx

Financial and procurement implications

6.

Risk management

7.

[House of Lords implications]

8.

[Comparators]

⁵ Section(s) x

9.

Name
Position

date of submission

Annex A: xxxx

1.

Headings

2.

3.