



Government of **Western Australia**
WA Country Health Service

Committee Operations

**WACHS Executive and Regional Executive
Sub-Committees**

WA Country Health Service

Working together for a healthier country WA



WACHS Executive and Regional Executive Sub-Committee Operations Procedure

Table of Contents

1. BACKGROUND	3
2. WACHS GOVERNANCE STRUCTURE	3
3. PURPOSE OF MEETING DOCUMENTS	4
3.1 Agenda	4
3.2 Briefing Note	4
3.3 Coversheet	4
3.4 Minutes	5
4. BUSINESS RULES	5
4.1 Meeting Papers and Reports	5
4.2 Meeting Minutes	5
4.3 Meeting Schedules	5
4.4 Proxies	5
4.5 Quorum	5
4.6 Record Keeping	5
4.7 Attendance Registers	5
4.8 Starring of items for noting	5
4.9 Terms of Reference	6
5. TYPES OF DECISIONS	6
5.1 Approval	6
5.2 For Endorsement	6
5.3 For Noting	6
5.4 For Information	6
5.5 For Discussion	6
6. CONFLICTS OF INTEREST	7
6.1 Procedure for Declarations	7
6.2 Confidentiality and Privacy	8
7. WACHS COMMITTEE CLASSIFICATION FRAMEWORK	8
7.1 Statutory Bodies (i.e. WACHS Board)	8
7.2 Governance Committees (Board Sub-Committees)	8
7.3 Strategic Management Committee (Executive)	8
7.4 Sub-Committees (Executive Sub-Committees)	8
7.5 Panels (for the foreseeable future)	9
7.6 Networks (long term)	9
7.7 Working (for a fixed period or business as usual)	9
8. ROLES AND RESPONSIBILITIES	9
8.1 Chair	9
8.2 Members / Ex officio Members	9
8.3 Executive Officer	10

9. EXECUTIVE OFFICER INFORMATION10
 9.1 Basic Schedule of Events.....10
 9.2 Annual Events Checklist – Guideline11
 9.3 Committee website and further resources.....12

10. COMPLIANCE12

11. STANDARDS12

12. LEGISLATION12

13. RELATED POLICY DOCUMENTS12

14. RELATED WA HEALTH POLICIES12

15. WA HEALTH POLICY FRAMEWORK12

16. APPENDICES12
 Appendix 1: Committee Classification Framework.....14
 Appendix 2: Terms of Reference Template.....16
 Appendix 3: Agenda Template18
 Appendix 4: Minutes Template.....19
 Appendix 5: Annual Summary Report Template20
 Appendix 6: Action Register Template.....21
 Appendix 7: WACHS Committees.....22

**This document can be made available in alternative formats
 on request for a person with a disability**

Contact:	Director Officer of the CE (T. Rainford)		
Directorate:	Office of the CE	TRIM Record #	ED-CO-16-57035
Version:	3.00	Date Published:	19 May 2020

Copyright to this material is vested in the State of Western Australia unless otherwise indicated. Apart from any fair dealing for the purposes of private study, research, criticism or review, as permitted under the provisions of the *Copyright Act 1968*, no part may be reproduced or re-used for any purposes whatsoever without written permission of the State of Western Australia.

1. Background

This document been prepared with a view to:

- setting out how the WACHS Committee framework is to operate, to provide appropriate oversight of WACHS operations to the WACHS Executive and Regional Executives and their sub-committees
- standardising committee procedures to improve consistency, effectiveness and accountability associated with committee functions
- outlining the roles and responsibilities of all parties and to provide guidance to the Committee Executive Officer to ensure meeting outcomes are documented in a meaningful way.

2. WACHS Governance Structure

The WA Country Health Service (WACHS) is a Statutory Authority established as a Health Service Provider under the *Health Services Act 2016*. This Act provides for the establishment of the WACHS Board as the accountable authority and the appointment of a Chief Executive to oversee management of the Health Service.

The Chief Executive has established a WACHS Executive committee. The Terms of Reference for the [WA Country Health Service Executive Committee](#) outline its responsibilities in providing advice to the Chief Executive on strategic and operational matters. There are a number of formal sub-committees of the WACHS Executive, as well as networks which operate to foster collaboration across regional services and to progress strategic matters that apply across the health service.

Sub-committees of the WACHS/Regional Executive are responsible for ensuring that agenda papers and minutes from meetings are tabled at the WACHS/Regional Executive in the next available meeting date following the sub-committee meeting. This ensures appropriate oversight of sub-committee operations by the WACHS/Regional Executive. Each committee is required to prepare a report summarising the actions of the sub-committee for the preceding year and for the Chair to present this to the WACHS Executive for information. A schedule and format for reporting is available on the [WACHS Executive Sub-Committee](#) intranet page.

The WACHS/Regional Executive is to produce minutes detailing papers tabled, discussions and decisions of the Executive. A communiqué is to be prepared after each face to face meeting providing a summary of meeting outcomes. This document is to be available for distribution to Tier 4 managers to ensure transparency, and to provide for communication of decisions. Agenda papers that are not of a confidential nature, may be circulated beyond the WACHS/Regional Executive where there is a need for the purposes of operationalising a decision or action arising from the Executive.

3. Purpose of Meeting Documents

3.1 Agenda

Meeting agendas are designed to provide an outline of the items included in the meeting. The agenda can include headings other than those listed below depending on the requirements of the meeting.

- **Acknowledgement of Country** – acknowledgement of the traditional owners of the land on which we meet, past and present may be acknowledged, in particular this is protocol for high level or formal meetings. For guidance on the wording of acknowledgements please see the WA Health '[Acknowledgement of Country and People](#)' publication.
- **Opening and Welcome** – confirm the agenda for the meeting and make any changes as required. Members are able to declare any conflicts of interest prior to the commencement of the meeting's business; discuss the minutes and review actions of the previous meeting; then approve / reject / amend the previous meeting minutes.
- **Standing Items** – Standing items are recurring agenda items at each meeting and should appear on the agenda of each meeting. Alternatively, some committees find it useful to have a 'reporting schedule' where they are able to draw upon pre-determined reports for their committee operations.
- **General Business** – General Business items are items which may be added for tabling at the meeting by the Chair or other committee members and do not occur on a regular basis.
- **Late Items** – Late items are items which may be added for tabling which have missed the deadline for submitting for inclusion on the agenda and may be discussed if time permits.
- **Meeting Closure** – The meeting closure highlights the details of the next meeting and summarises aspects of the meeting as well as items to be forwarded on to other committees.

3.2 Briefing Note

A briefing note (BN) is a standard communication template used for decision making. When an existing signed BN is available on a particular topic, the BN can be tabled as an attachment for reference. Unsigned BN's should not be tabled. Content from draft BN's should be copied into the coversheet and the BN finalised after the meeting. The header is to contain the name of the committee and the section of the agenda where the BN will be tabled, as well as the agenda item number and the heading clearly stated in the body of the BN.

Recommendations should be clearly numbered, and a preferred recommendation included (as required). A BN should ideally be no longer than two pages.

3.3 Coversheet

A coversheet is to be attached on the front of each new agenda item tabled at the meeting. A coversheet is designed to give members a brief background of the topic to be discussed in the meeting, along with any recommendations to be discussed or decided.

3.4 Minutes

Meeting minutes are an official record of the order of proceedings and are often submitted to external stakeholders. Any actions must be able to be read on their own; they should include 'who, what and by when' information to allow for easy dissemination by the Executive Officer.

4. Business Rules

4.1 Meeting Papers and Reports

Meeting agendas and papers are to be posted on the WACHS intranet no less than two working days before the meeting date (see Checklist for Executive Officers).

4.2 Meeting Minutes

Where required, minutes are to be posted on the WACHS intranet within 10 working days after the meeting date and all minutes are to be included for endorsement at the subsequent WACHS/Regional Executive meeting (see Checklist for Executive Officers). At the conclusion of a meeting, the Chair must sign the previous meeting minutes once they have been approved by the committee – the signed copy is to then be scanned and saved into TRIM.

4.3 Meeting Schedules

Scheduled meeting dates should be adhered to where possible, unless a quorum cannot be reached (see section 3.5). Should a quorum not be achieved, the Chair may decide to complete the business out of session, or reschedule the meeting. At the end of the year, members agree to the meeting schedule for the following year.

4.4 Proxies

If a member is unable to attend a meeting, they are required to nominate a proxy for approval of the Chair where practicable. Proxy attendance is to be minuted.

4.5 Quorum

Where required, a quorum is deemed to be at least 50% of the members and proxies including the Chair. A quorum excludes the Executive Officer and any invitees. Should a quorum not be present, the committee may still meet, however all decisions must be approved at the subsequent meeting with a quorum present.

4.6 Record Keeping

TRIM files are to be maintained and include all committee documents; agendas, papers, briefings, minutes, membership details and calendars or schedules.

4.7 Attendance Registers

It is good practice to maintain an Attendance Register for high level committees (Executive Sub-Committees and above). These are to be maintained by the Executive Officer, inclusive of representation as proxies. Consistent non-attendance should be addressed by the Chair.

4.9 Terms of Reference

Terms of Reference (TOR), including membership, should be reviewed annually with any changes to be recommended to the Chair for consideration by the committee. Revised Terms of Reference (ToR) of Executive Sub-Committees must be submitted to WACHS/Regional Executive for final confirmation.

5. Types of Decisions

For each agenda item, an action is included on the agenda, and coversheet, to guide the committee's consideration of the item. The various terms commonly used for recommendations are explained below:

5.1 Decision

Committees do not have final approval accountability, except for those where the members have delegated authority outlined in the delegation schedule.

It is important to note that the use of committees and other governance bodies does not negate the accountability of the Delegated Authority. However, where committees are given responsibility through their ToR, good practice indicates that the advice of the committee be considered.

Generally, approval is reserved for the Delegated Authority as per the WACHS Authorities Schedule.

5.2 For Endorsement

'*For endorsement*' is the term used to indicate the committee's support for a decision or proposal to the Delegated Authority. In this case, the committee does not usually have the authority to approve the proposal, but is to review the material and provide its comments and propose it be approved by the Delegated Authority.

5.3 For Noting

'*For noting*' is the term used when the committee is being informed of an issue or proposal and no further action is necessary other than the committee noting it has received the advice. There is generally no time allocated on the agenda for discussion of items which are starred for noting (See section 3.9 starring of items for noting)

5.4 For Information

'*For information*' is the term used when a briefing note or paper is tabled to update the committee on a certain matter, when no recommendation is required. There may be some discussion of the topic, however there is no specific feedback requested.

5.5 For Discussion

'*For discussion*' is the term used when an item is tabled for the committee to review and provide feedback to the original author/proposer. This is also a way to conduct consultation with committees for relevant matters prior to providing a final recommendation for endorsement.

6. Conflicts of Interest

Sometimes an issue discussed at a committee meeting may cause a member to have a conflict of interest.

The WA Public Sector Commission has developed [tools for public sector entities](#) to assist in identifying and managing potential conflicts.

The '6 Ps', developed by the Integrity Coordinating Group (ICG), are a good starting point for identifying a conflict of interest.

- **Public duty versus private interest:** Do I have personal or private interests that may conflict, or be perceived to conflict with my public duty?
- **Potentialities:** Could there be benefits for me now, or in the future, that could cast doubt on my objectivity?
- **Perception:** How will my involvement in the decision or action be viewed by others?
- **Proportionality:** Does my involvement in the decision appear fair and reasonable in all the circumstances?
- **Presence of mind:** What are the consequences if I ignore a conflict of interest? What if my involvement was questioned publicly?
- **Promises:** Have I made any promises or commitments in relation to the matter? Do I stand to gain or lose from the proposed action or decision?

6.1 Procedure for Declarations

If a conflict of interest occurs the following procedural points apply:

There are many ways a committee can effectively manage conflicts of interest. The choice of strategies will be dependent upon the operating environment, legislative requirements and practical solutions. Often a combination of strategies will be required. The '6 Rs' developed by the ICG are a good starting point for managing a conflict of interest.

- **Record/Register:** Recording a conflict of interest in a register is an important first step, but this does not necessarily resolve the conflict. In the case of WACHS Committees if a member identifies an interest their first step is to declare the interest and ensure it is recorded in the minutes of the meeting. The Chair may decide that this is all that is required to resolve the conflict or may determine that further action is necessary as below.
- **Restrict:** At times, it may be appropriate to restrict your involvement in the matter. For example, refrain from taking part in debate about a specific issue, abstain from voting on decisions, and/or restrict access to information relating to the conflict of interest.
- **Recruit:** If it is not practical to restrict your involvement, an independent third party may need to be engaged to participate in, oversee, or review the integrity of the decision making process.
- **Remove:** Removal from involvement in the matter altogether is the best option when ad hoc or recruitment strategies are not feasible or appropriate.
- **Relinquish:** Relinquishing the personal or private interests may be a valid strategy for ensuring there is no conflict with your public duty. This may refer to shares, or membership of a club or an association.
- **Resign:** Resignation from the committee membership may be an option if the conflict of interest cannot be resolved in any other way, particularly where conflicting private interests cannot be relinquished.

5.2 Confidentiality and Privacy

Members are expected to maintain confidentiality of any commercial or sensitive matters and to act to maintain the privacy of patients and staff whose personal details may be the subject of discussion.

7. WACHS Committee Classification Framework

The following classification framework for WACHS committees has been developed for classifying various bodies in existence and for future establishment of governance and management bodies as required by the organisation. The Framework outlines a consistent nomenclature and minimum standards required for committee governance (See [Appendix 1.](#))

7.1 Statutory Bodies (i.e. WACHS Board)

Permanently established statutory bodies are governance bodies (persons or councils/boards) that are established and have powers in the legislative instruments specific to the WACHS.

As the Accountable Authority, they decide (approve) the strategic direction of the organisation.

7.2 Governance Committees (Board Sub-Committees)

Governance committees are typically a high level sub-committee of the Board. In this case, governance committees are advisory bodies established in order to fulfil the requirements for good governance and risk assurance for the organisation.

These requirements may be those set out in legislation or regulation, or considered industry best practice.

7.3 Executive

The Executive recommends WACHS's strategic direction to the Accountable Authority via the Chief Executive (CE).

Once approved the Executive oversees the coordination and implementation of the strategic direction and other Whole of Government policy.

The Executive is also responsible for the overall financial and operational oversight and management of the organisation.

7.4 Sub-Committees (Executive Sub-Committees)

Executive Sub-Committees are established by the CE or Executive to oversee the day to day management of the organisation.

They have a well-defined scope and are required in the long term.

Sub-Committees may develop and recommend internal WACHS policies and procedures for the endorsement of Executive.

7.5 Panels (for the foreseeable future)

A panel may be established by the Executive or sub-committee to oversee or coordinate a specific project, program, policy, area or issue which may be recurrent or ongoing and will be required for the foreseeable future.

Panels report back to sub-committees or the Executive on their progress and may form just one part of an overarching strategy.

Panel membership may also include subject matter experts.

7.6 Networks (long term)

A network can be established by the WACHS/Regional Executive or sub-committee to coordinate work across reporting lines.

Given WACHS is a matrix organisation, this may include regular meetings of functional teams to ensure that strategic priorities, policies and projects are coordinated and operationalised.

Networks may develop and recommend internal WACHS policies and procedures for the endorsement of the relevant Executive Sponsor or sub-committee.

7.7 Working (for a fixed period or business as usual)

A working party is gathered to accomplish a specific, time bound task that requires the input of a number of areas within WACHS (as a cross functional team). Working parties may also be a mechanism to establish forums across operational functions for Business as Usual activities or issues.

Working Parties may be established by the Executive or Regional / Executive Director as a discrete working party or identified by a Standing Committee or Functional Network to achieve a specific component of their tasks.

8. Roles and Responsibilities

8.1 Chair

The functions of the Chairperson:

- Chair the meeting and ensure the effective and efficient operations of the committee.
- Responsible for ensuring that the functions of the committee are carried out.
- Responsible for ensuring the good management of the committee.
- Actively promote the work of the committee.
- Provide leadership to the committee and advise the CE or Executive on any relevant information raised in the meeting.
- Approve the agenda and minutes of the committee for distribution.

8.2 Members / Ex officio Members

- Attend meetings on a regular basis, and are fully prepared having read all relevant documents.
- Actively contribute to discussions at meetings.

- Serve as a communication conduit to colleagues and delivery areas regarding actions, policies and new developments of the committee as appropriate, noting any confidential information should not be shared.
- Provide constructive feedback on actions, policies and new developments, when requested.
- Declare, at the outset of a meeting, any conflict of interest they might have with any matter on the agenda.

8.3 Executive Officer

- Ensures the provision of high quality secretariat services to the committee and any of its working parties, including the preparation of agendas and minutes.
- Develops, maintains, reviews and upgrades systems to ensure the operations of the committees are effective and efficient.
- Maintains and develops systems to effectively communicate the proceedings and recommendations of the committee as required.
- Maintains records of meeting documentation as per Section 3.7.

9. Executive Officer Information

9.1 Basic Schedule of Events

Two weeks before the meeting

- Call for papers; send an email to all committee members requesting standing reports and general business items to be forwarded to Executive Officer. Include in the email a link to the minutes and actions of the previous meeting and any templates the members may require i.e. coversheets, briefing notes.
- Meet with Chair to determine any items they would like included on the agenda.
- Allow a one week deadline papers to be generated and submitted.
- Where possible, late reports are not to be accepted and will need to be circulated in the meeting by the person.
- Check venue is booked and any equipment required, e.g. laptop and data projector is available.

One week prior to meeting

- Papers are to be approved by the Chair prior to being added to the agenda.
- Once papers are approved, add to the agenda and write up the coversheet. Meet with the Chair to ensure any items they would like to add to the agenda are included.
- Collate the papers. This requires:
 - ensuring the agenda is finalised and approved by the Chair
 - each item has a coversheet and correlates with the Agenda
 - the papers have the correct item numbers and the titles correlate with the agenda
 - invitations are sent to any invitees.

At least two working days prior to meeting:

- Send the final papers to the Chair for their final approval.
- Where relevant, upload the papers onto the WACHS Intranet ensuring the hyperlink works.
- Circulate the URL via email to the members (This is so that members may add the papers to their iPads or print copies if desired).

Day of the meeting

- Take the attendance of the meeting (If people have indicated prior to the meeting that they will be an apology – ensure you have updated the agenda to reflect this).
- Take the minutes and/or actions of the meeting. Minutes are to outline the general discussion and any resolutions / undertakings to complete an action.
- Minutes are not required to be a verbatim record of all points of discussion and therefore should not require a recording device – if you would like to use a recording device. This should be noted by the Chair at the beginning of the meeting.
- The minutes of the previous meeting are to be approved at this meeting, or changes noted. Ensure you have a clean copy (without any 'draft' watermarks) for the Chair to sign at the conclusion of the meeting (providing there were no amendments to be made – If there were, ensure they are made after this meeting and then have the Chair sign the minutes).

Within 10 working days from the meeting:

- Draft minutes and actions (if required) as per the templates provided and confirm with the Chair.
- Actions are to be numbered to ensure they are easily identifiable in future meetings (see Actions Register template).
- Circulate the minutes and/or actions to members in their draft form. Forward the draft minutes to the Executive Officer of WACHS/Regional Executive for noting. Post the signed minutes of the previous meeting and the draft version of the current minutes onto WACHS intranet page.
- Ensure all documents relating to the meeting are saved in TRIM.

9.2 Annual Events Checklist – Guideline

At the beginning of the Calendar Year

- Confirm the meeting schedule and dates for the coming year and send calendar invitations to all attendees – these may change throughout the year and are to be monitored.
- Make room bookings.
- Provide a copy of the Terms of Reference to the Chair for annual review.
- Prepare a new intranet page for the year.
- Create a new TRIM folder for the year.

Ongoing throughout the year

- Update any email distribution lists.
- If any of the original dates/times/venues are changed, ensure the intranet is kept up to date and that committee members are advised / meeting invitations updated.
- Maintain records in TRIM.

Towards the end of the year (September onwards)

- Liaise with the Chair to proposed dates for next year's meetings.
- Ensure rooms and members appear available before scheduling.
- Once confirmed, the Executive Officers are to table the dates for the approval of their committee.

9.3 Committee website and further resources

The main committee page is the [WACHS Management Committees](#) intranet page. Updated agendas and papers are available on each of the individual committee pages.

Training for use of the Typo 3 application which is used to maintain WACHS intranet pages is available through the WACHS [Learning Management System \(LMS\)](#).

Up to date information to assist Executive Officers in managing committee operations is included on the above web page and includes meeting templates.

10. Compliance

Failure to comply with this policy may constitute a breach of the WA Health Code of Conduct (Code). The Code is part of the [Integrity Policy Framework](#) issued pursuant to section 26 of the [Health Services Act 2016](#) (WA) and is binding on all WACHS staff which for this purpose includes trainees, students, volunteers, researchers, contractors for service (including all visiting health professionals and agency staff) and persons delivering training or education within WACHS.

WACHS staff are reminded that compliance with all policies is mandatory.

11. Standards

[National Safety and Quality Healthcare Standards](#) (Second edition): - 1.5, 1.8

12. Legislation

[State Records Act 2000](#)

13. Related Policy Documents

WACHS [Records Management Policy](#)

14. Related WA Health System Policies

[Managing Conflicts of Interest Policy and Guidelines](#)
[Patient Confidentiality Policy](#)

15. WA Health Policy Framework

[Risk, Compliance and Audit Policy Framework](#)

16. Appendices

Appendix 1 - [Committee Classification Framework](#)
Appendix 2 - [Terms of Reference](#)
Appendix 3 - [Agenda Template](#)
Appendix 4 - [Minutes Template](#)
Appendix 5 - [Annual Summary Report Template](#)
Appendix 6 - [Action Register Template](#)

Appendix 1: Committee Classification Framework

Nomenclature	Definition	Sample WACHS Bodies	Guidelines for Membership	Decision making authority	Minimum standards - Business Rules					Good Governance Principle (PSC)
					Quorum	Chair person	TOR	Minutes	Actions	
Statutory Bodies	Statutory bodies are governance bodies (persons or Councils/Boards) that are established and have powers in the legislative instruments specific to the WA Country Health Service (WACHS). As the Accountable Authority they decide (approve) the strategic direction of the organisation.	Minister WACHS Board Director General		Approve	NA – outlined in guiding documents (Legislation, Regulation, Statutory Board Operations Framework)					1. Government and public sector relationship
Governance Committees	Governance Committees are typically a high level sub-committee of the Board. In this case Governance Committees are advisory bodies established in order to fulfil the requirements for good governance and risk assurance for the organisation. These requirements may be those set out in legislation or regulation, or considered industry best practice.	Audit and Risk Committee Safety and Quality Finance	Board members, CE, COO, Regional Directors, Executive Directors and subject matter experts	Recommend / Advise	✓	✓	✓	✓	✓	2. Management and oversight 7. Finance 9. Risk Management
Strategic Management Committee	The Strategic Management Committee (the Executive) recommends WACHS’s strategic direction to the Accountable Authority via the Chief Executive (CE). Once approved the Executive oversees the coordination and implementation of the strategic direction and other Whole of Government policy. The Executive is also responsible for the overall financial and operational oversight and management of the organisation.	WACHS Executive	CE, COO, Regional Directors, Executive Directors	Approve / Recommend / Advise (subject to level of authority outlined in Delegations of Authority)	✓	✓	✓	✓	✓	2. Management and oversight 3. Organisational structure
Sub-Committees (long term)	Executive Sub-Committees are established by the CE or Executive to oversee the day to day management of the organisation/region. They have a well-defined scope and will be required in the long term. Sub-Committees may develop and recommend internal WACHS policies and procedures for the endorsement of Executive.	Information Management Clinical Governance and Patient Safety	COO, Executive members / representatives of various areas / subject matter experts	Recommend / Advise	✓	✓	✓	✓	✓	2. Management and oversight 4. Operations

Continued ...

Continued...

Nomenclature	Definition	Sample WACHS Bodies	Guidelines for Membership	Decision making authority	Minimum standards - Business Rules					Good Governance Principle (PSC)
					x	✓	x	x	✓	
Panels (for the foreseeable future)	<p>A Panel may be established by the Executive or Sub-Committee to oversee or coordinate a specific project, program, policy, area or issue which may be recurrent or ongoing and will be required for the foreseeable future.</p> <p>Panels report back to Sub-Committees or the Executive on their progress and may form just one part of an overarching strategy.</p> <p>Panel membership may also include subject matter experts.</p>	CHI Oversight Committee	<i>Executive members / Directors / Managers / representatives of various areas / subject matter experts</i>	Recommend / Advise	x	✓	x (brief scope or plan✓)	x	✓	4. Operations
Networks (long term)	<p>A Network can be established by the WACHS Executive or Sub-Committee to coordinate work across reporting lines.</p> <p>Given WACHS is a matrix organisation this may include regular meetings of functional teams to ensure that strategic priorities, policies and projects are coordinated and operationalised.</p> <p>Networks may develop and recommend internal WACHS policies and procedures for the endorsement of the relevant Executive Sponsor or Sub-Committee.</p>	<p>Business Leadership Group</p> <p>Operations Managers Network</p>	<i>Executive Directors / Directors / Managers / representatives of various areas / subject matter experts</i>	Recommend / Advise / Implement	x	✓	✓	x	✓	2. Management and oversight 4. Operations
Working Parties (for a fixed period or BAU)	<p>A Working Party is gathered to accomplish a specific, time bound task that requires the input of a number of areas within WACHS (as a Cross Functional Team). Working Parties may also be a mechanism to establish forums across operational functions for Business as Usual activities or issues.</p> <p>Working Parties may be established by the Executive or Regional / Executive Director as a discrete working party or identified by a Standing Committee or Functional Network to achieve a specific component of their tasks.</p>	i.e. <i>Reconciliation Action Plan Working Party, Annual Report Working Party</i>	<i>Representatives of various areas / subject matter experts</i>	Implement	x	x	x	x	✓	4. Operations

Appendix 2: Terms of Reference Template

WA Country Health Service (WACHS) < insert region or delete > < Name of Sub-Committee > Executive Sub-Committee - Terms of Reference

1. Name

WA Country Health Service (WACHS) < insert region or delete > < XXX > Executive Sub-Committee.

2. Purpose

The < Xxxx > Executive Sub-Committee is responsible to the WACHS < insert region or delete > Executive Committee. Its primary role is to ensure that:

- xxx
- xxx
- xxx.

3. Background

Background to define the area of scope for the XXXX Executive Sub-Committee. (i.e. for Information Governance Background is: *“Information is critical to clinical service delivery and business decisions. Information needs to be robust, reliable, timely and of high quality in order for clinicians, patients and administrators to have access to fit for purpose and secure information when and where it is required. ICT is a key enabler to support clinical and business processes and capture required information.”*)

The < Xxxx > Executive Sub-Committee reports and makes recommendations to the WACHS Executive in line with the Xxxx (i.e. WACHS Strategic Directions, other strategic document). The committee provides governance and assurance over xxx.

4. Scope

The < Xxxx > Executive Sub-Committee's responsibilities include:

- Maintaining awareness of the relevant policy environment including undertaking regular monitoring and review.
- Identification and monitoring of risk.
- Maintaining awareness of performance within area of responsibility and drive systemic improvement.
- Ensuring planning and oversight of key initiatives.
- xxx
- xxx.

5. Membership

If required, include any notes regarding membership considerations (i.e. external attendees, mix of skills required).

6. Chair

The Chair of the < Xxxx > Executive Sub-Committee is a member of the WACHS < insert region or delete > Executive.

- < Positions only >

Members

- < Positions only >

Ex-Officio Attendees – Advisory

- < Positions only >

A quorum is deemed to be at least 50% of the members and proxies including the Chair. A quorum excludes the Executive Officer and any invitees or ex-officio attendees. Should a quorum not be present, the committee may still meet, however all decisions must be approved at the subsequent meeting with a quorum present.

Additional invitees are permitted as required and approved by the Chair.

7. Secretariat

Xxx is to provide secretariat support to the < Xxxx > Executive Sub-Committee and is to appoint an Executive Officer. *(Area not position i.e. Executive Services, Medical Services, Workforce etc.)*

Papers and meeting schedules are to be circulated as per the [WACHS Executive Sub-Committee Operations Procedure](#).

8. Meeting Frequency

The < Xxxx > Executive Sub-Committee is to meet xxxx *(i.e. monthly, bi-monthly, a minimum of five times per calendar year etc.)*

Out of session meetings may be scheduled to deal with urgent issues as required.

9. Reporting

The Chair is to make available to the WACHS < insert region or delete > Executive for noting (via WACHS < insert region or delete > Executive Secretariat), the draft minutes and actions of meetings of the < Xxxx > Executive Sub-Committee within ten working days of the meeting.

The Chair is to escalate any issues requiring attention of the WACHS < insert region or delete > Executive.

10. Evaluation

WACHS Committee Operations Procedure

The Chair of the < Xxx > Executive Sub-Committee is to conduct an annual assessment which includes reviewing the Terms of Reference and the role of any panels, networks or working parties established by the < Xxx > Executive Sub-Committee. Any material changes are to be submitted to the WACHS Executive for approval.

DOCUMENT CONTROL

Version	Date	Approved by
1.00		

Appendix 3: Agenda Template

AGENDA

<NAME OF MEETING>

Date of meeting
Time of Meeting
Venue

Attendees: <i>Name and position title</i>	
Apologies: <i>Name and position title</i>	
Invitees: <i>Name, position title and item number</i>	

1.	Welcome and Apologies	Speaker	Papers	Time
1.0	Welcome	Name	Yes / No (#)	Start time
2.0	Minutes			
2.0	Minutes of meeting held <date>			
3.0	Declaration of Interests			
3.1	Declarations pertaining to the Agenda Items			
3.0	Action Items			
3.1	Action Register			
4.0	New Business			
4.1				
4.2				
5.	Standing Items for discussion			
5.1				
5.2				
6.0	Standing Items for noting / information			
6.1	<i>*Items for noting (no discussion) should be starred(*)</i>			
6.2				
7.0	Other Business / Late Items			
7.1				
8.0	Next meeting			
	<i><Date, Time, Location></i>			

Appendix 4: Minutes Template

MINUTES

<NAME OF MEETING>

Date of meeting
Time of Meeting
Venue

Attendees:

Name and position title

Apologies:

Name and position title

Invitees:

Name and item number

1.0	WELCOME AND APOLOGIES
1.1	The Chair welcomed members to the meeting. No Apologies were noted / Apologies were noted from xyz Member X declared an interest
2.0	PREVIOUS MINUTES
2.1	Minutes of the previous meeting held XXXX were accepted as a true Amendments to the minutes from the previous meeting held on the 5 th February were noted and will be recirculated for confirmation.
3.0	ACTION ITEMS
3.1	<ul style="list-style-type: none"> • Item 21_15 was noted as listed on the agenda under item 4.1 of this meeting and was considered complete. • See updated action log for any updated comments.
4.0	NEW BUSINESS
4.1	Title of Agenda Item Summary of discussion and any key points raised. Any commitments to undertake work. ACTION 01_16: Action as a standalone item (Include in Action Log).
4.2	
5.0	STANDING ITEMS FOR DISCUSSION
5.1	Title of Standing Agenda Item Summary of discussion and any key points raised. Any commitments to undertake work.
5.2	
6.0	STANDING ITEMS FOR NOTING
6.1	Title of Standing Agenda Item accepted for noting.
6.2	
7.0	OTHER BUSINESS/LATE ITEMS
7.1	•
7.2	
7.3	
8.0	NEXT MEETING
	<i>Date, time and venue</i>

Meeting closed at **time**

Minutes endorsed **(completed when approved at next meeting)**

_____ Date _____
 Chair

Appendix 5: Annual Summary Report Template

20XX ANNUAL SUMMARY REPORT

<NAME OF COMMITTEE>

Chairperson: <i>Name and position title</i>	
Members: <i>Name and position title</i>	

Achievement of Scope

Area Description (as per scope in TOR)	Key Achievements in 20XX

Key Achievements

Challenges

Recommendations for next year

Attendance Register

Member	Date							
	X			X				
		X		X				
				X				

Annual Checklist	Y / N
Terms of Reference have been reviewed	
Minutes and Actions have been completed and circulated in a timely manner	
All Minutes and Actions provided to Executive for noting	

Chairperson Name
Chair <Name of Committee>
Date

Appendix 6: Action Register Template

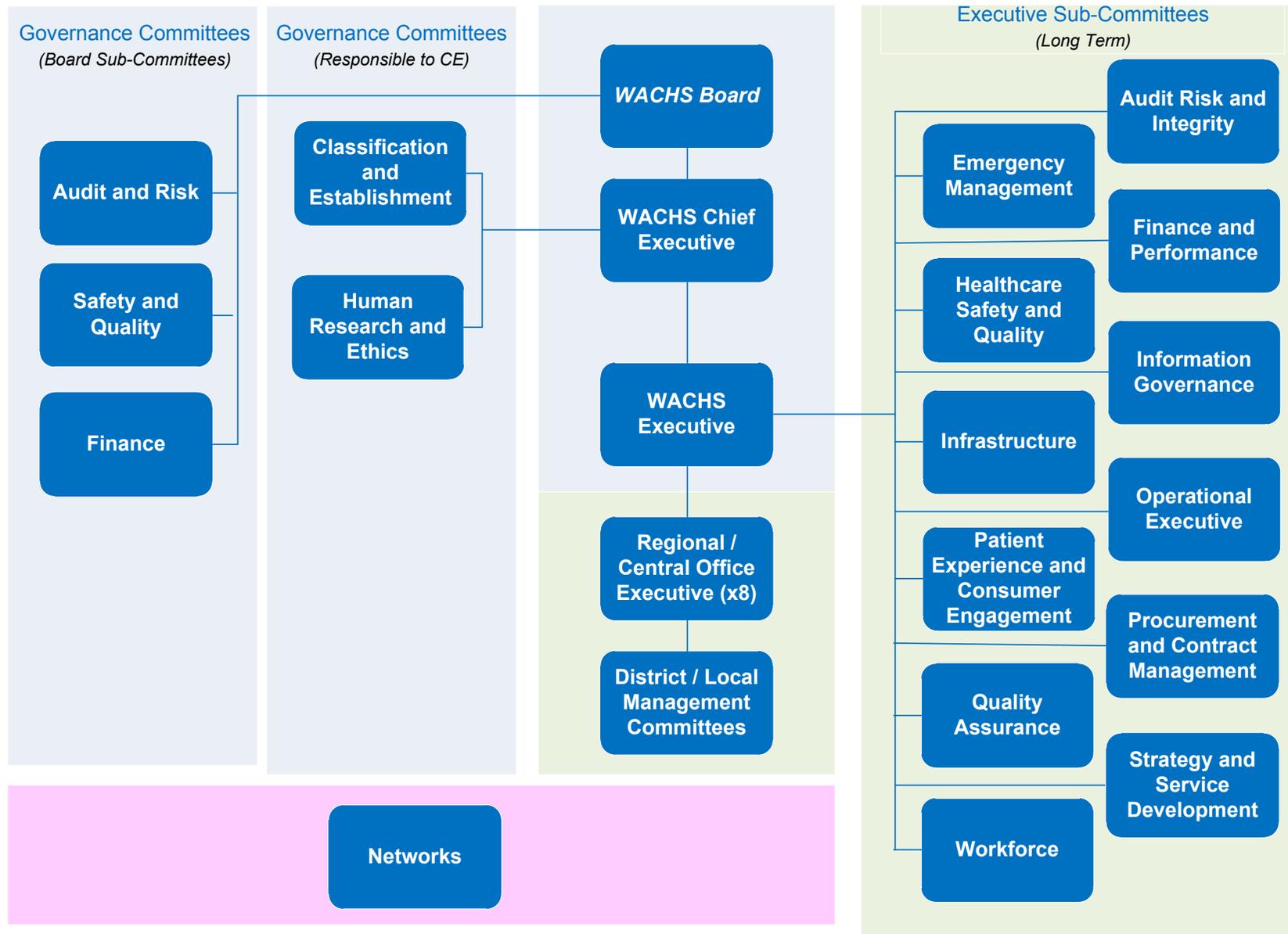
ACTION SHEET

<NAME OF COMMITTEE>

ACTION ITEMS AS OF <DATE> *(Date of the meeting Action Register tabled, or date last updated if being circulated)*

ACTION #	MEETING DATE	ITEM	AGREED ACTION	RESPONSIBLE	DUE DATE	STATUS
<i>Reference number for the action</i>	<i>Date of meeting where action item originated</i>	<i>Agenda item number at the meeting where the action occurred</i>	<i>The Action (this should be able to be read as a stand-alone sentence)</i>	<i>Person/s responsible for action</i>		<i>Complete/On agenda/In progress (If on Agenda include item number and date of meeting)</i>
01_16	20160321	Item 5.1	Prepare a Briefing Note on the current state of WACHS contracts with XYZ company for submission to the WACHS Board meeting in April 2016.	Chief Operations Officer	31 March 2016	On Executive Agenda 14 th March 2016, Item 5.1.
			<p><i>This should continue for the year, for example:</i></p> <ul style="list-style-type: none"> <i>At the first meeting for the year the committee records 3 actions they are Action Items 01_16, 02_16, 03_16.</i> <i>At the next meeting new actions commence at 04_16, 05_16 etc.</i> <i>This ensures each action has a unique reference and can be traced back to its original discussion in the minutes)</i> 			
			<p><i>Once an action item is listed as “complete” on the Action register tabled at a meeting it can then be removed from the listing for future meetings.</i></p>			

Appendix 7: WACHS Committees





This information is available in alternative formats for a person with a disability.

Copyright to this material is vested in the State of Western Australia unless otherwise indicated. Apart from any fair dealing for the purposes of private study, research, criticism or review, as permitted under the provisions of the *Copyright Act 1968*, no part may be reproduced or re-used for any purposes whatsoever without written permission of the State of Western Australia.