

Appendix 1

**NAME OF MEETING:**

**DATE:**

**TIME:**

**VENUE:**

Drafting note: the text in black should be used in our document. The red text is for guidance and should be removed from the final version and replaced with your own text.

For further information please see the Care Trust Integrated Governance Guide.

**AGENDA**

**LEAD**

- 1 **Apologies for absence** (verbal)
- 2 **Declaration of any Conflicts of Interest** (verbal)
- 3 **Minutes of the previous meeting [date]** (enclosure)
- 4 **Matters arising** (enclosure/verbal)
  - 4.1 **[List here the matters arising. These relate to matters discussed at the last meeting. It is good practice to include the minute / log number so there is an audit trail back to the initial discussion.]**
- 5 **Action Log** (enclosure)

**QUALITY**

- XX** [Under this heading list those items on your agenda with relate to this strategic objective if there are no agenda items related to this you can remove this heading and section from your agenda]
- XX XXX** (enclosure/verbal)
- XX XXX** (enclosure/verbal)

**WORKFORCE**

- XX** [Under this heading list those items on your agenda with relate to this domain - if there are no agenda items related to this you can remove this heading and section from your agenda]
- XX** **XXX** (enclosure/verbal)
- XX** **XXX** (enclosure/verbal)

## **FINANCE, SUSTAINABILITY AND GROWTH**

- XX** [Under this heading list those items on your agenda with relate to this domain - if there are no agenda items related to this you can remove this heading and section from your agenda]
- XX** **XXX** (enclosure/verbal)
- XX** **XXX** (enclosure/verbal)

## **GOVERNANCE AND WELL-LED**

- XX** [Under this heading list those items on your agenda with relate to this domain - if there are no agenda items related to this you can remove this heading and section from your agenda]
- XX** **XXX** (enclosure/verbal)
- XX** **XXX** (enclosure/verbal)
- XX** **Assurance and Escalation Reporting**
- XX** **Any Other Business**

[date, time, and venue of next meeting]

## Appendix 1a

### NAME OF MEETING:

DATE:

TIME:

VENUE:

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### AGENDA

LEAD

- 1 **Apologies for absence** (verbal)
- 2 **Declaration of any Conflicts of Interest** (verbal)
- 3 **Minutes of the previous meeting [date]** (enclosure)
- 4 **Matters arising** (enclosure/verbal)

**4.1** [List here the matters arising. These relate to matters discussed at the last meeting. It is good practice to include the minute / log number so there is an audit trail back to the initial discussion.]

- 5 **Action Log** (enclosure)

### QUALITY

[Under this heading list those items on your agenda with relate to this strategic objective if there are no agenda items related to this you can remove this heading and section from your agenda]

- **Incidents and Duty of Candour** (enclosure/verbal)
- **Health and Safety** (enclosure/verbal)
- **Safeguarding** (enclosure/verbal)
- **Medicines Management** (enclosure/verbal)
- **Service User and Carer Feedback and Experience** (enclosure/verbal)
- **Complaints, Claims, and Complements** (enclosure/verbal)

*Other examples of items in this category could include: resilience; Fire; BCPs; Ligature Risks; Pressure Ulcer Management, service actions etc.*

## WORKFORCE

[Under this heading list those items on your agenda with relate to this domain  
- if there are no agenda items related to this you can remove this heading and  
section from your agenda]

- **Workforce Planning** (enclosure/verbal)
- **Staff Feedback and Experience** (enclosure/verbal)
- **Clinical Supervision** (enclosure/verbal)
- **Learning Hub Network** (enclosure/verbal)

## FINANCE, SUSTAINABILITY AND GROWTH

[Under this heading list those items on your agenda with relate to this domain  
- if there are no agenda items related to this you can remove this heading and  
section from your agenda]

- **Quality Improvements and Innovation** (enclosure/verbal)
- **CQUINS** (enclosure/verbal)
- **Service Changes** (enclosure/verbal)

## GOVERNANCE AND WELL-LED

[Under this heading list those items on your agenda with relate to this domain  
- if there are no agenda items related to this you can remove this heading and  
section from your agenda]

- **Risk Register** (enclosure/verbal)
- **Regulated Activity** (enclosure/verbal)
- **Compliance** (enclosure/verbal)
- **Internal and Clinical Audits** (enclosure/verbal)
- **NICE Guidelines** (enclosure/verbal)
- **Policies, Procedures, and Guidance** (enclosure/verbal)
- **Care Quality Commission Update and Actions** (enclosure/verbal)

**XX Assurance and Escalation Reporting** (enclosure/verbal)

**XX Any Other Business** (enclosure/verbal)

[date, time, and venue of next meeting]

## Appendix 2

**[Name of the committee or group]**  
**[date] [time] [venue]**

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### Members of the **[name of the committee or group]**

Name of member	Job title
Name of member	Job title
Name of member	Job title
Name of member	Job title
Name of member	Job title
Name of member	Job title
Name of member	Job title
Name of member	Job title

### In attendance

Name of attendee	Job title (reason for attendance i.e. Secretariat or to present agenda item XX)
Name of attendee	Job title (reason for attendance i.e. Secretariat or to present agenda item XX)
Name of attendee	Job title (reason for attendance i.e. Secretariat or to present agenda item XX)

Minute numbers should be expressed consistently and so that they provide easy flow between different documents that link to the minutes, i.e. action log and the agenda paperwork.

### Minute number

### Action

	The Chair opened the meeting at <b>[time]</b> and welcomed members of the <b>[name of the group/committee]</b> .
<b>XX</b>	<b>Apologies for absence</b> (agenda item 1)  Apologies were received from <b>[names and job titles]</b> .  The <b>[group/committee]</b> was/was not quorate.
<b>XX</b>	<b>Declaration of any Conflict of Interest</b> (agenda item 2)  If a member or attendee of the meeting declares a conflict of interest they must declare it at this point in the meeting and it must be recorded.

**XX Minutes of the meeting held on [date of meeting] (agenda item 3)**

Describe here if the minutes were approved as a true record or detail any amendments that were asked for.

**XX Matters arising (agenda item NN) – as applicable to the agenda**

If there were no matters arising say so here

**XX Cumulative actions log (agenda item NN)**

Describe briefly what the discussion was around the actions. This is a way of evidencing if any actions were agreed to be removed, or if people at the meeting provided an update on actions at the meeting.

The [name of group / committee]:

- list the outcome of the discussion
- this should link to the recommendation on the cover sheet that was presented to the members.

**XX [Name of the agenda item] (agenda item NN)**

Context, discussion, challenge, outcome, decision, action etc.

The [name of group / committee]:

- list the outcome of the discussion
- this should link to the recommendation on the cover sheet that was presented to the members.

**XX [Name of the agenda item] (agenda item NN)**

Context, discussion, challenge, outcome, decision, action etc.

The [name of group / committee]:

- list the outcome of the discussion
- this should link to the recommendation on the cover sheet that was presented to the members.

**XX [Name of the agenda item] (agenda item NN)**

Context, discussion, challenge, outcome, decision, action etc.

The [name of group / committee]:

- list the outcome of the discussion
- this should link to the recommendation on the cover sheet that was presented to the members.

**XX Assurance and Escalation Reporting** (agenda item NN)

Details of the issues that the chair and members agree should be escalated to the parent group (if any).

**XX Any other business** (agenda item NN)

Details of any matters raised under AOB if there were none state that here.

The Chair closed the meeting at [time].

### Appendix 3

**[Name of the committee or group]**  
**[date] [time] [venue]**

#### Action notes

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Name of meeting:	Date of meeting:
Place of the meeting:	Time of meeting (to and from):

Chair of meeting:

(Name and job title)

List of who was there:

(Names and job titles)

Issue	Agreed action	Owner	Date to be completed by
A brief summary of what the issue was that led to the action	What the action is	Who will be responsible for making sure the action is done	
Next separate action			
Next separate action			



Next separate action			
Next separate action			
Next separate action			

**Appendix 4**

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**Action log for the [Name of committee or group]**

Log number	Action (including the title of the paper that generated the action)	Person who will complete the action	Meeting to be brought back to / Date to be completed by	Update report - comments
<p><b>NNN</b></p> <p><b>Actions listed in sequential number order</b></p>	<p><b>Date meeting held - [name of agenda item]</b> (agenda item NN)</p> <p>[Set out briefly what the action is]</p>	<p><b>[Full name – not just initials]</b></p>	<p><b>[Future date]</b></p>	<p>This captures the most up to date information provided by the action owner on progress to date. This section can be blank if that is appropriate to the progress made.</p> <p>Where any action has been completed between meetings show this action with the narrative COMPLETED. It may also be accompanied by a short outline of the action taken to close this off.</p> <p>Closed actions can be removed from the action log once this has been agreed formally in a meeting of this group/committee.</p>
	<p><b>Next separate action</b></p>			
	<p><b>Next separate action</b></p>			

Log number	Action (including the title of the paper that generated the action)	Person who will complete the action	Meeting to be brought back to / Date to be completed by	Update report - comments
	<b>Next separate action</b>			
	<b>Next separate action</b>			

## Appendix 5

### [Name of group / committee]

#### Terms of Reference

Drafting note: the text in black should be used in our document. The red text is for guidance and should be removed from the final version and replaced with your own text.

For further information please see the Care Trust Integrated Governance Guide.

#### 1 Name of group / committee

Insert the name of the committee.

#### 2 Composition of the group / committee

This section must list by title the members of the committee and the role they play (tables have been provided for you to distinguish between actual members and those who regularly attend if it is appropriate to make that distinction). A member has full rights in the meeting; those in attendance are there only in an advisory capacity.

Always ensure that the number of people at the meeting is sufficient for the meeting to function properly, without there being so many people that it is hard to focus or allow everyone to sensibly contribute.

##### Members: full rights

Title	Role in the group / committee

##### In attendance: in an advisory capacity

Title	Role in the group / committee	Attendance guide
		For example: Dependant on the agenda / as and when required / every meeting

In addition to anyone listed above as a member, at the discretion of the chair of the committee the [group / committee] may also request individuals to attend on an ad-hoc basis to provide advice and support for specific items from its work plan when these are discussed in the meetings.

### 3 Quoracy

**Number:** The minimum number of members for a meeting to be quorate is [state number]. [If as part of the quoracy you need particular people at the meeting]. Attendees do not count towards quoracy. If the chair is unable to attend the meeting, and if otherwise quorate, the meeting will be chaired by [state who this will be].

**Deputies:** Where appropriate members may nominate deputies to represent them at a meeting. Deputies do not count towards the calculation of whether the meeting is quorate except if the deputy is representing the member under formal “acting up” arrangements. In this case the deputy will be deemed a full member of the group / committee.

It may also be appropriate for attendees to nominate a deputy to attend in their absence.

A schedule of deputies, attached at appendix 1a, should be reviewed at least annually to ensure adequate cover exists.

**Non-quorate meeting:** Non-quorate meetings may go ahead unless the chair decides not to proceed. Any decisions made by the non-quorate meeting must be reviewed at the next quorate meeting.

**Alternate chair:** State who the chair will be in the absence of the usual chair.

### 4 Meetings of the committee

**Frequency:** State how often the committee will meet.

**Urgent meeting:** Any member of the group / committee member may request an urgent meeting. The chair will normally agree to call an urgent meeting to discuss the specific matter, unless the opportunity exists to discuss the matter in a more expedient manner.

**Minutes:** This section must include:

- who will write the minutes
- how soon after the meeting the minutes will be produced
- who will get the minutes to check after the meeting.

## 5 Authority

**Establishment:** State which 'parent committee' has authorised the establishment of the committee or which bit of legislation requires the committee / group

**Powers:** State here what level of formal delegated authority the committee has. Whether it can make decisions, or whether it must refer all matter up to the 'parent' committee so it can make these decisions.

**Cessation:** Which committee has the authority to wind up this committee and how this will be done. If appropriate (particularly for task and finish groups) the terms of reference should be explicit about when this will happen.

## 6 Role of the committee

### 6.1 Purpose of the committee

This section must set out the overarching purpose of the committee.

### 6.2 Guiding principles for members (and attendees) when carrying out the duties of the group / committee

In carrying out their duties members of the group / committee and any attendees of the group / committee must ensure that they act in accordance with the values of the Trust, which are:

- we care
- we listen
- we deliver.

If it is appropriate you could set out any other points of meeting etiquette or behaviours that are expected of the members and attendees of the group / committee.

### 6.3 Duties of the group / committee

Clearly list the duties of the committee. Be specific so there is no doubt as to what the committee has to do.

Show how often individual duties should be carried out (for example weekly, monthly, quarterly, annual). This will allow the committee to determine its workload and inform the annual work plan across the year.

## 7 Relationships with other groups and committees

Show in a diagram where this committee stands in the meeting structure, which other committees (or Board) it reports to, also show which other committees report to it.

List where the assurance / escalation report or annual report from this committee will go. List the assurance / escalation report or annual reports from other committees that this committee will receive.

## 8 Duties of the chairperson

The chair of the group / committee shall be responsible for:

- agreeing the agenda
- directing the meeting ensuring it operates in accordance with the Trust's values
- giving direction to the minute taker
- ensuring everyone at the meeting has a reasonable chance to contribute to the discussion
- ensuring discussions are productive, and when they are not productive they are efficiently brought to a conclusion
- deciding when it is beneficial to vote on a motion or decision
- checking the minutes
- ensuring sufficient information is presented to the [state 'parent' committee] in respect of the work of the group / committee
- ensuring the Chair's report is submitted to the 'parent' committee as soon as possible.

It will be the responsibility of the chair of the group / committee to ensure that it (or any group / committee that reports to it) carries out an assessment of effectiveness annually, and ensure the outcome is reported to the [state 'parent' committee] along with any remedial action to address weaknesses. The chair will also be responsible for ensuring that the actions to address any areas of weakness are completed.

In the event of there being a dispute between any group / committees in the meeting structure it will be for the chairs of those groups / committees to ensure there is an agreed process for resolution; that the dispute is reported to the groups / committees concerned and brought to the attention of the [state 'parent' committee]; and that when a resolution is proposed that the outcome is reported back to the all groups / committees concerned for agreement.

## 9 Reviews of the terms of reference and effectiveness

The terms of reference shall be reviewed in [month] by the committee at least annually, and be presented to the [state 'parent' committee] for ratification, where there has been a change.

In addition to this the chair must ensure the committee carries out an annual assessment in [month] of how effectively it is carrying out its duties and make a report to the [state 'parent' committee] including any recommendations for improvement.



### Schedule of deputies

It may not be necessary or appropriate for all members (or attendees) to have a deputy attend in their absence. If this is the case please state below "no deputy required".

Full member (by job title)	Deputy (by job title)

Attendee (by job title)	Deputy (by job title)

**Appendix 6**

**Work schedule for [name of committee]**

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Name of group	Author / paper lead	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting	Date of meeting
<b>Standing items</b>														
Apologies	-	X	X	X	X	X	X	X	X	X	X	X	X	X
Declaration of any conflicts of interest	-	X	X	X	X	X	X	X	X	X	X	X	X	X
Minutes of the last meeting	Name	X	X	X	X	X	X	X	X	X	X	X	X	X
Matters arising	-	X	X	X	X	X	X	X	X	X	X	X	X	X
Action Log	Name	X	X	X	X	X	X	X	X	X	X	X	X	X
Assurance and Escalation Reporting	Name	X	X	X	X	X	X	X	X	X	X	X	X	X
Any Other Business	Name	X	X	X	X	X	X	X	X	X	X	X	X	X
Date, time and the venue of the next meeting	-	X	X	X	X	X	X	X	X	X	X	X	X	X
<b>Quality</b>														
Agenda items which relate to this domain plotted across the meetings	Name													
<b>Workforce</b>														
Agenda items which relate to this domain plotted across the meetings	Name													
<b>Partnerships, Sustainability and Growth</b>														
Agenda items which relate to this domain plotted across the meetings	Name													
<b>Governance and Well-led</b>														
Agenda items which relate to this domain plotted across the meetings	Name													

Appendix 7

**NAME OF THE COMMITTEE OR GROUP**

**DATE OF MEETING**

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<b>PAPER TITLE:</b>	This should be the same as the title on the agenda	<b>AGENDA ITEM</b>  <b>XX</b>
<b>PRESENTED BY:</b>	Name(s) and job title(s)	
<b>PREPARED BY:</b>	Name(s) and job title(s)	

PURPOSE OF THE REPORT		
<ul style="list-style-type: none"> <li>Arial 12</li> <li>Approximately 50 words</li> <li>Use plain language and be concise</li> </ul>	For Approval	
	For Discussion	
	For Information	

EXECUTIVE SUMMARY		
<ul style="list-style-type: none"> <li>Define acronyms the first time they are used and avoid jargon</li> </ul> <p>If the information cannot be conveyed in the 100 word executive summary then a supporting paper must be attached to the cover sheet (see separate supporting paper template appendix 5).</p>		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<b>State below 'Yes' or 'No'</b>  <b>Yes / No</b>	If yes please set out what action has been taken to address this in your paper

RECOMMENDATION
The name of committee or group is asked to: <ul style="list-style-type: none"> <li></li> <li></li> </ul>

<b>STRATEGIC VISION</b>				
Please mark those that apply with an X				
<b>Providing Excellent Quality Services and Seamless Access</b>	<b>Creating the Best Place to Work</b>	<b>Supporting People to Live to their Fullest Potential</b>	<b>Financial Sustainability Growth and Innovation</b>	<b>Governance and Well-Led</b>

<b>CARE QUALITY COMMISSION DOMAINS</b>				
Please mark those that apply with an X				
<b>Safe</b>	<b>Effective</b>	<b>Responsive</b>	<b>Caring</b>	<b>Well Led</b>

<b>RELATIONSHIP TO THE BOARD ASSURANCE FRAMEWORK (BAF)</b>	The work contained with this report links to the following strategic risk(s) as identified in the BAF: •
<b>LINKS TO CORPORATE RISK REGISTER (CRR)</b>	The work contained with this report links to the following corporate risk(s) as identified in the CRR: •
<b>COMPLIANCE AND REGULATORY IMPLICATIONS</b>	The following compliance and regulatory implications have been identified as a result of the work outlined in this report: •

## Appendix 8

### Assurance and Escalation Report

Report from the **name of committee**:

Date the meeting took place:

Report to the **name of 'parent meeting'**:

For further information please see the Care Trust Integrated Governance Guide.

#### Key discussion points and matters to be escalated:

##### Focus of the discussion:

- A high-level overview of the **key** discussion points. This sets out the points in short bullets. It is not the minute for that item, and it is not all the items that were on the agenda. It is just the key points discussed where you think it is important that you bring these to the attention of the 'parent' group.
- 

##### Items support by the **name of committee**:

- Any decisions that were taken that you want to bring to the attention of the 'parent' group. This will be on an exceptions basis only. You do not need to list every decision taken; you will only need to report on anything you feel is significant.
- It might, for example, include new innovations, good practice or any business opportunities.

##### Assurance received:

- Outline any information they think should be shared with their 'parent' group. Again, this would be by exception.
- 

##### Items to escalate:

- Risks or concerns for escalation. This would be anything which the group agreed should be escalated. It would include something which was identified as being outside of the remit of the committee and therefore needing to be escalated, or something that the group was unable to resolve and needing a group higher in the hierarchy to help resolve.
- 

Report completed by: **Name of Chair**

**Date**

**Appendix 9**

**Effectiveness of the [name of the committee / group]**

This form will be used to assess how effective you think the group is that you attend. It will ensure that any changes made are evidence based, and that you learn from experience. In order to get a full picture of how effective the group is each member will need to complete a form. (Please note: the term 'group' is equally applicable to any type of group / committee).

For further information please see the Care Trust Integrated Governance Guide.

Your name .....

Date form completed .....

Section 1 - Members		Strongly Agree	Agree	Disagree	Strongly disagree	Unable to comment
1	The membership of the group is appropriate to meet the Terms of Reference					
2	The membership as a whole has the right balance of experience, knowledge and skills					
3	The group is well attended by members and supported by attendees as needed, to discharge its duties					
4	Members provide real and genuine challenge rather than just seeking clarification and / or reassurance					
5	Members feel that they are comfortable within the group environment and able to express views, doubts and opinions					
6	Members regularly contribute across the range of issues to be discussed					
7	All members of the group act and behave in a way that demonstrates they work and act as a single group					
8	Members follow the Trust's values?					
Any further comments:						

Section 2 – The agenda and papers		Strongly Agree	Agree	Disagree	Strongly disagree	Unable to comment
9	The agenda and papers are circulated to allow enough time for preparation before the meeting					
10	Papers are appropriate to the agenda items being discussed and include sufficient detail regarding benefits, alternatives and risks					
11	The group meets sufficiently regularly to discharge its duties effectively					
12	The information is provided in a timely and clear way to eradicate the potential for 'surprises'					
13	The group has made a conscious decision about how it wants to operate in terms of the level of information it would like to receive for each of the items on its work schedule					
Any further comments:						

Section 3 – Discussion and decision-making		Strongly Agree	Agree	Disagree	Strongly disagree	Unable to comment
14	The discussion flows and allows conclusions to be reached without being cut short or stifled due to time constraints					
15	Each agenda item is closed off appropriately so that we are clear what the conclusion is; who is doing what, when and how etc					
16	There is confidence that when a decision has been made or an action agreed it will be implemented as agreed and in accordance with the timescale agreed					
17	All decisions taken are in the best interests of service users, carers, and staff and in accordance with the Trust's strategy and values					
Any further comments:						

<b>Section 4 – Relationships with other groups</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Unable to comment</b>
18	The group is clear about the relationship it has with other groups in the meeting structure and the role they play in relation to providing assurance to the group and receiving assurance from the group					
19	Where applicable the group receives timely information from other groups in the meeting structure					
20	The group holds information providers to account for late or incomplete reports					
21	There is a clear route for the escalation of issues or risks					
22	There is an agreed mechanism for escalating issues or risks					
23	Group members know when it is appropriate to escalate issues or risks					
24	The group provides an annual report on its work to the parent group					
25	The group needs to form additional sub-groups (if the group concludes that this is the case the Corporate Governance Team must be involved in the setting up of these groups)					
Any further comments:						

<b>Section 5 – Chair of the meeting</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Unable to comment</b>
26	The group's chair has a positive impact on the performance of the group					
27	Meetings are chaired effectively with clarity of purpose and outcome					
28	The chair is considered to have the necessary influence to ensure the work of the group is effective					
29	The chair is approachable to all members of the group					



Section 5 – Chair of the meeting		Strongly Agree	Agree	Disagree	Strongly disagree	Unable to comment
30	The group’s chair allows discussion to flow freely and not assert his / her views too strongly					
31	The chair makes regular reports to the ‘parent’ group on matters of concern / issues / risks					
Any further comments:						

Section 6 - Evaluation		Strongly Agree	Agree	Disagree	Strongly disagree	Unable to comment
32	The group has evaluated its effectiveness within the last 12 months and acted on the findings to improve performance					
33	The group is still adding value					
If you disagree or strongly disagree with question 33 what changes need to be made?						

Section 7 – Any other comments	

Appendix 10

**[Name of group / committee]**

Annual report

**[Period of report from and to]**

## CONTENTS

### Section

- 1 Period covered by this report
  - 2 Introduction
  - 3 Terms of Reference for the [name of group / committee]
  - 4 Meetings of the [name of group / committee]
  - 5 Membership and attendance at meetings
  - 6 Reports made to [parent group]
  - 7 Work of the [name of group / committee] during [period]
  - 8 Conclusion
- Appendix 1 Terms of Reference for the [group / committee]

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For further information please see the Care Trust Integrated Governance Guide.

**1 PERIOD COVERED BY THIS REPORT**

Set out the period that this report covers.

**2 INTRODUCTION**

Give a short introductory paragraph about the committee. For example what it has been set up to do, where it gets its assurance from and where it gives assurance to.

**3 TERMS OF REFERENCE**

Detail when the Terms of Reference were last reviewed and any major changes that were necessary, also when the revised Terms of Reference were ratified by the 'parent' group / committee.

Also detail when the last effectiveness review was carried out; what the outcome was and what changes (if any) were made to the work / duties / membership etc. of the committee.

Attach the Terms of Reference for information as an appendix.

**4 MEETINGS OF THE GROUP / COMMITTEE**

List when the committee met through the period

**5 MEMBERSHIP OF THE COMMITTEE AND ATTENDANCE AT MEETINGS**

Explain who the members of the committee / group are (job titles / names etc.), what the quoracy rules are and include a table of who attended which meetings. You will need to distinguish between substantive members and those who regularly are in attendance so that you can make assurances about whether meetings were quorate.

Name	Date	Date	Date	Date
<b>Substantive members</b>				
Job title / name				
<b>Others in attendance</b>				
Job title / name				

## **6 REPORTS MADE TO THE [PARENT / SUBORDINATE GROUP]**

Explain what reports have been made to the 'parent' group. It might be that these are regular assurance reports or there might have been an occasion when an issue or risk had to be escalated. You might also need to include details of any major issues that were delegated to a subordinate group in the meeting structure.

## **7 THE WORK OF THE COMMITTEE DURING [PERIOD OF REPORTING]**

This is the main detail of the report. It explains the major things that the group has done during the period and makes assurances on how it has fulfilled its duties as set out in the terms of reference.

You will need to link this back to how the safety and quality of services has been improved over the reporting period and how the committee has contributed to achieving the Trust's aim and strategic objectives.

## **8 CONCLUSION**

This section is a conclusion to the information provided in the report and should assure the 'parent' group that it has fulfilled its duties, acted in accordance with its powers and Terms of Reference, and contributed to improving the quality and safety of services.

Date of the report

**Name and job title of chair of the group / committee**

## Appendix 11

### Checklist for paper authors and paper leads

#### Think about the audience

- Do you know who your audience is?
- Has the paper been written for the intended audience, has their knowledge of the subject been taken account of?
- Have you written the paper for yourself or for your audience?
- Has sufficient contextual information been included to allow those not involved day-to-day in the issue to understand the subject matter?

#### Is the format right?

- Is it in a format that is accessible to the reader?
- Does the format of the text / dates etc follow the Trust's style guide?
- Does the paper look well presented is there sufficient 'white paper' showing so the information isn't all cramped together on the page?
- It must have page numbers on
- Have you used the correct cover sheet template?
- Is it well laid out and well presented (first impressions count)?
- Are graphs and tables well positioned on the page?

#### Is your paper clear?

- Are you clear why you are writing the paper?
- In one single reading is it clear what the paper is asking the meeting to do?
- Are your key messages clear?
- Is there too much information / paperwork making the overall message unclear and the paper difficult to read or navigate?
- Has the 'so what' test been applied to what you have included – it may be interesting to know but is it relevant to the paper?
- Have you made the most of tables and graphs where narrative may not convey the message easily?
- Is the language suitable i.e. clear and simple without too much jargon?
- Are all acronyms spelt out in full somewhere in the paper?
- Have you used Plain English?

#### Is the paper accurate?

- Are the facts accurate?
- Are facts and opinions clearly differentiated?
- Are there any typos and have you carried out a spelling and grammar check?
- Are tables and graphs correctly labelled?

**Has the paper been signed off by the paper lead i.e. the person who will be presenting the paper at the meeting, and the relevant executive director who is responsible for that area of work?**

Appendix 11a

**NAME OF THE COMMITTEE OR GROUP**

**DATE OF MEETING**

Drafting note: the text in black should be used in our document. The red text is for guidance and should be removed from the final version and replaced with your own text.

For further information please see the Care Trust Integrated Governance Guide.

<b>PAPER TITLE:</b>	This should be the same as the title on the agenda	<b>AGENDA ITEM</b>  <b>XX</b>
<b>PRESENTED BY:</b>	Name(s) and job title(s)	
<b>PREPARED BY:</b>	Name(s) and job title(s)	

PURPOSE OF THE REPORT		
<ul style="list-style-type: none"> <li>Arial 12</li> <li>Approximately 50 words</li> <li>Use plain language and be concise</li> </ul>	For Approval	
	For Discussion	
	For Information	

EXECUTIVE SUMMARY		
<ul style="list-style-type: none"> <li>Define acronyms the first time they are used and avoid jargon</li> </ul> <p>If the information cannot be conveyed in the 100 word executive summary then a supporting paper must be attached to the cover sheet (see separate supporting paper template appendix 5).</p>		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<b>State below 'Yes' or 'No'</b>  <b>Yes / No</b>	If yes please set out what action has been taken to address this in your paper

RECOMMENDATION
The name of committee or group is asked to: <ul style="list-style-type: none"> <li></li> <li></li> </ul>

<b>STRATEGIC VISION</b>				
Please mark those that apply with an X				
<b>Providing Excellent Quality Services and Seamless Access</b>	<b>Creating the Best Place to Work</b>	<b>Supporting People to Live to their Fullest Potential</b>	<b>Financial Sustainability Growth and Innovation</b>	<b>Governance and Well-Led</b>

<b>CARE QUALITY COMMISSION DOMAINS</b>				
Please mark those that apply with an X				
<b>Safe</b>	<b>Effective</b>	<b>Responsive</b>	<b>Caring</b>	<b>Well Led</b>

<b>RELATIONSHIP TO THE BOARD ASSURANCE FRAMEWORK (BAF)</b>	<p>The work contained with this report links to the following strategic risk(s) as identified in the BAF:</p> <ul style="list-style-type: none"> <li>•</li> </ul>
<b>LINKS TO CORPORATE RISK REGISTER (CRR)</b>	<p>The work contained with this report links to the following corporate risk(s) as identified in the CRR:</p> <ul style="list-style-type: none"> <li>•</li> </ul>
<b>COMPLIANCE AND REGULATORY IMPLICATIONS</b>	<p>The following compliance and regulatory implications have been identified as a result of the work outlined in this report:</p> <ul style="list-style-type: none"> <li>•</li> </ul>



**MEETING OF THE**  
**[NAME OF THE COMMITTEE OR GROUP]**

**[Date of meeting]**

**[Title of the paper]**

Drafting note: the text in black should be used in our document. The red text is for guidance and should be removed from the final version and replaced with your own text.

Supporting papers must:

- Ideally be **no longer than four sides of A4** to ensure it remains clear and succinct for the reader and gets the message across quickly and efficiently. Only if the subject is particularly complex should it be longer than this but then by exception
- The document's author/s name and title and the date at the end of the paper.
- The use of bullets or flow charts within these paragraphs should be considered as a way of getting across complex issues in easy 'bite-size' pieces of information.

**1 Executive Summary**

Your paper must have an executive summary.

Briefly explain what the paper is about. It should set out the highlights of the 'must know' information; what the issue is; and what action is needed. The executive summary here should mirror what is in the executive summary on the cover sheet.

**2 Main body of the paper**

Paragraphs should be numbered in a consistent way to help with identification of discussion points during the meeting (sub-numbering of paragraphs should be included where this is applicable)

This may take more than one section. The information here must be concise, clear, relevant and unambiguous. Only where it is necessary to convey a complex issue, which cannot easily be covered in a few paragraphs or headings, should further attachments (or appendices) be provided.

Where appropriate to the issue this / these section/s should cover:

- Key issues
- What is being proposed
- The benefits and risks
- Impact on the quality / safety of care
- Resource implications
- Reputational implications
- Options appraisal
- Where this has been considered previously and what the outcome was
- Next steps

### **3 Conclusion**

Your paper must have a conclusion which summaries what has been said in the paper in a couple of paragraphs.

### **4 Recommendation**

Your paper must have a recommendation which sets out clearly what action is required for example 'ratification', 'approval', 'agreement', 'discussion', 'support', 'information' etc. This should be the same wording as that in the recommendation box on the cover sheet.

**Name of author/s**  
**Title/s**  
**Date paper written**