

MANAGEMENT OF MEETING PAPERS AND MINUTES

1. INTRODUCTION

- 1.1 This guidance is for everyone responsible for recording and managing meetings, including Chairs and Secretaries.
- 1.2 This guidance will benefit the Trust by ensuring that:
- Evidence of decision making is recorded
 - The content of meetings is adequately recorded so the Trust is accountable
 - Meeting papers can be retrieved efficiently in accordance with the Freedom of Information Act, and released, where appropriate
 - Content of minutes does not breach the Data Protection Act
 - A full record of the meeting is preserved in accordance with the Trust Records Retention Policy
- 1.3 Staff will benefit from this guidance as follows:
- Templates will assist Secretaries to document meetings consistently and save time in the creation of new minutes and agendas.
 - Responsibilities for preserving the meeting papers are clear and easily understood.
- 1.4 The public will benefit because the records of meetings provide important evidence of the management of Trust activities.

2. TYPES OF MEETING

- 2.1 There are several different types of meetings held across the Trust and within Directorates. However, in general terms meetings can be split into two general types, formal and informal.
- 2.2 **Formal:** Decision making: this includes senior level meetings which meet regularly in accordance with an approved schedule as well as important “one-off” meetings. This includes Steering Groups, Committees, and Boards. These meetings are responsible for making decisions, and/or for monitoring progress on a variety of issues. There is an agenda and several papers may be submitted to these meetings and several issues may be discussed. Examples are:
- Trust Board
 - Clinical Governance Committee
 - Health Records Improvement Board
 - Meeting to discuss a Serious Untoward Incident

In these cases full minutes and a full set of papers should be kept.

Terms of reference for all Trust Committees are available on the intranet under “About Us” - [Trust Committees](#).

2.3 **Informal:** These meetings are communication or action focussed: this includes routine team, departmental or low-level project meetings. These meetings may be used to communicate information or to agree action points around a specific project or issue. They may be more informal and there may not be a detailed agenda. Papers are not usually submitted to these meetings. Examples are:

- Department team meetings
- Weekly routine meetings

In these cases it is acceptable to record only the major decisions or action points in a note of the meeting.

2.4 Generally speaking if a decision or agreement was reached, or if action was agreed, this should be recorded.

3. FORMAT AND TITLING OF MEETING PAPERS

3.1 Template Agendas, Papers, and Minutes have been provided as appendices at the end of this guidance. The ‘*Good Meeting Management and Behaviour*’ guidelines should be appended to agendas for formal meetings (as defined above). This is provided with the agenda template.

3.2 Template papers for the Trust Board and the Trust Executive Group (the latter being suitable for adapting for use for other committees) are available on the intranet on the “About Us” - [Trust Committees](#) page.

3.3 **References:** Where a meeting receives papers/reports, it is recommended that each paper presented at the meeting should be given a unique reference and these should be listed on the agenda to assist members to distinguish between the various papers. The reference should be placed in the top right hand corner of the paper as part of the header of the page (see example). This assists members to distinguish between the various papers.

3.4 It is recommended that the reference follows the format:

- Abbreviation of Meeting Name / Consecutive number of paper / Year
- ABC ##/YY

For example:

- TEG 01/07 – this is the 1st paper in 2007 to the Trust Executive Group.
- CAB 05/06 – this is the 5th paper in 2006 to the Clinical Advisory Board.
- TB 52/03 – this is the 52nd paper in 2003 to the Trust Board.

3.5 The minutes of the previous meeting should also be given a reference in this format. The agenda itself does not have its own reference.

- 3.6 **Papers/reports:** These should include:
- The author and the date of the meeting.
 - The action the Committee is asked to take. This should be specific in terms of whether the paper is to be noted, received, discussed or approved.
 - Each paragraph in the paper should be numbered.
- 3.7 It is good practice to keep the paper short, e.g. approximately 2 sides of A4 – if more papers are required, then use a cover sheet summarising the report and attach other papers behind.
- 3.8 **Minutes:** The minutes / action note should record:
- The full name of the meeting
 - The date of the meeting
 - The members of the committee present at the meeting. Membership should be separately recorded in formal ‘Terms of Reference’ for the committee.
 - Individuals’ names should be given in full at least once. Initials may be used subsequently but only if it is clear which initials relate to which person.
 - Individuals who are not members of the committee but attending for some other reason, e.g. to speak to an agenda item. These should be listed separately as being ‘In Attendance’, and their full job title recorded.
 - Apologies received from members.
 - Any individuals only present for part of the meeting. The duration that the individual is present should be noted as such e.g. ‘Ms J Smith – *Items 5&6 only*’.
- 3.9 Paragraphs should be numbered for ease of reference. Where appropriate, within an item each separate paragraph should be numbered. Minutes should include reference to all items listed on the agenda, to indicate if the item was discussed, deferred or not covered for some other reason. Actions should be clearly highlighted. An optional “Action Table” can be completed to collect all the actions from that meeting in one place; this is particularly useful where dates for completion are important. Whether they are highlighted within the minute body or in the “action table”, actions should always be given a date of completion.

4. STORAGE / FILING

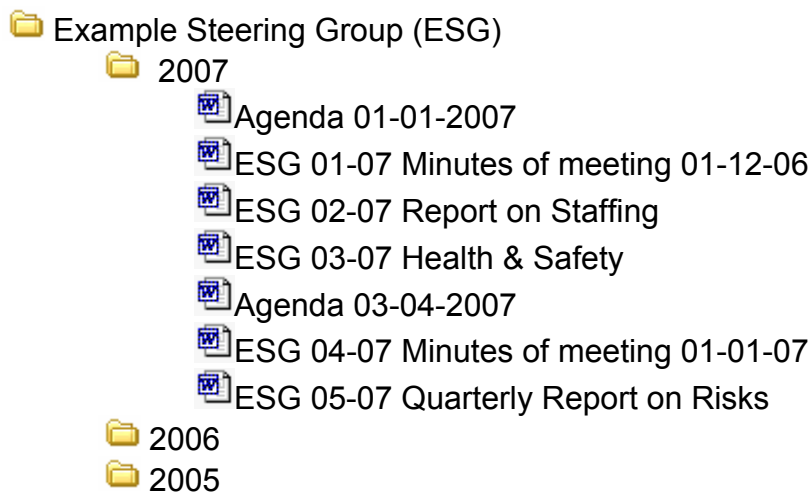
- 4.1 **It is important that one master copy of the meeting papers is maintained by the Secretary.** For example, a central copy of the Trust Executive Group papers is held by Trust Office. Other members of staff do not need to maintain their own copies and should delete duplicates as soon as they are no longer needed for reference.
- 4.2 Meeting papers should be stored on the relevant Shared Drive in an appropriately named folder. Meeting papers should not be stored on personal drives, mailboxes, or on the intranet. They should only exist in these systems for the purposes of sharing or disseminating the information. Members should

be reminded to delete duplicate copies of meeting papers once they are no longer required.

4.3 It is important that meeting papers are given appropriate names to enable them to be retrieved and understood in future. Some examples of poor naming are:

- Minutes.doc
- Minutes 123005.doc
- Minutes 12_05.doc
- Steering Group mins January.doc

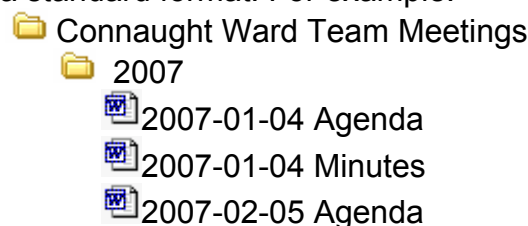
4.4 The recommended format for filing and naming minutes on the shared drive is as follows. The examples are provided using the fictional “Example Steering Group”.



4.5 Note the following best practice:

- The name of the Group is fully described in the folder title.
- Sub-folders have been created by year, to avoid folders becoming too large and to ease searching in future.
- Papers and minutes have been given a unique reference code e.g. ESG 01/07 - this is the first paper considered by the meeting in the year 2007. ESG 02/07 is the second paper considered by the meeting in the year 2007, and so on.
- A brief description of the paper title is given after the reference code.

4.6 Where the meeting is informal and does not receive papers it is not necessary to use references, however, the document title should include the date and follow a standard format. For example:



- 4.7 In the above example the date order is reversed i.e. Year – Month – Day. This ensures that the documents order chronologically. Do not use “May 2007” “Dec 2007” as this will make the documents order alphabetically and they will be more difficult to find.

5. DISTRIBUTION OF MEETING PAPERS

- 5.1 There are various methods of distributing meeting papers.
- 5.2 **Paper copies:** This ensures that members are likely to destroy duplicate copies. However, this method can be slow as it relies on post. Sometimes members may prefer to receive electronic copies.
- 5.3 **Shared drive folder:** If the members of the meeting all have access to the same shared drive folder, members should be directed to the appropriate folder where they can review the meeting papers. Where the members are from different Directorates, and there is no appropriate folder, a “cross directorate” folder may be set up on the Trust drive, and access provided to that folder (contact the ICT Servicedesk to request a cross directorate folder). The contents of the folder can be made “read-only” to prevent accidental deletion or editing of any of the papers. Rather than emailing attachments to members, members can then be directed to the shared drive folder to review and print the master versions of the documents.
- 5.4 **Email attachments:** Meeting papers should only be sent as email attachments if there is no appropriate shared drive folder which members may access. It is important that members delete the email as soon as the papers have been printed or are no longer needed. **Do not use your mailbox to file meeting papers. A master version of the papers must always be retained centrally in an appropriate shared drive folder.**

6. FREEDOM OF INFORMATION

- 6.1 A member of the public or press is entitled to request access to copies of Trust minutes. Such requests should be in writing (including email) and must be answered within 20 working days. If you receive any request for copies of minutes or meeting papers and you have concerns about releasing them, refer to your Directorate’s Freedom of Information Lead (details are on the intranet under Freedom of Information).

7. OLD PAPERS, CLOSED / INACTIVE MEETINGS

- 7.1 Please contact the Modern Records Manager if you have any papers from Groups or Committees which are no longer active, or old meeting papers (e.g. over two years old). The Records Centre can provide secure storage for these records in accordance with the Trust Records Retention & Disposal Policy. Minutes of major Committees are retained permanently in the Trust Archives

and should be transferred to the Archives within 5 years. Minutes of other meetings are retained for 10 years; then assessed for archival value. Do not destroy any meeting papers without checking with the Modern Records Manager first (contact details on intranet under *Records Management*).

8. APPENDICES

- 8.1 The following template documents are provided below as appendices.
 Appendix 1 Template Agenda and Good Meeting Management and Behaviour Guidelines
 Appendix 2 Template Paper / Report
 Appendix 3 Template Minutes
- 8.2 *Template papers for the Trust Board and the Trust Executive Group are available on the intranet on the “About Us” - [Trust Committees](#) page.*

APPENDIX 1 – TEMPLATE AGENDA

BARTS AND THE LONDON NHS TRUST**[DIRECTORATE]****[FULL TITLE OF GROUP / COMMITTEE]**

There will be a meeting of the [name of Group / Committee]
at [time] on [dd/mm/yyyy] in [location]

AGENDA

1. **APOLOGIES FOR ABSENCE**
2. **MINUTES OF THE PREVIOUS MEETING [ABC ##/YY]**
To approve the minutes of the meeting held on [dd/mm/yyyy]
3. **MATTERS ARISING**
4. **AGENDA ITEM ONE [ABC ##/YY]** **Ms. A Name**
To consider the paper about.....
5. **AGENDA ITEM TWO [ABC ##/YY]** **Mr. J Smith**
To hear a report on the issue of.....
6. **AGENDA ITEM THREE [ABC ##/YY]** **Mr. P Erson**
To approve.....
7. **ANY OTHER BUSINESS**
8. **DATE OF NEXT MEETING**

[Chair: Name]
[Department] [Internal phone number]
[Secretary: Name]
[Department] [Internal phone number]

GUIDELINES FOR GOOD MEETING MANAGEMENT AND BEHAVIOUR AT BARTS AND THE LONDON NHS TRUST

The following guidelines apply to all meetings in the Trust:

- Meetings have a clear purpose supported by a timed agenda – which is followed.
- The agenda is sent out in advance of the meeting – including start and end times.
- Meetings start and end on time.
- The right people are at the meeting for it to be effective.
- Invitees to meetings notify the organiser/chair in advance if they are unable to attend or will arrive late.
- Introductions are made at the start of the meeting if there are people who do not know one another. People inform the chair if they need to leave the meeting early.
- There is an agreed structure to allow people to speak and to be listened to – and this is observed.
- Trust ID badges are worn prominently by everyone so that they can be clearly seen by everyone else – checked by the chair at the start of the meeting.
- Mobile phones, pagers and PDA devices are switched off or to vibrate (except in exceptional circumstances and with the agreement of everyone in the meeting) – checked by the chair at the start of the meeting.
- People leave the meeting room if they need to receive or make urgent phone calls or to receive or send urgent emails or text messages using mobile phones or PDA devices.
- At least two minutes are included at the end of each meeting to reflect on how effective the meeting has been and to confirm outcomes, actions and issues requiring confidentiality.

APPENDIX 2 – TEMPLATE PAPER / REPORT

BARTS AND THE LONDON NHS TRUST

**[FULL TITLE OF GROUP / COMMITTEE]
[DATE OF MEETING]**

[TITLE OF PAPER / REPORT]

INTRODUCTION

1. This paper/report sets out the arrangements for / proposes that [details].
2. The paper has been produced in response to [details].

BACKGROUND

3. [Very brief summary of background to this paper].
4. [Any approval made by other Committees, detailing pertinent areas of discussion].

KEY MESSAGES / CURRENT POSITION

5. [Detail / assumptions / current position / key report messages].

PROPOSAL/ADVICE

6. [Any options appraisal / proposal / evaluation / case / advice on action required and implications].

RECOMMENDATION / ACTION

7. The [name of Group / Committee] is asked to consider / approve this paper / report.
 - [List specific points that you want the [name of Group / Committee] to approve in bullet points].

**[AUTHOR'S NAME]
[DESIGNATION]**

[DATE]

APPENDIX 3 – TEMPLATE MINUTES

BARTS AND THE LONDON NHS TRUST

[DIRECTORATE]

[FULL TITLE OF GROUP / COMMITTEE]

Minutes of the meeting held at [time] on [dd/mm/yyyy] in [location]

Present		
Name	Role / Title	Initials
Andrew Person	Chair / Head of Risk Management	AP
Anita Name	Secretary / Assistant Risk Manager	AN
Rehana Person	Recruitment Manager	RP

1. APOLOGIES FOR ABSENCE

1.1 Apologies were received from...

2. MINUTES OF THE PREVIOUS MEETING [ABC ##/YY]

2.1 The Minutes of the meeting held on [dd/mm/yyyy] were received and approved as an accurate record, subject to [list any amendments].

2.2 The Minutes were duly signed.

3. MATTERS ARISING

3.1 *[Title of item discussed]*

Summary of discussion and action to be taken.

ACTION: [full name]

3.2 *[Title of item discussed]*

Summary of discussion and action to be taken.

ACTION: [full name]

4. AGENDA ITEM ONE [ABC ##/YY]

4.1 Person X introduced

4.2 It was noted....

4.3 It was agreed ...

4.4 After discussion, the following recommendations were made:

- [List recommendations as bullet points].
- [Next recommendation etc]

ACTION: [full name]

5. AGENDA ITEM TWO [ABC ##/YY]

5.1 Person X introduced

5.2 It was noted....

ACTION: [full name]

6. AGENDA ITEM THREE [ABC ##/YY]

6.1 Person X introduced

6.2 It was noted....

ACTION: [full name]

7. ANY OTHER BUSINESS

7.1 There was no other business

8. DATE OF NEXT MEETING

8.1 The next meeting of the [name of Group / Committee] will take place at [time] on [dd/mm/yyyy] in [room], [floor / wing], [name of building / hospital].

ACTION TABLE [Optional]		
Actions	Date	By whom
[Action to be taken]	dd/mm/yyyy	[Name or initials]