**Executive HR Group**

The following points are some of the key requirements when writing your paper:

* Keep your paper to a maximum of 5 pages, excluding annexes. If you have annexes, please keep them short.
* Prioritise important information, reduce the volume of words and use short sentences and paragraphs.
* Please tailor content appropriately for the audience. Also think about whether some content should be included, particularly if it is sensitive. Papers for the public Board meeting are published on our website. Those for the private Board are published on our website a year after the meeting.
* Keep graphs and images to a minimum and do not rely on them alone to convey information. Avoid using images with text in them as these are not recognised by screen readers. If you do include images and graphs, please use alternative text to describe what they convey. See our accessible content commitment for further information. See [our accessible content commitment](https://nhsengland.sharepoint.com/sites/Content/SitePages/Accessibility.aspx) for further information.
* Use Arial size 12.
* Number paragraphs in the body of the paper.
* Use acronyms sparingly. Spell out acronyms/abbreviations in full when you first use them, then use the acronym afterwards.
* Avoid using bold text unless for emphasis (for example, actions you wish the reader to take). Do not use italic or underlined text.
* Dates are written in full, for example '30 April 2025'.
* Paper to be submitted in a Word document.

**Paper title:** Title of report (for Executive Investment Group include business case reference number)

**Agenda item:** x

**Report by:** Sponsor name and job title (relevant NHS Executive member)

Author/Presenter name and job title

**Paper type:** For approval, discussion or information [delete as appropriate]

**Paper classification:** Classification: Official

**Executive summary and action required:**

Please provide a concise overview of the paper, highlighting the following:

* purpose of the document and its objectives;
* necessary background to help understand the significance of the document;
* main findings, conclusions or key points of the paper;
* recommendations or actions proposed (e.g. adopt the proposal; approve xx document/policy; endorse the recommendation for submission to xx; discuss the options presented; or note the information); and
* potential implications or impacts of the recommendations (financial, operational and/or strategic implications)

Please reflect here any committees or groups that have considered the report and/or recommendations prior to submission.

**Background / Issue and context**

Outline in no more than five short paragraphs what is being proposed to the Board/Committee. Provide the information necessary for the proposal to be understood by colleagues who will not have the background knowledge or insight into the topic you’re covering.

Summarise any previous board or executive consideration of the specific proposal. Avoid getting into the detail unless it is necessary.

For Executive Investment Group, summarise governance approvals already received and the future approvals needed.

Describe any external advice/stakeholder input that has informed the content.

1. xx
2. xx

**Considerations and recommendation**

Outline the key considerations and the recommendation. This section should make sense without colleagues needing to read any accompanying text or annexes.

Cover resources (financial and non-financial), legal and governance implications, key risks and associated mitigations, and major dependencies.

For Executive Investment Group, draw out the main considerations from key commercial strategies, economic strategies and management case.

Summarise the options that were considered by management and explain why the preferred option was chosen. Where appropriate, this should include the criteria used to assess each option and inform the preferred choice.

Also detail the outcomes that management is seeking to achieve from the proposal.

1. xx
2. xx

**Interdependencies and wider implications**

This section should set out the wider implications for other teams, programmes, policies, communications, etc. For example, adoption of this proposal will mean standing down another programme of work, revision to this policy will require substantial communications to support awareness and compliance, or resource will be required from xx team to support implementation, etc.

1. xx
2. xx
3. xx
4. xx

|  |  |
| --- | --- |
| Name of Regional/National Director who has signed off |  |
| Name of Financial accountant who has approved |  |
| What local / regional approvals has this received |  |
| For redundancies – have you provided detailed information on Suitable alternative employment? |  |