

Effective meetings maturity matrix

A maturity matrix to support development and improvement

PROGRESS LEVELS	1 BASIC LEVEL - PRINCIPLE ACCEPTED AND COMMITMENT TO ACTION	2 EARLY PROGRESS - IN DEVELOPMENT	3 FIRM PROGRESS - IN DEVELOPMENT	4 RESULTS BEING ACHIEVED	5 MATURITY - COMPREHENSIVE ASSURANCE IN PLACE	6 EXEMPLAR
KEY ELEMENTS						
STRUCTURE	Terms of reference* in place, including which groups report into this meeting, and where this meeting reports to. Roles and responsibilities (chair, secretary) agreed.	Terms of reference shared with all attendees. Reporting structure developed and shared with all staff in relevant team(s)	Structure shared across the organisation, and structure of other parts of the organisation reviewed and discussed to identify any useful learning points	Terms of reference follow the standard format for the organisation. Annual review of meeting's work confirms positive added value. Structure refined and terms of reference revised where necessary.	Evaluation of structure as remaining fit for purpose two years running. Group seeks to develop and improve the structure, for example learning from other organisations.	Structure externally recognised as adding value, for example by internal audit or CQC.
ENGAGEMENT	Core attendees for meetings defined and informed. Quorum defined.	Last three meetings were all quorate. Meeting etiquette* discussed and agreed.	Apologies with reason for no show are given in advance where possible. Substitutes usually attend for planned no shows	At least 75% of core membership have attended last three meetings. Membership reviewed and if needs be developed. Others attending join for single items only.	Attendance at meetings reviewed for past year and 75% attendance maintained. Membership regularly reviewed and refined in response to cycle of business.	The group is recognised externally, for example by the CQC or internal audit, as having constructive engagement from the membership
RECORDING AND ACTION PLANS	There is a record of each meeting, including the agreed actions.	The meeting is recorded using the templates for meeting minutes* and for the action plan*. Meeting notes and action plans for last three meetings drafted and distributed within five working days of the meeting being held.	Meeting notes and action plans for last three meetings reviewed at following meeting, with actions initiated against majority of action points. Commitment to minimise carried over items.	An assurance report, using the appropriate template*, is produced and shared in line with the terms of reference. Meeting recording is recognised as timely and lean by those attending meetings. Action plans are reviewed and examples of tangible improvements have been identified.	The group to which this group reports is satisfied with the quality and relevance of the assurances received. The recording of meetings provides reliable evidence of activity for third parties e.g. internal audit, the CQC, commissioner. Action plans are systematically being achieved	There is evidence of tangible improvements to practice or compliance as a result of the work of this group, which have led to measurable improvements in the organisation as a whole.
CONTENT AND CYCLE OF BUSINESS	Dates organised and advertised for coming 12 months. Agenda* is produced for the meeting.	Agenda is circulated in advance of the meeting. Outline annual cycle* of business discussed and developed, and shared with the group which this meeting group reports to.	Annual cycle of business finalised, and used as a basis for the agenda for each meeting. Meeting group to which this group reports has an opportunity to contribute to the agenda.	Annual cycle of business reviewed and updated each meeting. Contributions to cycle of business/agenda are received from other parts of the organisation, as well as tier above	The BAF relies on the work of meetings to migrate assurance to board level. The content of meetings addresses the external compliances the organisation needs to evidence	The cycle of business is commended by external parties such as internal audit, HQIP, CQC
COMMUNICATION	Rudimentary communications materials developed and circulated e.g. structure charts, round robin email.	Notes and action plans for last three meetings available for staff. Method for cascading news from meetings agreed	Cascading system successfully used for last three meetings. There are examples of internal communications being populated by examples identified at meetings	Internal communications are routinely populated by issues identified at meetings. Staff feedback about the usefulness of communications is influencing the development of future communications approaches	Feedback from staff is starting to shape elements of the focus of meetings. Leaders who do not routinely attend these meetings are confident that they are routinely informed about the work of this group, where relevant.	Communications relating to this group have been recognised as good practice elsewhere within the organisation or externally.

* template document available