



Focus on the decision-makers

Purpose, context and recommendations	<ul style="list-style-type: none"> Is the purpose of the report clearly stated? Is it clear why this issue needs attention from decision-makers at this point? Is there sufficient background/context to inform the discussion and decision(s)? Are previous resolutions referenced? Does it explain linkages to wider issues, including relevant strategy? Are the recommendation(s) clear and concise? Will they achieve the purpose? Could the purpose, executive summary and recommendation sections stand alone?
Anticipation of needs and responsiveness to priorities	<ul style="list-style-type: none"> Does the item relate to a topic on the approved forward work programme? If not, why? Does the report anticipate, and address, the needs and priorities of the decision-makers? Are the next steps clear and supported?
Risk and mitigation	<ul style="list-style-type: none"> Does the report identify the relevant risks and indicate how they will be managed?

Credible analysis

Problem definition	<ul style="list-style-type: none"> Is the problem or opportunity clearly defined? Is the scale of the problem or opportunity clear?
Framework, options and impact assessment	<ul style="list-style-type: none"> Are all practicable options identified, including the status quo? Are the options analysed using an appropriate model and assessment criteria? Is the level of analysis in proportion to the problem? Are there compelling and logical reasons for the preferred/dismissed options? Have the relevant impacts of the options been assessed, including any trade-offs? Has implementation been addressed? Does the analysis/discussion lead logically to the recommendations?
Data and evidence	<ul style="list-style-type: none"> Are the results of appropriate stakeholder engagement clear? Does the analysis include relevant data and evidence? Is the data and analysis accurate? Is the report explicit about the strengths, sensitivities, and limitations of the evidence?

Clear and concise

Language	<ul style="list-style-type: none"> Does the report use plain English without jargon? Are any acronyms defined up front? Are key terms used consistently throughout the report? Does the report use short, active sentences and paragraphs? Is it easy to read and understand? Is any of the writing awkward or clumsy? Is it free of spelling or grammatical errors, and consistent with <i>Our Voice</i>?
Structure	<ul style="list-style-type: none"> Is the structure concise and uncluttered? Is the story told in a logical sequence? Does it use meaningful subheadings? Does the executive summary cover the key points of the report?
Format	<ul style="list-style-type: none"> Is the format appropriate for the situation and audience? Are tables and charts used to make it easy to understand?