

# COMPANION ANIMAL WELFARE ENHANCEMENT SCHEME

## CAWES

**Ensuring Best Practice at Regional Fora**

**August 2009**

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## **Abbreviation**

<b>WAG</b>	Welsh Assembly Government
<b>FDD</b>	Farm Development Division
<b>CAWES</b>	Companion Animal Welfare Enhancement Scheme
<b>RSPCA</b>	Royal Society for the Prevention of Cruelty to Animals
<b>AWNW</b>	Animal Welfare Network Wales
<b>LACORS</b>	Local Authorities Coordinators of Regulatory Services
<b>MOU</b>	Memorandum of Understanding

Delivery Landscape for CAWES

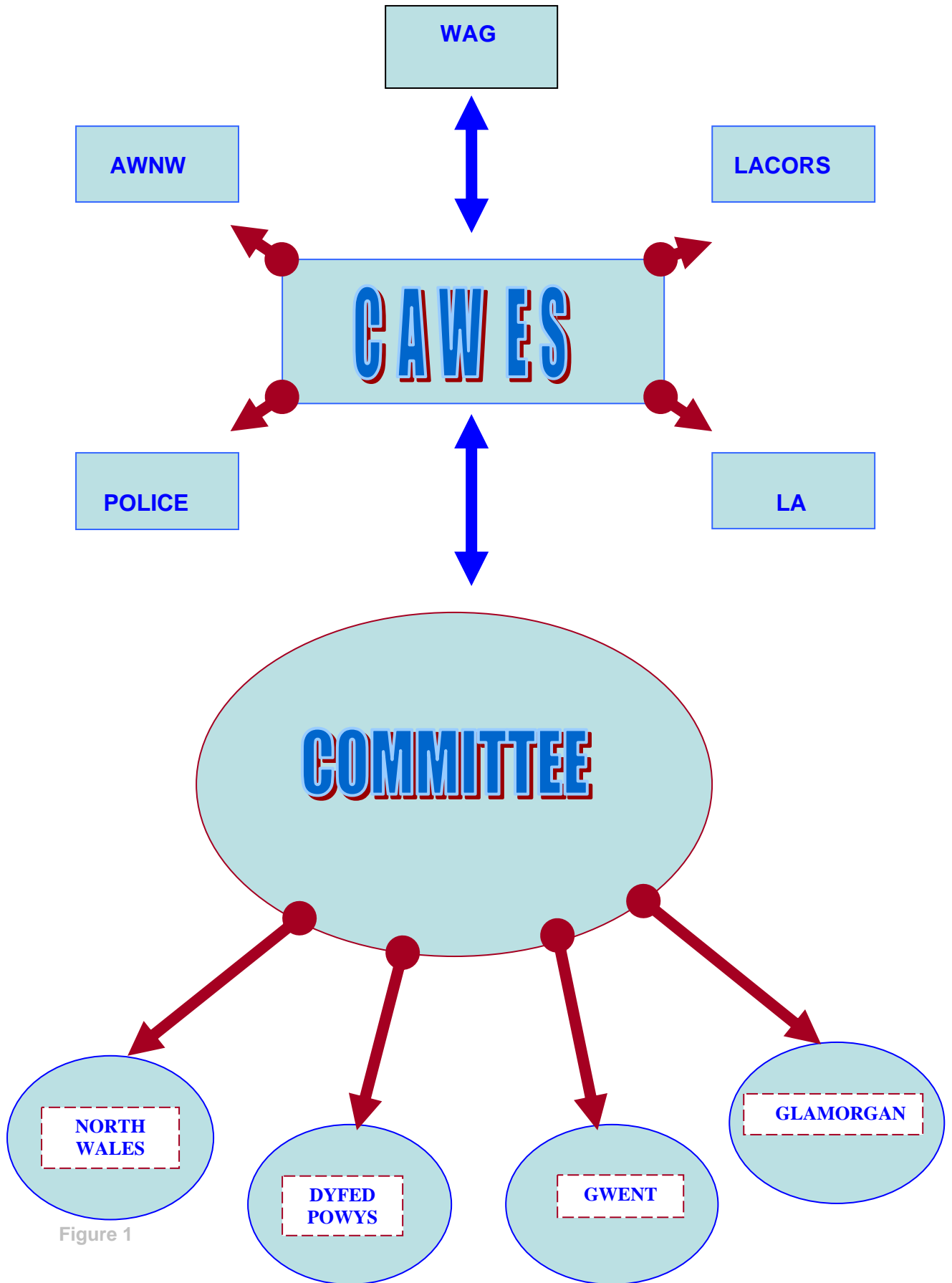


Figure 1

## **Introduction to Fora**

- **Objectives of Fora**

The appropriate local authorities working together in the designated 'region' will facilitate the establishment and maintenance of the Forum. This will involve holding the responsibility for organising and holding meetings within each Forum.

The local authorities will try to consult and discuss relevant matters at regular meetings at least every 6 months with Forum members.

1. A local authority representative will chair the Forum who will be provided with administrative support via his/her local authority. The Chair will be chosen by the Forum's local authority representatives. Elections for Chair to take place every 12 months. Some Fora have a rotating Chair, and whilst this is not ideal, it is recognised that this is a necessity to share the administrative duties. Where this rotation occurs, particular care must be taken to ensure members are kept informed of changes and new contact details, and that adequate handover takes place between outgoing and incoming Chairs/Secretariat.
2. A local authority representative will provide the Secretariat support. The Secretariat will be chosen by the Forum's local authority representatives. Elections for Secretariat to take place every 12 months.
3. Meetings will be held at least twice each year, such frequency being reviewed on an annual basis. Additional meetings will be held as necessary to effectively deliver on the objectives and action plan of the Forum.
4. A representative of each partner organisation will be invited to attend each meeting.

### **Arranging a Meeting - Getting Started...**

- What are the aims and objectives of this meeting?
- Has it been determined whether the fora is intended to train, motivate, launch a product, discuss policy, initiative, programme or provide information?
- Are the fora meetings reaching the potential target audience – could more be done to attract more delegates?
- Is there an effective meeting plan in place to accomplish meeting results?
- Is there a realistic purpose for the meeting to determine meeting focus? How long will the meeting run for?
- Have you achieved aims and objectives and action from the last meeting accomplished?
- Is there a long term plan in place for developing the fora?

## **Deciding on a Venue for your CAWES Fora**

Before deciding on venue for your fora, the following issues should be considered.

### **Location**

A good venue can make all the difference to the success of a meeting

Some questions to ask when choosing a location and venue:

- How accessible will the venue be by public transport?
- Is it close to a railway, bus station, or taxi rank?
- Are there car parking and disabled parking facilities available?
- Does the venue provide facilities for less able people?

Some ideas for suitable location for CAWES fora:

- Church Hall
- Community Centres
- School, College
- Hotels
- Business Parks

### **Facilities**

The venue needs to provide appropriate facilities suitable for the needs of the delegates, including delegates who may have specific requirements.

Some things to consider:

- Can the room accommodate audio visual equipment?
- Is there natural light?
- Can the windows be blacked out?
- Is the room adequate in size for number of people attending?
- Can the chairs/ tables be rearranged?
- What are the seating arrangements ?(i.e. boardroom / cinema / cabaret style)
- Are whiteboards / projects / screens available?

### **Refreshments**

Depending on the length of the meeting you should consider the need for providing refreshments to the delegates. Tea and Coffee at the beginning is recommended as a minimum especially where some of the delegates may have traveled a long way.

Arrangements should be made for water to be available throughout the meeting

**Timing**

Workday meetings are not always appropriate for all delegates, especially for small independent organisations. Consider holding meeting at different times and day or at weekend if this is a better solution for your delegates. It may be a good idea to take a poll of regular attendees to ascertain what days will maximise attendance.

Meeting dates should be agreed and publicised well in advance wherever possible. Where two meetings a year are decided, no less than three months notice is advisable. For more regular meetings, two months' advance notice is good practice.

**Cancellations**

Should it be necessary to cancel arrangements that have been publicised, as much notice as practicable must be given to the original invitees.

## **Preparing the agenda**

### **Setting the agenda**

The secretariat should circulate an e-mail asking delegates for agenda items about a month before a meeting. Final agendas should be sent preferably 3 weeks but no less than 2 weeks before the meeting to allow organisations enough time to arrange attendance.

### **Content and format**

There are certain points that an agenda will always include:

- Time and location of meeting
- Ratification of previous minutes
- Apologies from those unable to attend
- Matters arising
- Any other business.
- The rest of the agenda will vary for each meeting and can include any number of things.

### **Identify on the agenda**

For each agenda item:

- Who is responsible for each item on the agenda
- Identify the time devoted to each item on the agenda

### **Order of content**

- The content of the agenda should be in order of most important to least important
- Then, if time runs out before the agenda is completed, most important issues will have been addressed.

(Please see page 12 for an example agenda)

## An example agenda could look like this:

### CAWES Agenda

Date:

Time:

Location:

Chair:

Organisation:

Tea/coffee	10 minutes
Welcome and Introduction (Chair)	5 minutes
Apologies (Secretary)	2 minutes
Minutes of the last meeting-check and agree (Chair and members)	5 minutes
Matters arising not covered elsewhere on the agenda <b>(Chair)</b>	5 minutes
<b>Project ideas-brainstorm ideas for projects (Chair)</b>	<b>20 minutes</b>
Lunch	30 minutes
<b>Project planning-plan what next steps are E.g. Publicity, recruitment</b>	<b>15 minutes</b>
Delegation of roles-decided that will do what for next steps	10 minutes
Date and venue of next meeting	3 minutes
<b>Any Other business (chair)</b>	<b>10 minutes</b>
Summary and Close (chair)	

Template1

### Note:

The items in **bold** would probably change for each meeting, though the rest of the plan would stay the same. The amount of time to spend on each item would be up to the chair to make this decision.

## **Sending the agenda**

- It is best to send out the agenda before the meeting (at least 7 days in advance but preferably 3 weeks – see ‘Preparing the Agenda’ ) so delegates have some time to prepare and know that the meeting is relevant to them.

### **The agenda should be sent to:**

- **All** organisations and individuals within the region (whether they attended the meeting or not)
- RSPCA inspectors in the **blind copy** ;
- **All** Papers **must** be sent to:
  - AWWN [Tina.Reece@RSPCA.org.uk](mailto:Tina.Reece@RSPCA.org.uk)
  - LACORS [Gemma.Cantelo@lacors.gov.uk](mailto:Gemma.Cantelo@lacors.gov.uk)
  - WAG [Fiona.leadbitter@wales.gsi.gov.uk](mailto:Fiona.leadbitter@wales.gsi.gov.uk)
- It is always good practice to ask delegates to confirm attendance and to follow up with telephone calls or reminder emails.
- Always make sure all actions points from the previous meeting are complete.

## **Preparing for the meeting**

### **Preparing a Chair's Brief**

The chair has an important responsibility and should be fully prepared when chairing a meeting.

It is always good practice to prepare a chair's brief to ensure that they thoroughly understand the agenda and cover all points required. The chair must also ensure they are aware of who is contributing and what they will be discussing

The chairs brief should also include information on the domestic arrangements for the meeting so that they can be given to delegates as part of the chairs welcoming remarks: This should include information such as:

- Location of male and female toilets
- Fire Alarm procedure
- Emergency exits
- Advising delegates to switch off mobile phones
- Making emergency calls
- Times for break and lunch

### **Anticipating potential problems**

Certain discussions raised during the meeting may cause tension between individuals or organisations attending the meeting. The chair should provide both parties with an opportunity to present their opinion but be firm in not allowing the issue 'take – over' the meeting.

It may be necessary to follow up the issue after the meeting in accordance with the CAWES complaints procedure.

*It is the chair's role to control and facilitate the discussion – not do all the talking!*

## **Before the Meeting**

### **Preparing an Attendance Sheet:**

Having an attendance sheet is good practice as it helps ensure that you have all the correct names and addresses.

The attendance sheet should be left by the door or circulated during the meeting. Below is an example of the information that should be included on an attendance sheet

<b>Attendance Sheet:</b>			
<b>Meeting:</b>		<b>Date:</b>	
<b><u>Name</u></b>	<b><u>Organisation</u></b>	<b><u>Signature</u></b>	<b><u>Email Address</u></b>

### **Room Layout:**

When thinking about the room layout consider the main objectives of the meeting:

- What is the most appropriate layout of the room?
- To encourage excellent interaction, delegates should be seated in a circle or horseshoe shape, possible around a table
- To control the flow of communication a classroom style should be used
- If small numbers use a table

### **Name cards/Name Tags:**

It is always helpful to have name cards at meetings, especially where the delegates are always changing.

### **Audio Visual Equipment:**

Consider whether any of the delegates or presenters need audio visual equipment during the meeting?

- Flip charts, White Board and Markers
- Laptop
- Overhead/ Slide projector and screen
- Microphone and speakers
  - Stationary
  - Cordless

**On the day of the meeting:**

Ensure that you arrive at the venue in plenty of time.

Before the meeting check that everything is in place for the meeting

- Do the delegates have all the necessary information? E.g. handouts / agendas
- Are there pens and paper on the table
- Have the refreshments arrived
- Is there water on the tables

## **During the Meeting**

### **Ground rules**

It is often good to set a few ground rules at the beginning of the first meeting to establish boundaries to enable full participation and a smooth running meeting.

In order to participate at forum meetings, all delegates have agreed to the MOU (including appendices) on conduct at meetings. This should be considered at meetings on a regular basis,

### **Introductions**

It is important to do introductions at the beginning of every meeting, even if the delegates are already familiar with each. It will give people an opportunity to provide a small introduction of their role, responsibilities and organisations is a good way of engaging all delegates in the meeting

### **Decision making**

If decisions are required there are a number of methods that can be used  
Making decisions can be done as a vote or as a consensus.

**DECIDE** is a good framework to follow for decision making:

**D**efine – how long have you got to make a decision, what information do you need to help?

**E**xplore – collect everyone's views of the situation

**C**larify – make sure that everyone is clear and has all the information they need.

**I**deas – Think of all the possible solutions, do brainstorms.

**D**ecision – accept that no decision or solution will satisfy all.

**E**nact and Evaluate – Inform the necessary people and put the decisions into practice.

## **Including all Delegates in the Meeting**

It is important to keep the delegates motivated and interested throughout the meeting. During the meeting, it may be possible to vary the meeting format to provide greater opportunities for discussion and constructive debate on the issues at hand

**Here a few different ways to mix up the meeting:**

- **Smaller Groups** – Often it is easier to make decisions in big groups, if you break the delegates into smaller groups and then get one person from each group to report back with their decisions. This also enables quieter people to talk and state their point of view.
- **Power Point Presentation-** If the meeting involves a delegate talking a lot, a power point presentation can be used as a more informative way to get their point across.
- **Note taking tactics** - Get delegates to make notes on big paper that everyone can see, this could be in the form of drawings or stories or post it notes. This is a good idea to get ideas from shy people.
- **Workshop/tables** - Arranging the event into small groups, giving each group a specific challenge/ issues to consider. Possibly each group could have different issues to discuss and feedback on.

## **Minute Taking**

### **Good minutes must include:**

- Date
- Time
- Place
- List present and chair
- Ratification of previous minutes
- Circulate a pre-printed page
- Apologise for absence
- Time meeting ended

### **The minute should include the following information for each agenda item:**

- Subject
- Main Arguments presented
- Any decision made
- Any action agreed and who will carry it out

(The below template is a good covering sheet for minutes)

## **Template of Front Sheet for Meeting Minutes**

A front sheet is always helpful in whatever note taking method used

<b>Date:</b>
<b>Meeting of:</b>
<b>Place:</b>
<b>Time:</b>
<b>Chair:</b>
<b>People Attending: (Attendance sheet)</b>
<b>Apologies:</b>
<b>Agenda:-attach</b>
<b>Ratified: Minutes: (Date)</b>

Template 2

## **Recording Minutes**

There are a number of ways of record minutes

- **Verbatim Record:**

This literally records everything which was said 'word for word' .

- **Full Minutes:**

This records the discussion on each point in full.

These methods are used to show the thinking and decision process which the meeting went through-including reasons for certain options being rejected before a final decision was reached.

Other methods include:

- **Discussion /Summary Minutes:**

This will summarise the discussion without reference to 'sides' but present the summary of the issues and possibilities raised as well as the decision reached and who should action them.

- **Decision/ Action Summary:**

Record only the decisions of the meeting and the actions to be taken assigned to a named person or to one side in negotiation.

### **Style of the Minutes:**

- **Active/Passive Voice:**

Passive voice is preferred for formal minutes; it is detached and often more appropriate

- **Minute must be objective, not subjective.**

- **Language use:**

Never use inflammatory language

Beware of Jargons (acronyms, clichés and phrases that do not convey the message

#### **A minute taker should ask him / her self:**

- Are these notes a true and correct record of the meeting?
- If a delegate was not present at the meeting and then read the minutes; would they understand the discussions from the meeting.

#### **Turning notes into minutes:**

The process of turning notes into minutes is to start with action points which form the minutes, then pick, choose and filter relevant items from the notes.

Write up the minutes as soon as possible, a draft version should be ideally complete on the day of the meeting.

## **Templates of recording minutes:**

The following templates are examples that may make it easier to record actions and discussion during a meeting. Each secretariat may prefer to vary the forms to their preferred style

<b>Agenda Item</b>	<b>What</b>	<b>Discussion/ Who</b>	<b>Action/Info</b>
<b>1</b>			

<b>Item</b>	<b>Notes</b>	<b>Action</b>

Template 3 and 4

## **End of the meeting**

- Make sure all delegates have had the opportunity to mention any burning questions or problems.
- The chair summarises what has been accomplished.
- Any Other Business is the best place for this agenda item if any issue has not been discussed earlier.
- Set a date, place and time for the next meeting if possible straight away so delegates can place the date in their diaries in advance.
- End the meeting with a closing round, similar to the beginning round. Possibly asking questions like what will they take away from the meeting or one new thing they have learnt in the meeting?

## **After the Meeting**

- Immediately after the meeting begin planning for the next meeting.
- Make sure the venue, date and time are confirmed in advance for the next meeting as far as possible.
- Write up the minutes as soon as possible preferably within a day or two. It is advisable to have the minutes written up no later than a week as the meeting is still fresh in minds.
- Complete any necessary action points for the meeting.
- As the chair of the meeting or main person in charge of the project it is important to follow up with people in-between the meetings, to make sure delegates are happy and achieving their goals and action points.
- **REFLECT** upon the meeting and think of improvements for the next meeting.

## **Sending Minutes**

Once the Minutes are ratified they should be sent to all invited delegates even those who did not attend them meeting.

The minutes should also be sent to:

- **Tina Reece:** [Tina.Reece@RSPCA.org.uk](mailto:Tina.Reece@RSPCA.org.uk)
- **Gemma Cantelo:** [Gemma.Cantelo@lacors.gov.uk](mailto:Gemma.Cantelo@lacors.gov.uk)
- **Fiona Leadbitter:** [Fiona.leadbitter@wales.gsi.gov.uk](mailto:Fiona.leadbitter@wales.gsi.gov.uk)

The minutes will then be copied on to **the AWNW Website**.

## Memorandum of Understanding

A Memorandum of Understanding to promote good working practice between **Welsh Local Authorities** and members of the **Animal Welfare Network for Wales (AWNW)** and to determine action in relation to the welfare of companion animals and encourage corroborative working under the Animal Welfare Act 2006.

- As part of the Baseline requirements Local Authorities are recommended that they should adopt all parts of this MOU.
- The Welsh Assembly Government will help facilitate this MOU, particularly for organisations who wish to participate in Tier 2, as this will need to be established Wales-wide, not per Local Authority.

### Contents

<b>Tier One</b>	<b>General Agreements</b> <ul style="list-style-type: none"><li>• Local Meetings &amp; Groups</li><li>• Information Sharing</li><li>• Joint working</li><li>• Animal Establishment Premises</li><li>• Shows, Animal Gatherings etc.</li><li>• Disease outbreak</li><li>• Transport of animals</li><li>• Witness Evidence</li></ul>
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## Tier One – General Agreements

<b>MOU</b>		
<b>Welsh Local Authorities</b>		<b>AWNW</b>
1.1.A The Local Authority (LA) or several LA's working together will facilitate the establishment and maintenance of a Local/Regional <sup>1</sup> Companion Animal Welfare Forum <sup>2</sup> . Forum meetings to be held at least every 6 months.	<i>Local Meetings &amp; Groups</i>	1.1.B The Local/Regional Companion Animal Welfare Forum will comprise of members of the Animal Welfare Network for Wales (AWNW) and other designated partners as necessary <sup>3</sup>
1.2 A/B LA members and AWWN members will agree to adhere to the terms of reference as agreed by the Regional Fora. <sup>4</sup>		
1.3.A The LA will chair the forum and provide administrative support and provide a summary of issues and problem areas for discussion at Forum meetings.		1.3.B Forum members can request agenda items and issues for discussion.
1.4.A Where legislation allows, the LA will provide feedback at the Forum of any action taken regarding complaints, particularly those referred by AWWN members.		1.4.B Forum members will use the meeting to further the aims of animal welfare at a local level and not the aims of its individual groups.
1.5.A Chairs of all Fora will meet at least once a year with the Chair of Animal Health and Welfare Panel and Welsh LA Lead Officer for Animal Health and Welfare to address issues of national interest		1.5.B Issues of national concern within the Forum will be referred by the AWWN member to the Network Board.  The Network Board, Welsh Animal Health and Welfare Panel Chairman and LA Lead Officer will where appropriate meet to review the working of the Forums and resolve any resulting issues.
2.1.A LA will consult with members of the Network through the AWWN Board or through the Local Forum on any fundamental new or changing policy, licensing conditions and other issues that may be relevant to persons keeping companion animals.	<i>Information Sharing</i>	2.1.B AWWN Board and members of the local Forums will contact the appropriate LA where it has issues with a policy, licensing condition or other matters related to their work under companion animals.
2.2.A The LA shall, where appropriate and feasible, consult with members of the AWWN that have a particular expertise in certain types of animals.		2.2.B It is recognised that Local Forum members often have expert knowledge in certain areas and where appropriate/feasible will provide guidance, advice and assistance where requested by a LA.

<p>2.3.A The local authority will maintain contact details within the local authority section of the AWWN web-site.</p>		<p>2.3.B The AWWN to maintain a list of its members by local government area as a resource for each LA. This list will contain details of each organisation's specialist areas and services offered.</p>
<p>2.4.A The LA will maintain a database on companion animal welfare work. Such information may include numbers of types of premises, problems that are occurring regularly, evidential information to justify change in regulations and codes of practice developed by WAG to ensure parity. This information will provide an evidential basis for future legislation and be used to provide statistical information and performance data for the WAG.</p>		<p>2.4.B AWWN members to assist with data collection wherever possible to help promote animal welfare issues.</p>
<p>3.1.A Where a LA considers it necessary and appropriate they will consider the surrender of seized animals to members AWWN detailed in Appendix 2 for rehabilitation and re-homing where appropriate</p>	<p><i>Joint working</i></p>	<p>3.1.B AWWN members will consider rescuing, caring for, rehabilitating and re-homing animals in certain circumstances. A list of members with this capacity is detailed in Appendix 2.</p>