[Yellow highlighted text is descriptive and should be deleted]

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PLANNING AND RESOURCE ALLOCATION COMMITTEE

**SERVICES SUBCOMMITTEE**

**[Paper title]**

1. **Summary**

[Please summarise the purpose of the paper, normally in a few sentences]

1. **Action Required and Recommendations**

The SWG is asked to …. [please set out precisely what action is required of the SWG, including the cost and proposed source of funds where appropriate.]

1. **Key Points**
2. [Main body of report. Please set out the key points for the committee to consider. **Please retain paragraph numbering** and add sub-headings as appropriate]
3. **Annexes**

*[Please list all Annexes to this report. Delete this section (d) if there are no annexes.]*

1. **Further Information**

Further details are available from [Name(s) (email addresses)].

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