**COMMITTEE NAME – (date)**

**Item xx**

**For noting/decision/discussion: (Name of Paper)**

**Classification: Internal, Confidential, Highly Confidential**

*Management Sponsor: (name and position)*

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| --- |
| [*Insert draft resolution, ensure that it is precise, in the affirmative and is able to ‘stand alone’, including by outlining specific actions to be taken, and/or approval/noting of titles of documents/document numbers. The draft resolution should reflect the decision type and be consistent with the Constitution/Terms of Reference of the Committee.]*  For example:  The Committee is asked to note and discuss the report (title of report) OR  The Committee is asked to endorse and recommend for approval to the Board of Directors (, etc.) |

1. **Executive Summary**

*[Explain what the paper is about and what it is endeavouring to achieve, and whether it is being submitted for information or for approval. Include reference to relevant Authority for decision making – e.g. Statutes, General Regulations, Policy.]*

1. **Background**

*[Outline in no more than 10-12 lines background to what is being proposed, with material issues necessary to understand the proposal and main benefits. For example, indicate if the matter was previously considered by the Committee, at what meeting, and what was the outcome. Note any external advice/benchmarking information used in preparation of the proposal, and consultation undertaken in its preparation. Identify the options considered, and why the preferred option/solution was chosen. Outline outcomes that are being sought from the proposal. As necessary, refer to Attachment number for further details. Avoid repeating the Executive Summary.]*

1. **Implications**

**3.1 Strategic**

*[Explain in no more than 5 lines how the proposal is aligned to the University’s Objects and priorities in the Strategic Plan.]*

**3.2 Financial**

*[Summarise main points from a business case if included. Explain the expenditure implications of the proposal, including whether the expenditure is budgeted or unbudgeted, proposed timing of the expenditure and cash flow implications as appropriate. If complex, include attachment to provide further details.]*

**3.3 Regulatory/Compliance**

*[List relevant legislation, statutory, regulatory and/or policy implications related to the proposal. If there are none, note “Not Applicable”.]*

***3.4 Stakeholder***

*Identify implications of the proposal for students, staff, and external stakeholders, and any public relations/media implications.*

1. **Risk Analysis**

*Identify major risks associated with the proposal, and explain how they will be managed/mitigated. Where appropriate, link to existing risk registers.*

1. **Implementation**

*Identify proposed next steps, timeframes and what reporting back to the Committee will occur during and after implementation.*

**NOTES ON COMPLETING COMMITTEE PAPERS**

**Classification**

* ***Internal:*** prepared for internal use only, such as day to day administrative documents. If disclosed the information would cause insignificant or no impact to the University or a third party.
* ***Confidential*:** includes information that is identifiable and attributed to the University’s activities, and if disclosed would have some adverse consequences to the University or an affiliated organisation or individual.
* ***Highly Confidential:*** information that, if disclosed, could cause significant damage to the University’s reputation or operations, pose a danger to personal safety or give rise to significant statutory sanction, or may result in serious financial or legal impact to the University or an affiliated organisation or individual.

**Formatting**

* All text should be in Arial font size 11
* The spacing between paragraphs should at 0 before and after each paragraph and in single space.
* The header should contain the name of the document and the footer should include the meeting to which the document is being presented. Page numbers will be automatically generated as part of the agenda papers through Diligent.

**Language and Style**

* Use as few words as possible to help ensure that the document is clear and concise (e.g. use ‘before’ rather than ‘prior to’ or ‘often’ rather than ‘in most cases’).
* Use the same terms consistently throughout the document to minimise conflicting interpretations.
* Spell out acronyms in full when initially used, in separate appendixes and in longer documents where the acronym has not been used for some time.
* Be specific – for example refer to full names of documents, areas, or position titles – don’t shorten.
* Ensure that documents are written in an active voice, not passive and in the present tense.
* Avoid ambiguous terms and double negatives (e.g. ‘not inconsistent’).
* Use ‘shall’; ‘will’; or ‘must’ to indicate that an action or decision must be enacted.
* Use gender neutral and inclusive language (‘they’ or ‘their’; not ‘he’ or ‘she’).
* Use position titles, not names of people.
* Use generic emails that are attached to a position, not a person, where necessary.