# <Delete or complete sections in yellow prior to submission.>

<N.B. A complete Council or Committee agenda pack can be several hundred pages long. It is essential that your paper is as concise as possible. Papers should be no longer than 2-3 pages unless absolutely necessary.>

|  |  |
| --- | --- |
| **\* X** | **<INSERT TITLE>** |
| **PURPOSE** | <2 sentences maximum.> |
| **PREPARED BY** | <Insert name and position title.> |
| **SPONSOR** | <VC/Provost/COO/CFO/VPA/VPFN/Committee Chair/Council Member> |
| **RECOMMENDATION** | That < Council / the Committee > < insert recommendation here >.  *If a specific resolution is required (e.g. approve/endorse) in policy, legislation or elsewhere, please ensure that the correct wording is used and the rationale is included below under ‘Governance.’* |

**ACTION REQUIRED**

|  |  |  |
| --- | --- | --- |
| For discussion | For decision | **For information** |
|  |  |  |

*<Flagging a paper ‘For discussion’ is a guide only and is ultimately the decision of the Chair and Committee. If a paper is submitted as ‘For Information’ only, please consider whether it needs to be submitted.>*

**SPEAKER**

*<If you are proposing that a paper is discussed please list who will be attending to speak to it and if you are proposing to include a presentation. If a presentation is required please provide it as an attachment.>*

**CONFIDENTIALITY**

|  |  |
| --- | --- |
| Confidential | Not Confidential |
|  |  |

*<To encourage transparency, papers are considered non-confidential by default. Please note that regardless of whether a paper is listed as confidential or not, all Council and Committee material is subject to the Freedom of Information Act 1982 and may be subject to an FOI request. If you have any confidentiality concerns and wish to list a paper as confidential please contact the University Secretary.>*

**COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION**

|  |  |  |
| --- | --- | --- |
| Finance | Audit & Risk | Campus Planning |
| Student Safety & Wellbeing | Honorary Degrees |  |

*<If a paper is indicated to go to more than one Committee, please ensure that the content is written for both. For example, a paper to the Campus Planning Committee should emphasise different material than a paper to the Audit & Risk Management Committee. Either submit a template for each committee or clearly highlight which material is for which Committee.>*

**GOVERNANCE / MATERIALITY**

*<This section should describe why the Council/Committee is receiving this this paper. This should be a reference to either University legislation, policy or the functions and responsibilities listed in the relevant Council or Committee Charter.*

*Consideration should be given to the materiality of the issue. Council and Committees are responsible for mission, strategic direction, financial and risk management. An issue should meet a high threshold before being considered at Council or a Committee.*

*If this paper will be going to multiple Committees, this should be described here. This section should be brief – half a page maximum. >*

**RISK (FOR ARMC) / (FOR OTHERS)**

*<For ARMC - This section should specifically identify key risk/s that the Committee needs to be made aware of.>*

*<For other Committees – Include a few dot points for Council to think/about or respond to specifically to prompt discussions/thinking ahead of the meeting..>*

**BACKGROUND**

*< Insert a summary of the background to this item. This may include relevant historical events / issues / decisions, governing, legal or policy frameworks or other contextual information. If this matter has been discussed at a Committee/Council recently, mention it here. This section should be brief – half a page maximum. >*

**SUMMARY OF ISSUES**

*< Insert a summary of the key information (including all significant risks) that the Council / Committee needs to be made aware of in order to make a fully informed and considered decision or assessment of the above recommendation. This is a summary, necessary additional detail can be provided through the attachments.>*

*<If the paper is advocating for a specific course of action a rationale must be provided either within the paper itself or through an attached business case. This section should also list what will happen next with regards to this item. If an issue will likely return to a Committee/Council in the future note that as well.>*

**COMMUNICATION**

|  |  |  |
| --- | --- | --- |
| For public release | For internal release | Not for release |

*<If internal or public communications will result from the resolution of this item, a copy of those draft communications must be provided as an attachment. >*

**ATTACHMENTS**

X.1 < Title of attachment (delete section if not applicable) >

*<N.B. Attachments should be as short as possible and directly relevant to the contents of the paper. They may be moved to the Supplementary section at the Chair/Secretaries’ discretion.>>*

*<Files should be provided as soft copies, no PDFs unless unavoidable, page numbers removed.>*

**SUPPLEMENTARY**

X.1 <Title of supplementary (delete section if not applicable)

*<N.B. Supplementary papers can be anything that may be of value to the Committee although are not necessary to decide on the recommendation. They are provided to the Committee but not included in the meeting pack.>*

***Please note:***

*Committee Secretaries may edit your paper for clarity/formatting. No material changes will be made without informing the Author/Sponsor.*

*Late papers will only be accepted at the discretion of the Committee Chair or Chancellor.*

*Any financial information included should be sourced through, or cleared by, the Chief Financial Officer.*

*Any statistics should be sourced through, or cleared by, the Director of Planning & Service Performance.*