

TIP: Keep the margins free from text, cramming text into a page can make reading difficult. This template is designed for printed papers allowing space for binding or whole punching– if you are uploading the papers to a digital format you can decrease the margins. Space in the margins is useful for the reader to make notes.

[YOUR ORGANISATION] BOARD PAPER

TITLE:	[Title should match the agenda item]
DATE:	[Date paper is submitted to Company Secretariat]
ACTION:	For [Discussion / Information / Approval]
PROPONENT:	[Name and title of the Executive who is responsible for the paper]
	[Expert who will present the paper – this may not be needed]

TIP: Be consistent with formatting remembering individual papers combined into one pack.

[Explain what the paper is about and what it is endeavouring to achieve. The paragraph should be no longer than 5 sentences and should state why the paper is being submitted to the Board.]

Proposed Resolution:

[Insert the exact wording of the proposed resolution the Board is being asked to pass. If approved without amendment, this is what will appear in the meeting minutes. The draft resolution must be clear and concise.]

Background:

TIP: Use Subheadings to help the reader scroll through the paper easily.

[Outline the background on what is being proposed to the Board. Provide information necessary for a proposal to be understood by a member who does not have the background knowledge of the particular matter on a day-to-day basis. Unfamiliar terminology or acronyms should be explained.]

Summarise any previous Board consideration of the proposal.

TIP: Stick to main font type for all papers.

If it is not possible to explain the background to a proposal in the space of one page, include attachment(s) and provide further details. The use of graphs and tables can often convey the message more effectively and in less time than narrative. Avoid getting into the detail unless it is necessary.

The Font used in this example is Arial:

12pt for heading
10pt for text body
8pt for caption & footer

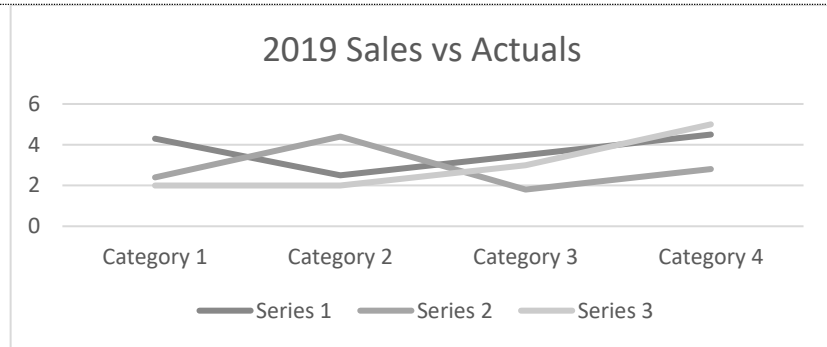


Table 1- 2019 Sales vs Actuals

TIP: Use the footer to help the reader and the writer navigate through the paper, also useful if you are printing the papers to be placed in binders.

[Identify any external advice / consultants / information involved in the preparation of the proposal.]

[Outline the recommendation on one page. Avoid repeating the statements made in the sections above. Recommendations should be sufficiently detailed to stand alone, i.e. to make sense without accompanying text.]

Outline the options considered and explain why the preferred option was chosen. Identify the key decision-making criteria and note how each option performs against that criteria. Use a table and/or chart, if this helps communicate the point.

Issues:

[Strategy Implications

Explain how this proposal is aligned to the strategic business plans.

Financial Implications

Explain the financial implications of the proposal in the form of an executive summary. If the financial implications are complex include an attachment and provide further details.

This section might include comments on whether the expenditure is budgeted or unbudgeted, the proposed timing of the expenditure and cash flow implications. If a business case has been prepared for a proposal, the major financial points of the case should be summarised here.

Risk Analysis

Analyse the major risks associated with the proposal and explain how these risks will be managed. Example table format.

		Consequence level					
		1	2	3	4	5	
Likelihood level	Descriptor	Insignificant	Minor	Moderate	Major	Catastrophic	Risk rating
5	Almost certain	5	10	15	20	25	Extreme
4	Likely	4	8	12	16	20	High
3	Possible	3	6	9	12	15	Moderate
2	Unlikely	2	4	6	8	10	Low
1	Rare	1	2	3	4	5	

Table 2- Consequence Level

Legal and Compliance

Outline any legal implications of the proposal for the Board considering and approving a proposal.

Outline what KPIs and / or reporting back to the Board will occur during and after implementation.

Management Responsibility

Identify the manager who will have responsibility for the proposal as well as the executive who will deal with the matter on a day-to-day basis.

Consultation:

The following people have been involved in the preparation of this paper:

[List the people involved in the preparation of the paper.

Joe Globes Project Manager

Matt Smith Redd Dorr Consulting]

TIP: Arrange your text in a table to keep formatting consistent.

TIP: Place graphs or tables at the end of the paragraph as close as possible to the reference in the text.

TIP: Avoid splitting a short paragraph over two pages it is better to let the page fall short and start the next page with the new paragraph.

Attachment A: (Name of attachment)

TIP: Turn on the paragraph mark symbol when formatting the paper and the view guidelines to help you work within a table.

Core terms and conditions of employment

Hours of work

- Ordinary weekly hours (hours should not be reduced)
- Flex leave arrangements for non-Executive Level (EL) employees
- Time off in lieu arrangements for EL employees

Superannuation

- Contribution rates should not be enhanced unless required by legislation or the relevant fund rules

Leave

- Paid annual leave
- Paid personal/carer's leave
- Evidence requirements for personal leave are not to be more lenient than current
- Paid compassionate leave
- Paid maternity/parental leave (includes adoption and foster care)
- Paid supporting partner leave (includes adoption and foster care)
- Paid community service leave
- Paid cultural/ceremonial leave
- Christmas closedown

Redeployment, reduction and redundancy

- There should be no enhancement to existing arrangements (including retention periods)

TIP: Long attachments can be provided as separate papers and therefore the page numbering can be independent of the main paper page numbering.