

[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]
PRESENTER:	[Expert who will present the paper – this may not be needed]

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.]*

Purpose: *[Explain what the paper is about and what it is endeavouring to achieve. The paragraph should be clear and concise and should state why the paper is being submitted to the Board.]*

Background: *[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.

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.

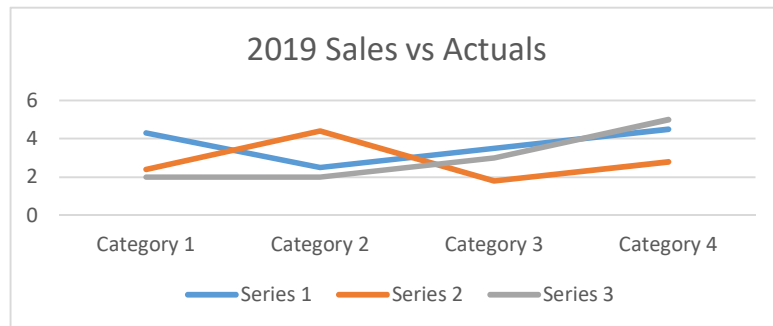


Table 1- 2019 Sales vs Actuals

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

Recommendation: *[Outline the recommendation on one page. Do not repeat 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 that were 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.

Detail the outcomes that is being sought to achieve the proposal. If the implications of the proposal are complex, include attachment(s) and provide further details.]

Issues:

[Strategy Implications

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

Financial Implications

Explain the financial implications of the proposal. This should take the form of an executive summary. If the financial implications are complex, such as a detailed capital expenditure proposal for a large project, 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 detailed 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.

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]

Attachment A: (Name of attachment)

Attachment B: (Name of attachment)