

Submission To	Committee Name
Meeting Date	
Category	Select: Confidential or Non-Confidential
Item No	[Governance use only]

NAME OF PAPER

RECOMMENDATION

This section covers the specific recommendation(s) required to be made by Council, University Leadership Team or Committees. There are four types of recommendations, the mandatory recommendation is “note” report. The optional recommendations are “request feedback”, “seek endorsement for referral to a higher body” and “approve”.

Recommendations should be standalone so that if they are read in isolation of the paper (as they will in minutes or extracts) the recommendation makes sense.

Examples:

That [insert Committee name] note the report [insert paper title].

That [insert Committee name]:

1. note the report [insert paper title]; and
2. provide feedback on [description of item] to [insert name/body] by [insert date].

That [insert Committee name]:

1. note the report [insert paper title]; and
2. endorse the [description of item] for approval by [insert name/body].

That [insert Committee name]:

1. note the report [insert paper title]; and
2. approve the [description of item].

EXECUTIVE SUMMARY

The executive summary is a succinct statement (up to half an A4 page) that outlines what the project is and why it is being proposed (it might align to strategy, risk mitigation, growth etc). It should be entirely self-explanatory.

If approval is being sought, include reference to the Committees powers from the Terms of Reference/Delegations.

RESOURCE / FINANCIAL CONSIDERATIONS

A short cash flow that sets out per year, in a table, the cash inflows and outflows (comprising one-off and ongoing cash outflows). Also include NPV if applicable.

Identify source of funding.

Confirm that resources to achieve the project are available and rate the degree of comfort (low, neutral or high expectation of comfort).

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RISKS

Identify up to 3 key risks of the project and explain how the risks will be managed by completing the table below. Refer to the UNSW Risk Management Framework and the risk and opportunity assessment criteria for ratings. (refer to the [Risk Management Manual](#))

Risk/Opportunity Description	Current Risk/Opportunity Rating	Current mitigation controls	Risk treatment actions	Target Risk Rating

CONSULTATION

This section must include the key stakeholders (up to 5) who have endorsed the proposal (set out in a table with stakeholders and the endorsement date). This may include committees and/or officers.

Example:

The proposal to [description of item] has been endorsed by the following:

Role	Name & Title	Date

ATTACHMENTS

Attachments should be used sparingly and only include information required by the Committee to endorse/approve the proposal. Generally, attachments provided to Committees will not be included in the meeting papers for Council.

All Attachments should be numerical.

The header of the Attachment should indicate Attachment [number] to Item [number].

Attachments will be listed under this tab as follows:

Attachment 1: [insert name of attachment]

Attachment 2: [insert name of attachment]

And so on

Author	(insert name and position)
Approver	(insert name and position)



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If a heading is not applicable for the paper, please state “N/A” rather than deleting the section.

If you have any queries relating to the submission of a Paper for Council, Council Committees or University Leadership Team, please contact James Fitzgibbon or Rebecca Brockman (<https://www.gs.unsw.edu.au/GovernanceTeamContacts.pdf>), or email council@unsw.edu.au.