Sample Paper Format

Flinders University

Insert COUNCIL or COMMITTEE name

Insert Title of Paper

**Purpose**

Explain in a short paragraph what the paper is about and what it is endeavouring to achieve. The paragraph should be clear and concise and should state whether the paper is being submitted for information or is seeking the Council/Committee’s approval.

**Background**

Outline in a few paragraphs the background to the matter, providing sufficient information for a Council/committee member with no background knowledge to understand the basis for the material being presented.

Summarise any previous Council/committee consideration and the outcome, referencing meeting dates and document numbers.

**Proposal**

Outline the proposal as briefly as possible, without repeating the statements made in the sections above. If the proposal is complex, provide further details as attachments.

The following issues, if relevant, may need to be addressed. If complex, provide a succinct overview with the detail in attachments.

**Consultation**

Identify internal and external consultation or information sources used in the preparation of the proposal. Summarise the views of those consulted. Outline any further consultation that is planned.

**Options**

Mention the options that were considered. Clearly articulate the pros and cons and material risks of each alternative and explain why the preferred option was chosen. Also see risk analysis section.

**Strategic and Operational Implications**

Explain how this proposal is aligned to the strategic/operational plan.

Detail the outcomes expected. Outline the impact of not approving.

**Financial Implications**

Explain the expenditure implications of the proposal.¹

This section should include comments on whether the expenditure is budgeted or unbudgeted, the proposed timing of the expenditure and cash flow implications. If a detailed

¹ If the issues are complex include an attachment and provide further details.
A business case has been prepared for a proposal; the major points of the case should be summarised here.

**Risk Analysis**

Identify the major risks associated with the proposal and indicate how these risks will be mitigated and managed.

**Governance and Accountability**

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

Outline what Key Performance Indicators (KPIs)/milestones will be used and/or what reporting back to the Council/committee will occur during and after implementation.

**Recommendation**

It is recommended that [insert Council or Committee Name] [approve/note] etc…

Use clear concise and unambiguous language to set out the proposed resolution that the Council/committee is being asked to pass. The proposed resolution should be consistent with the intentions stated under Purpose above.

Provide the draft paper to the Council/committee Secretary as early as possible and seek her/his advice on the structure of the paper and the wording of the recommendation.

**Author**

**Title**

**Date**