



Item #: Item Name

When to use the [Delegate Report Template](#)

This template is for delegates (Council subcommittees and University management) to provide assurance that they are fulfilling their delegated responsibility. All information should be captured in the template, excluding minutes, noting that attachments are by exception only.

Information about completing this template

*Formatting: Anything in **<pointy brackets>** must be replaced and the brackets removed. Delete all text shown in blue italics. The final template must use **Arial, size 10, black, non-italic** body text throughout. **Key headings** must be **BOLD UPPERCASE**. **Subheadings** must be **Bold Title Case**. Use hyperlinks sparingly and only in **Charles Sturt University Orange**.*

Some notes on governance vs management writing:

- **Governance** is the strategic task of setting the organisation's goals, direction, limitations, and accountability frameworks; **Management** allocates resources and oversees the day-to-day operations.
- Committees, particularly Council, hold ultimate accountability for the University's activities and performance, so writing for them must focus on the **big picture**, particularly with reference to performance against strategy and assurance of compliance.
- Governance committees require confidence that operations are on track and that risks to achieving objectives are clearly identified and managed.
- Governance provides oversight, not operational execution: governance defines the **"what"**, management delivers the **"how."**

For general guidance on writing reports, refer to the Writing Business Reports and Executive Briefs presentation from the training delivered by DPC, available on the Governance Services website.

PURPOSE

Provide a succinct summary of why this paper is being submitted to this particular committee. Delegate reports will generally be "To provide X Committee with an update on the business of the Committee, including assurance that delegations have been carried out appropriately".

RECOMMENDATION

The recommendation outlines the action or decision you are asking the committee to make and the outcome you expect from its consideration of the item.

Recommendations must be written as standalone statements that can be read and understood independently when included in the minutes as resolutions. They must use the full titles of reports, and acronyms are not to be used unless they have been fully qualified earlier in the recommendation.

The <Committee> resolves to **<verb>** XXX.

OR

The <Committee> resolves to:

1. **<verb>** XXX.
2. **<verb>** XXX.

PREVIOUS CONSIDERATION

Previous consideration	Key issues and outcomes
<p><i>Provide the name of the committee/s, including the Executive Leadership Team (where applicable), that previously considered the matter, the date/s of consideration, and the relevant resolution number/s (where applicable).</i></p> <p><i>Note whether the current committee is receiving the full report or a summarised version.</i></p>	<p><i>Provide a summary of any key issues raised during the previous consideration, how the matter was addressed, and whether any substantive issues or outcomes were identified, including recommendations and actions.</i></p> <p><i>(Include only information relevant to the committee, presented in concise dot points. More detailed analysis of prior consideration, including progress on recommendations and actions, will be provided in the Background and Key Issues sections.)</i></p>

KEY MATTERS FOR NOTING

Include matters that have been considered or approved under delegation and now require noting by the committee. Begin with a clear reference to the delegation being exercised. Summarise the key issues and the delegate’s rationale in sufficient detail to give the committee confidence and assurance that the delegation has been exercised appropriately.

- 1. **Heading 1**
HESF X.X.X | MTOR XXX

XXX

OUTSTANDING MATTERS

Include here matters that are not yet resolved and are expected to return to a future meeting for approval or noting. If there are no outstanding matters, delete the heading and record ‘Nil’.

- 1. **Heading 1**
HESF X.X.X | MTOR XXX

XXX

ATTACHMENTS

- A. *Include minutes here, but otherwise attachments will be by exception only.*
- B. *Add or delete as required*

Prepared by: <date> <Name, Position> of author

Approved by: <date> <Name, Position> of Exec/ELT member or person who supervises the author

Cleared by: <date> <Name, Position> of the member of the Committee who is submitting on author’s behalf. For management papers submitted to Council committees, this is the VC