



(OGCA use only) CMTT# Meeting Date
Choose an item.

Item #: <Item Name>

When to use the Full Report Template

When providing advice to support a committee decision. All information for the report is captured in the template, and attachments are not required.

The report length should be a balance between the smallest practicable number of pages while appropriately covering the key issues. It can be expected that lengthy submissions (e.g. more than 10 pages) or those including unnecessary detail will be returned to authors for editing.

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. E.g. To seek approval of..., To provide X Committee with a progress report on..., To seek feedback on...

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. Please ensure the committee has the delegated authority to make the decision you are requesting by checking the [Delegations Register](#) and [Policy Library](#).

***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 approved resolution verbs are:

accept the recommendation of the x Committee and other verb	<i>Accept cannot be used by itself. It is only to be used when receiving recommendations from a subordinate committee.</i>
approve	<i>Used when the committee has delegated authority to decide something.</i>
endorse and recommend	<i>Used when the committee does not have delegated authority to make the decision, and the matter must be referred elsewhere. Endorsement indicates support, not approval. 'Endorse' must be paired with a recommendation to the committee that holds the decision-making authority.</i>
note	<i>Used when no decision or discussion is necessarily required, but the information needs to be formally noted as part of the meeting record.</i>
request	<i>Used when the committee needs to ask for further action to be undertaken by another person or body.</i>

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>

BACKGROUND

Key points to address here may include:

- **A concise summary of the topic or landscape for non-content experts**, including a clear statement of confidence or risk. This must relate directly to the core purpose of the submission. Outline what is normal practice, what is considered best practice, any noteworthy developments, and, where relevant, how the University performs or compares.
- **Full details of prior consideration by other committees**, including what was discussed, any concerns raised, and how these have been addressed. Where relevant, specify previous decisions (e.g., approval of a business case) when seeking subsequent approvals, such as funding.
- **Advice on what has already been decided, by whom, and the status of implementation**, including whether previous decisions are being implemented successfully or require reconsideration.
- **Details of consultation with stakeholders**, who they are, and the outcome of the consultations, including whether there was agreement, and if not, information on any areas of contention.

KEY ISSUES

Key points to address may include:

- **A clear outline of the major issues and outcomes arising from the submission**, including what the University is trying to achieve and why. Provide a recommended way forward, expressed as a final judgement on how the committee should proceed based on the analysis.
- **A comparison of the available options**, including the pros and cons of each, an assessment of feasibility, associated risks, strengths and weaknesses, and any related decisions required (e.g., financial or resource implications).
- **Details of how identified risks or concerns are being mitigated, managed, or addressed**. Reports must clearly state if there are issues of concern; if none exist, explicitly state that there are none. Major risks are to be listed in the risk table below.
- **For academic papers, specify academic risks and impacts on academic quality indicators**.
- **Information on trends**, including whether issues are systemic or isolated, whether they have improved or worsened over time, and, where relevant, how the University compares to the sector.
- **For annual reports and progress reports**, provide a detailed update on the status of recommendations or actions arising from previous consideration. Refer also to the Actions and Next Steps section, which requires identifying any high-priority items included in the Enterprise Actions Register (EAR) and determining whether additional actions are proposed for referral to the Risk and Compliance Unit (RCU) for inclusion in the EAR.
- **An explanation of how the proposal aligns with the University Strategy and University Values** (insightful, inclusive, impactful, inspiring), particularly where the proposal implements components of the Strategy.
- **Any questions or areas where guidance from the committee is required**.

RISK

Major Risk	Risk Monitoring and Management	Does this sit within risk appetite?
List the risk category from pages 6 and 7 of the Risk Appetite Statement in bold and a summary of the risk in regular text.	Provide the details about how the risk will be managed.	<Yes/No>

COMPLIANCE

Committees must understand the basis for their decision and be assured they have the authority to make the decision requested. Clearly state the key obligations of the University or the committee in relation to the matter and explain how the submission fulfils or discharges those obligations.

This section is not optional - do not write N/A.

Legislative Compliance	<p>At a minimum, the relevant legislation will be the Higher Education Standards Framework 2021. You may also wish to familiarise yourself with your office's obligations in the Legislative Compliance Database.</p> <p>This submission contributes to compliance with:</p> <ul style="list-style-type: none"> • <Section # of the (hyperlink the Act)>
Policy/TOR Alignment	The relevant policy will be the Committee's Terms of Reference/Governance Rule , Delegations Register and Policy Library .

	<p>This submission is made in accordance with:</p> <ul style="list-style-type: none"> • <Clause # of the (insert name and hyperlink from the Policy Library)>
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ACTIONS AND NEXT STEPS

Next Steps	<p><i>Outline the next steps that need to occur following the committee's consideration, including whether the paper will progress to another committee, be included in future routine reporting, or be monitored by management with escalation back to the committee only if required.</i></p> <p><i>If no further action is anticipated and the committee's consideration concludes the matter, this can be noted.</i></p>
Enterprise Actions Register	<p><i>Provide the details of any high-priority actions related to this matter that appear in the EAR.</i></p> <p><i>Identifying any significant matters included on the EAR assures the committee that management is actively managing the issue and that no further committee involvement is required. Overdue EAR actions are reported to the Audit and Risk Committee, creating a feedback loop within the governance system.</i></p> <p><i>Please note that not all submissions require formal actions to be monitored by a committee or the RCU; many management activities are routine BAU and do not need to be recorded as formal actions.</i></p> <p><i>If you have any queries or wish to discuss status updates or the inclusion of additional actions in the EAR, please contact the RCU at riskandcompliance@csu.edu.au.</i></p>

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 the author's behalf. For management papers submitted to Council committees, this is the VC.