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

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| Item #: <Item Name> |

***When to use the Full Report with Attachments Template***

*When providing advice to support a Committee decision. All relevant information is captured in the template and attachments are only included if the Committee needs to approve that specific document, eg. a policy, a submission to an external body, etc. or if you are attaching an action sheet.*

*Report length should be a balance between the smallest practicable number of pages while covering the key issues appropriately. 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> needs to be edited and brackets removed. Any area written in blue italics needs to be deleted. The final template body text should be all in the same font (Arial) size (10) and colour (Black) and non-italicised. Key headings should be in* ***BOLD UPPERCASE****. Subheadings should be in* ***Bold Title Case****. Links should be used sparingly, and 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" is the allocation of resources and overseeing the day-to-day operations of the organisation.*
* *Committees (particularly Council) have ultimate accountability for the University’s activities and performance. When writing for a governance Committee your focus should be on the big picture – particularly with reference to performance against strategy and assurance of compliance.*
* *Governance Committees need to be assured that everything is going as planned and that they are made aware of any risks to achieving their objectives.*
* *Governance Committees ensure oversight but don’t actually do the work - Governance is the “what”, Management is 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**

*A succinct summary of why this paper is being submitted to this particular Committee. If an item is for discussion, specify this in the purpose section NOT the recommendation section.*

*Eg. To seek approval of…, To provide X Committee with a progress report on…, To seek feedback on….*

**RECOMMENDATION**

*The recommendation section is where you list the action(s)/decision(s) you are asking the Committee to take – what you want to have achieved at the end of the item’s consideration by the Committee. You need to make sure that the Committee to whom you are making a submission has the authority to make the decision you are requesting.*

*While Council has ultimate authority for all decision making at the University, it has delegated some of its authority to persons, positions, or committees. Those decisions should be made by the relevant delegated authority, not by Council. Refer to the* [*Delegations Register*](https://delegations.csu.edu.au/) *and* [*Policy Library*](https://policy.csu.edu.au/masterlist.php) *to ensure the Committee you are requesting a decision is appropriate to make it.*

*The approved resolution verbs are:*

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| ***accept*** *the recommendation of the x Committee and* ***other verb*** | *Accept cannot be used by itself. Only to be used when receiving recommendations from another Committee. TIP: Check the minutes/action sheet of the subordinate Committee for wording of the resolution.* |
| ***approve*** | *Used when the Committee has delegated authority to decide something.* |
| ***endorse*** *and* ***recommend*** | *Used when the Committee does not have delegated authority to decide something and the decision needs to be referred elsewhere. Endorsement indicates support not approval. Endorse cannot be used by itself. Must be paired with a recommendation to the Committee with the decision making ability.* |
| ***note*** | *Used when a decision or discussion is not necessarily required but the information should form part of the formal record of the meeting.* |
| ***request*** | *Used when the Committee needs to ask for further action to be undertaken by another person or body.* |

*For a single recommendation write the entire text in one sentence. The resolution verb should be in bold. For a recommendation with multiple parts use a numbered list. They should be left justified with no spacing between lines:*

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

*OR*

The <Committee> resolves to:

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

**BACKGROUND**

*Key points to address here may include:* 

* *For the benefit of non-content experts, summarise briefly the topic/landscape including expressing a judgment about confidence/risk. This must be directly relevant to the core of submission, not just information which is tangentially related. State what is normal, what is best practice, any noteworthy developments, and how the University performs/compares.*
* *Prior consideration by other Committees, a summary of what was discussed and how have any concerns raised by that Committee been addressed.*
* *Previous consideration/approvals, eg. a business case was approved on x date and now you’re seeking approval of funding.*  *If this is an update on a previous submission or an action arising from a meeting, include the Committee resolution/action number.*
* *What has already been decided, by whom, and whether it is being implemented successfully or needs re-consideration*
* *For the purpose of addressing risk, it may be relevant to note consultation with stakeholders, who they are, and the outcome of those consultations.* *Which staff, Divisions/Faculties/Business Units, and/or committees have been consulted regarding this proposal and whether they agreed – if not, what are the areas of contention?*

**KEY ISSUES**

*The main purpose of a submission is to succinctly set out the issue, analyse the relevant facts, develop some options, discuss their pros and cons, identify and mitigate risks, and recommend a way forward.*

* *The major issues/outcomes arising from the submission. This includes identification of the risks/concerns (including risk of non-compliance due to making and/or not making the decision) and what steps are being taken to mitigate/manage/address them. Reports must clearly state if there is an issue/s of concern. If no risk/concerns, state there are none.*
* *For academic papers, specify academic risks and impacts to academic quality indicators*
* *Highlight trends, whether issues are systemic or once off, if our position has improved or worsened over time, how the University compares to the sector.*
* *For progress reports state if on track, if any exceptions, the reason for the exception and how that is being overcome.*
* *Comparison of options – state the pros and cons of each, an analysis of the feasibility of those options / risks / related decisions that would need to be made (eg financial / resource impacts), strengths and weaknesses, and express a final judgment for how the Committee should proceed based on that analysis.*
* *How the proposal aligns with the University Strategy and University Values (insightful, inclusive, impactful, inspiring), if the proposal is intending to implement some component of the Strategy ie it is why we are doing the proposed activity*
* *Do not just refer to an attachment, summarise the key issues.*
* *Raise any questions or areas on which you need guidance from the Committee.*
* *List major risks in below box - add or delete rows as required.*

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| **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*](https://policy.csu.edu.au/download.php?associated=1&id=941&version=2) *in bold and a summary of the risk in regular text.* | *Provide detail about how the risk will be dealt with.* | *<Yes/No>* |

**ACTIONS AND NEXT STEPS**

**Proposed Committee Action Items** *<delete if not applicable>*

*Xxx*

**Proposed Enterprise Action Register Items** *<delete if not applicable>*

*Xxx*

*In this section you advise the Committee about the next steps planned to occur after this meeting/decision. For example, will there be ongoing advice in regular reports that come to the Committee, or will it be monitored by management and only need to come back to the Committee as part of normal risk escalation if required? There may be no specific next steps if consideration by the committee is the end point for the matter.*

*Key points to address here may include:*

* *What will happen after the decision is made – what are the next steps.*
* *Proposed formal actions arising from the submission that will be tracked:*
  + *A committee action – to be added to the action sheet for a specific committee to be considered at a future committee meeting*
  + *A management action – to be added to the Enterprise Action Register administered by the Risk and Compliance Unit*

*A note regarding actions – not all submissions require formal actions that will be monitored either by a committee or the RCU. Many management activities are BAU and do not require a formal action to be included. Flagging significant matters as being included on the Enterprise Action Register is a way of providing reassurance to a committee that management has the matter in hand and it does not require the Committee’s further involvement. Overdue actions from the Enterprise Action register are reported to the Audit and Risk Committee, providing a feedback loop into the governance system.*

**COMPLIANCE**

*Committees need to understand the basis for their decision and be assured they have authority to make the decision requested. You should state the key obligations the University/Committee has and how the submission discharges that obligation. Fill in the below table with relevant information.*

*At a minimum the relevant legislation will be the* [*Higher Education Standards Framework 2021*](https://www.legislation.gov.au/Details/F2021L00488) *and the relevant policy will be the* [*Committee’s Terms of Reference/Governance Rule*](https://policy.csu.edu.au/mtor.php)*. The compliance references in the Report Repository are a helpful starting point if you are unsure. You may also wish to familiarise yourself with your office’s obligations in the* [*Legislative Compliance Database,*](https://compliance.csu.edu.au/)[*Delegations Register*](https://delegations.csu.edu.au/schedule.php) *and* [*Policy Library*](https://policy.csu.edu.au/masterlist.php)*.*

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

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| **Legislative Compliance** | This submission contributes to compliance with:   * <Section # of the (hyperlink the Act)> * <Section # of the (hyperlink the Act)> * <Section # of the (hyperlink the Act)> |
| **Policy/TOR Alignment** | This submission is made in accordance with:   * <Clause # of the (insert name and hyperlink from the [Policy Library](https://policy.csu.edu.au/masterlist.php)> * <Clause # of the (insert name and hyperlink from the [Policy Library](https://policy.csu.edu.au/masterlist.php)> * <Clause # of the (insert name and hyperlink from the [Policy Library](https://policy.csu.edu.au/masterlist.php)> |

**ATTACHMENTS**

*This template is not a cover sheet, it is a submission and should concisely provide all required information. Attachments should be used by exception only. Attachments should only be included if the Committee needs to approve that specific document, eg. a policy, a submission to an external body, etc. or if you are attaching an action sheet (see Actions and Next Steps for further information re actions).*

*Attachments should be provided as separate documents; do not add a page to this template, and do not combine attachments into single PDFs – this assists with navigation and linking documents in agenda packs. Attachments should be provided in word or PDF only. Power point presentations are only to be used for visual information, not for analysis. Power point presentations and excel documents must be converted to PDF prior to submission. To avoid confusion, please ensure attachment documents are correctly titled ‘Att A’, ‘Att B’, etc*

1. <Attachment Name>
2. <Attachment Name>

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| **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* |