

An annotated sample board paper

BOARD PAPER	
Agenda Item:	#
Agenda Item:	[Insert Title]
Paper type:	[For Decision, For Discussion or For Noting]
Sponsor:	[Insert Name and Title]
Presenter:	[Insert Name and Title]
Draft Resolution	
For a paper that require a decision, state here the resolution that the board is being asked to pass. It is good practice to write the resolution in a clear and concise way, in order for it to be approved by the board without amendment.	
Executive summary:	
Explain in no more than a single paragraph of 4-5 lines, what is the specific purpose of the paper and what is it aiming to achieve. This paragraph should state whether the paper is being submitted for the board's information or is seeking the board's approval for an action, contract, etc.	
Background:	
Provide enough information to enable a director to understand the draft resolution and to form an opinion on the necessary outcome. Non-executive directors are generally removed from the organisation's day-to-day and therefore their knowledge of the detailed operation needs to be considered.	
This section is typically a single page. It should contain a summary of any previous board consideration of the topic. It should also identify any external advice/consultants/information that was used in the preparation of the paper.	
If a full background explanation requires more than a single page, the information should be summarised in this section and then more fully explained in appendices to the paper. It is good practice to also indicate if there are previous papers on similar topics that directors could reference.	
Recommendation:	
Articulate a precise recommendation in no more than a single page. It should be sufficiently detailed and clearly explain why the board should accept the recommendation, however it should not repeat statements from the preceding sections.	
The recommendation should include a summary of the alternatives (where relevant) and why the preferred option was put forward. It is useful to also include the outcomes that the recommendation aims to achieve.	
Further details, such as decision-making criteria, can be more fully explained in appendices to the paper if the recommendation has complex implications.	
Issues:	
<u>Strategy implications</u>	
Explain, in no more than half a page, how this proposal is aligned to the organisations articulated mission and agreed strategic and operational business plans.	
<u>Financial implications</u>	
Explain, in no more than half a page, the proposal's financial impact on the organisation. This section should take the form of an executive summary.	

If the proposal involves a detailed business case, or if the implications are complex, capture only key financial points here and provide further details in appendices to the paper.

If the proposal decision requires significant capital expenditure, it may be necessary to include comments on whether the expenditure is budgeted or unbudgeted, the proposed timing of the expenditure and cash flow implications.

Risk analysis

Risks are issues that may occur and therefore may have an impact on the proposal's intended outcome.

Explain, in no more than half a page, the major risks associated with the proposal and explain how these risks will be managed. This information may be presented using the following table format:

Identified risk	Untreated risk level	Risk treatments	Treated risk level	Strategy to manage risk

Triple-plus bottom line implications

For certain proposals, an effective board paper may require directors to consider a broader line of sight in order to effect sound consideration and decision making.

Explaining, again in no more than half a page, the major environmental, social benefit and economic prosperity impacts may provide a useful decision-making insight into creating sustainable stakeholder value and governing organisational culture.

Corporate governance and regulatory compliance

Outline the legal and regulatory implications of the proposal. For sound and effective governance oversight, the board will need to be assured that relevant internal risk management frameworks and legal and regulatory compliance processes have been implemented and are being monitored.

This section should include what performance metrics are in place, and what reporting flows the board can expect during and after implementation.

Management responsibility

Identify the executive sponsor who will have responsibility for the proposal as well as the manager who will deal with the matter on a day-to-day basis.

Signing of board paper

Chief Executive Officer

Sponsor

The following people have been involved in the preparation of this board paper:
[Name and Title]

List of appendices: