**[*YOUR COMPANY NAME HERE*]**

**Reference** Paper Number [X], Board Meeting [*DATE*]

**Purpose** For [*DECISION*]/[*DISCUSSION*]

**Date** [*DATE*]

**From** [*AUTHOR*]

**Subject** [*SUBJECT HERE*]

**1 Requested Action**

*[What you want the board to do – ie take note, make a decision, approve something. This is basically the recommendation and very short ie ‘Management requests that the board approves doing something’].*

**2 Executive Summary**

*[Summarise the recommendation and the basis for it. This is 2 paragraphs max.]*

**3 Introduction/Background**

*[The introduction and background to the paper – ie what it’s about, why it’s coming to the board, what is going on. Half page max]*

**4 Discussion**

*[Discuss the situation and pertinent facts/options. This should be high level – appendix anything that isn’t essential to understanding or that is required to provide evidence. One page max.]*

**5 Recommendation**

*[Outline the recommendation and the rationale behind it (based on the facts from the discussion). Half a page max.]*

**A Appendix**

*[Details and evidence required to support your assertions. All should be referenced in the main body of the report – ie there should not be anything in the appendix which has not been specifically referred to/pointed at from within the main report.]*