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**[Paper Code]**

**Edinburgh Napier University**

**[Committee Title]**

**[Paper Title]**

*[Authors should ensure that their papers are written in a way that is appropriate to all intended audiences, whereby a single paper can be presented to a number of committees at different levels, with differences in framing and context relevant to each committee facilitated through the use of different cover sheets.*

*The template may be used in two ways:*

1. *To act as the preface / cover sheet for a lengthy, detailed or complex paper (in which case the template is used to sum up the main areas for discussion at the committee and any recommendations or actions to be considered, while the full paper is attached as an appendix. Such cover sheets should normally be no longer than two sides.*
2. *To form the “skeleton” structure around which a paper is prepared (this would be useful for papers where content is limited to no more than around two to three pages).*

*The font used in papers and cover sheets should be Arial point 12 and text should be left aligned in accordance with accessibility guidance*

*Each paragraph within a paper should be individually numbered for ease of reference.*

*Papers should be structured on the following template,* ***using those section headings which are relevant****. Text appearing in square brackets is for guidance and should be replaced by content specific to the paper.]*

**Purpose**

1. [Summarise the purpose of the paper and the action required of the committee. Wherever possible this should be to either **approve** or to **note** an issue. Authors should not use an open recommendation, for example asking members to ‘decide what course of action they want to take’ or ‘provide a steer on how they wish to respond’. If absolutely necessary, a choice between a small number of specific options should be offered]

**Background**

1. [Summarise why the issue has arisen and from what source; the history of discussions so far; any internal or external consultation conducted; and any key decisions taken to date by the Executive or Committees.]

**Alignment to Strategic Objectives/External Policy Driver**

1. [Clearly indicate which of the University’s strategic objectives or which external policy/regulatory driver the paper is addressing]

**Summary of Key Issues and Options**

1. [This general heading can be used if appropriate to the particular content of the paper.]

**Resource Implications**

1. [Where appropriate, summarise the resources needed and from where these will be secured. Cover the main dimensions of people, finance and other relevant areas e.g. data, equipment. Outline what effects this will have on other priorities? What authority to invest at the required levels is needed and has been granted? How do the costs compare with anticipated benefits?]

**Equality Considerations**

1. [This heading can be used to highlight, where appropriate, particular issues concerning equality, diversity and inclusion. Refer to the [current guidance](https://staff.napier.ac.uk/services/hr/workingattheUniversity/inclusion/Pages/Equality-Impact-Assessments.aspx) on the requirements for Equality Impact Assessments and, if appropriate, indicate whether the matter contained requires and/or has been subject to a rapid or full Equality Impact Assessment. Completed Equality Impact Assessment Templates should be attached to the cover sheet. Wherever possible, such assessments should be undertaken prior to presenting the matter to a committee.]

**Communication Issues**

1. [Consider and identify to whom the outcome or content of the paper needs to be communicated. If the outcome is for wide communication, liaise with Marketing, Brand & Communications for assistance on the best approach and to provide brief key messages summarising what can be said about the issue to outside audiences.]
2. [If it is believed the paper should not be disclosed beyond the committee because the matter contained is sensitive or confidential in nature this should be indicated here with reference to the relevant exemption under the Freedom of Information (Scotland) Act 2002. These are:
* Substantially prejudice a programme research (Section 27 – FOISA)
* Substantially prejudice the commercial interests of any person or organisation (Section 33 – FOISA)
* Breach of the Data Protection Act (Section 38 – FOISA)
* Substantially prejudice the effective conduct of public affairs (Section 30 – FOISA)
* Constitute a breach of confidence actionable in court (Section 36 – FOISA)

The duration of time for which the paper should be withheld should also be indicated here]

**Risk Appetite**

1. [Where appropriate, refer to the [Edinburgh Napier University Risk Appetite Statement](https://staff.napier.ac.uk/services/governance-compliance/governance/risk-management/Pages/home.aspx) and indicate whether the matter requires and/or has been subject to an assessment of risk appetite. Completed Risk Appetite Templates should be attached to the cover sheet. Wherever possible, such assessments should be undertaken prior to presenting the matter to a committee.]

**Responsibility for Actions**

1. [Identify the individual with responsibility for ensuring a given action is implemented, avoiding as far as possible ownership by groups and departments]

**Monitoring/Evaluation & Reporting Back of Actions**

1. [Where appropriate, set out how and when actions will be monitored, evaluated and reported back to the committee]

**Timing**

1. [Identify key deadlines and milestones. If appropriate, explain why it is important for the committee to make a decision at this meeting.]

**Recommendation**

1. [This is the place to make your recommendation(s) on what action is required of the committee. Provide a clear and specific recommendation for a particular course of action which is supported by your analysis. Wherever possible this should be to either **approve** or to **note** the matter.]
2. [Authors should not use an open recommendation, for example asking members to ‘decide what course of action they want to take’ or ‘provide a steer on how they wish to respond’. If absolutely necessary, a choice between a small number of specific options should be offered. The recommendations given here should be consistent with the summary in paragraph one of the paper. If the number of recommendations is very large, it may be advisable to bring them together as a separate annex.]

**[Initial(s) and Surname of Paper Sponsor]**

**[Job Title]**

 **[Initials and Surname of Paper Author]**

**[Job Title]**

**[Date of Completion of Paper]**