POLICY	Governance
TITLE:	Board 'For Decision' Papers
AREA:	Governance
RESPONSIBILITY:	Chief Executive Officer
RELATED POLICIES:	Matters Reserved for the Board
	Delegations Policy
DRAFTED BY:	Chief Executive Officer
DATE APPROVED:	17th June 2018
APPROVED BY:	Paddle Australia
NEXT REVIEW:	June 2020

CONTENTS

1. OBJECTIVE

The objective of this Policy is to ensure that the Board has full information about a recommendation before it makes a decision.

2. OUTLINE OF POLICY

2.1 FORMAT

Any recommendation to the Board from management is set out in a separate board paper marked 'For Decision' by the Board. It should be marked with a subject heading that clearly identifies what the board paper for decision is all about.

Each 'For Decision' board paper should be clear and concise and authored specifically to assist the Board in gaining a full understanding of the issues. Every impact on the organisation should be considered.

Generally, board 'For Decision' papers are no more than three pages unless the importance of the subject makes this impossible. Background information papers may be attached but the 'For Decision' paper stands alone.

In preparing 'For Decision' board papers, management will consider and where appropriate address in the paper the matters below.

The matters to be addressed in each 'For Decision' board paper should include:

1. How does the decision being made relate to Paddle Australia's strategic and operational plans?

2. Have all relevant groups and committees been consulted on issues relating to the decision to be made and what is the view and/or recommendations?

3. What risks are associated with the decision being made, especially in terms of cost and reputational impact, and how are these risks to be mitigated?

4. What will be the likely impacts of the decision being made on stakeholders and other third parties, especially, but not exclusively, in financial terms?

5. Is the decision being made supported by research data, other evidence or other objective rationale?

6. What are the alternatives to the decision being taken and have these been properly considered?

7. Are there any existing rules, practices or precedents that are relevant to the decision being made, and how might the decision impact on or be impacted by these?

8. Has the decision being made been considered previously by the Board and, if so, what earlier decisions or direction has been provided? Previous papers should be attached and/or referenced as appropriate.

9. Does the decision being made relate or run contrary to any Paddle Australia Business, Financial or Governance Policies or ASC guidance?

10. What benefits will be derived from the decision being made, what costs are involved and how will these be met?

11. Is the resolution clear, concise and unambiguous?

12. What outcomes are likely given the effective execution / implementation of this decision?

Supporting information is noted in the paper and appendixed with cross-references to the key facts. Supporting information may include:

- Additional information, description or discussion;

- Detailed charts, tables or analyses;

- A comparison of alternatives or options as justification for the final recommendation; and

- Any impact on key performance indicators (KPIs) in organisational plans.

2.2 FURTHER NOTES

This heading notes if:

- Background information papers, relied on by management in making the recommendation, are not attached;

- Alternatives or options have not been considered; and

- Implementation of the recommendation will not impact KPIs.

2.3 RECOMMENDED REVIEW DATE

The paper should propose a review date. The purpose of the review is to test actual against projected outcomes, qualitatively and quantitatively.

3. REVIEW

The Board reviews this Board 'For Decision' Papers Policy every two years and updates where necessary.