

COVER SHEET

<b>Document title:</b>	
<b>Author/s:</b>	
<b>Sponsor on UEB:</b>	
<b>Document History:</b>	First/second/final version <b>(please include details of other groups/committees that have reviewed the paper before UEB)</b>
<b>Paper Classification:</b>	Open/Confidential/Commercial in Confidence/ Legally Privileged (delete as appropriate) <i>Open: open to all internal audiences and can be published (if Council paper in accordance with the OfS Regulatory Framework Ongoing Conditions of Registration)</i> <i>Confidential Or Commercial in Confidence: – not to be shared unless stipulated. Please state why this paper is exempt from publication.</i> <i>Legally Privileged: must not be shared unless with the written permission of the paper author and sponsor.</i> <b>Please also remember that if papers include information that is considered Personal under GDPR, that this should be highlighted clearly that this should not be shared.</b>
<b>Type of Paper:</b>	For information – not for discussion For discussion – issue for discussion not for decision For approval – recommendations for decision/approval (delete as required)

**Executive Summary**

<p><b>[Please summarise the key points in the paper and encapsulate the findings of the paper.]</b></p> <p>An effective executive summary is essential to successful board-level papers. It gives an overview of a report’s purpose, methods, findings, and conclusions/recommendations. They are an absolutely essential tool for busy board members who may not have time to read the whole report.</p> <p>There is a lot of free guidance available on how to write an effective executive summary. For example: RMIT Learning Lab: <a href="https://emedia.rmit.edu.au/learninglab/content/beginning">https://emedia.rmit.edu.au/learninglab/content/beginning</a></p>
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**Financial Implications:**

<p>[Briefly summarise the financial implications for the University, Colleges and Services. Please indicate if there are none, and the reasons for this.]</p>
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**Risk Assessment:**

<p>[Briefly summarise key risks. Please indicate if there are none, and the reasons for this.]</p>
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**Equality & Diversity:**

<p>[Briefly summarise E&amp;D implications and indicate whether an EIA has been undertaken or needs to be undertaken. Please do not leave this blank but highlight nil returns.]</p>
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**People Impacts**

[Briefly summarise any staffing implications, including potential changes to staffing levels and profiles; impacts on ways of working; training requirements; and how the proposal is aligned with the HR strategy]

**Environmental/Sustainability Impacts:**

[Briefly summarise the Environmental/Sustainability Impacts.]

**UEB is asked to:**

[summarise actions required by UEB at the meeting]