

Appendix 1: A board agenda that works

1. Matters arising

A brief, specific check: what was agreed, who owned it, is it done. Five minutes maximum.

2. Any other business

AOB discussion comes at the end, but better to identify what they are (if any) to make sure you leave room before finishing

3. Financial performance

The story behind the numbers. What happened, why it's important, what needs to happen next.

4. Reports from CEO and for each main function

Where are we against where we said we'd be? Forward-looking conversation, not a post-mortem.

5. Strategic items (one or two per meeting, rotated)

Review of progress against strategy waypoint targets.

6. Risk and governance

Anything that has changed since last meeting. If nothing has materially changed, say so and move on.

7. Any other business

The actual AOB discussion on anything new that has come up since the reports were written.

8. Date of next meeting

Before the meeting: papers circulated at least three days in advance. Read before arrival – not during.

After the meeting: minutes within 48 hours. Decisions, owners, dates – not a transcript.