

# AFM Company Secretary Forum

WHAT GOOD LOOKS LIKE, HOW TO GET THERE & STAY THERE



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# Agenda

1. What is a high impact board pack?
2. What is a high impact board paper? *The CEO Report*
3. How can you embed best practice reporting principles?

WHAT GOOD LOOKS LIKE

What is a high impact board pack?



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What was the last thing you read  
and enjoyed?



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# What does good look like?

## A high impact board pack

- Fully **primes the reader** in advance
- **Focuses** on what is important
- Is made up of papers that:
  - Highlight **key** points
  - Seek specific **input**
  - Provide an **unvarnished** account
  - Looking **forwards** as well as back

### High Impact Board Pack

1. Well structured agenda

2. High Quality Questions

3. High Quality Board Papers

WHAT GOOD LOOKS LIKE

# How to write a high impact paper



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A WORKED EXAMPLE

# CEO Report



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# What does good look like?

## A high impact board paper

- Breaks down a topic into a set of **focused questions**
- Conveys **insight, materiality** & 'so what?'
- Adopts a **clear, concise & compelling** style
- Specifies the ask of the reader

High Impact Board Paper

1. Focused Questions

2. 1 pg. Executive Summary

3. Robust, well-structured  
answers

4. Clear, concise style



MAKING THE MOST OF TECHNOLOGY

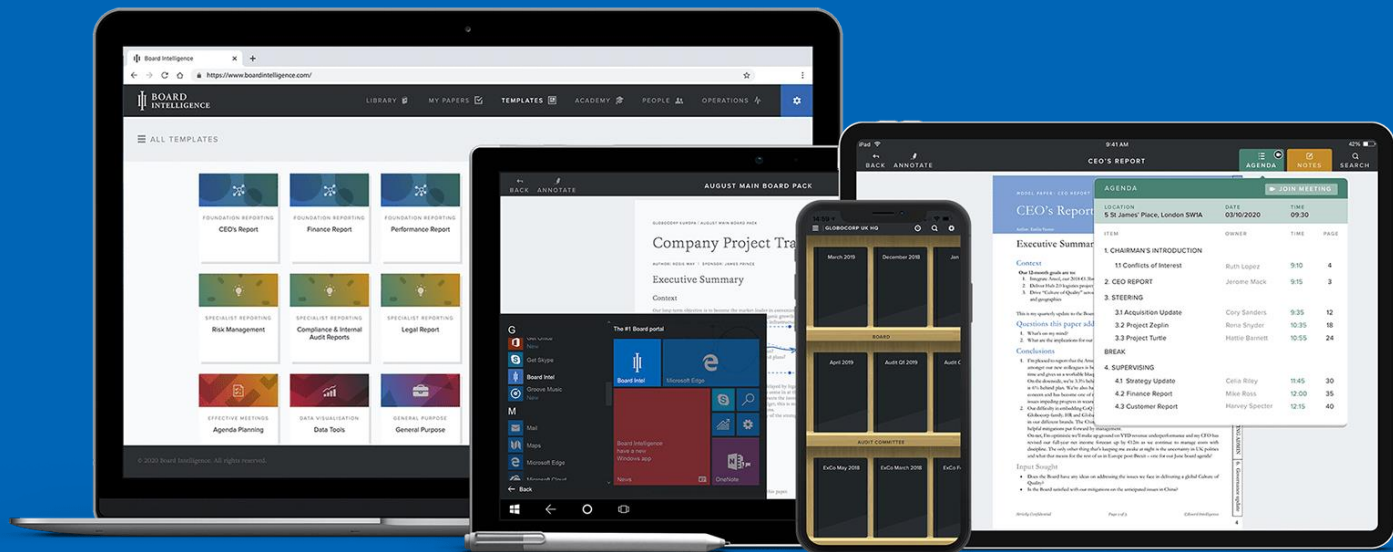
How can you create & embed  
high impact board packs?



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# HOW TO EMBED BEST PRACTICE



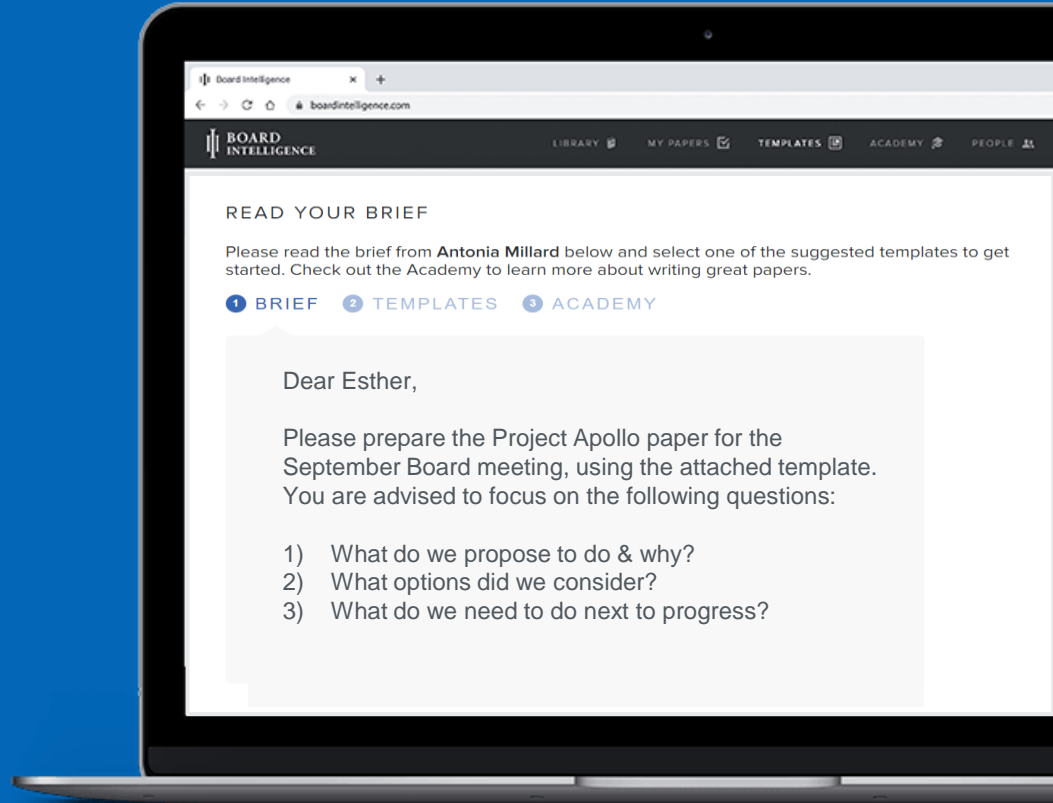
1. Topics  
Plan focused agendas

2. Tools  
Provide ongoing support for authors

3. Technology  
Embed a better process

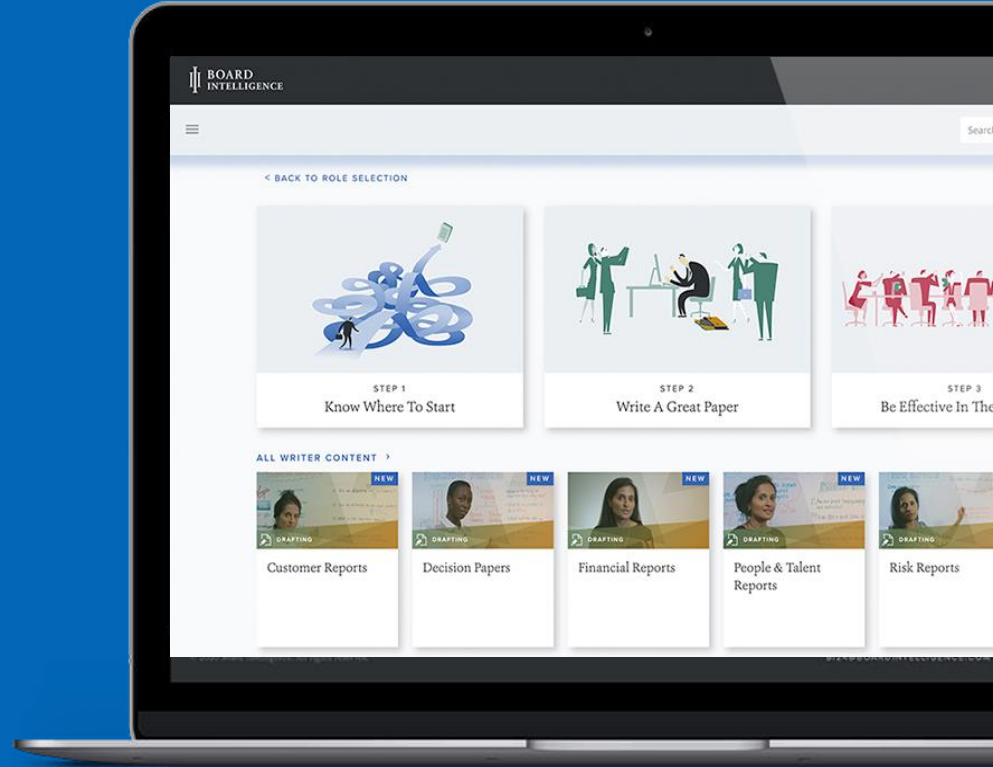
# Plan strategically, brief clearly

- Make time for what matters
- Brief authors on key questions
- Simplify the production process



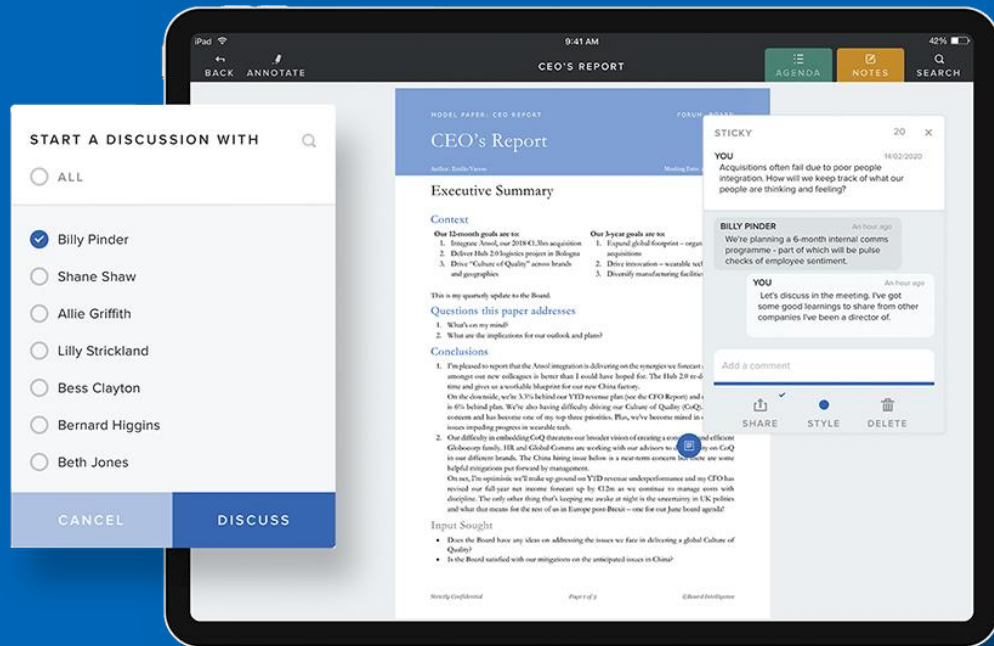
# Embed principles with templates

- Provide a framework to structure reports
- Offer ongoing learning to embed principles
- Drive consistency



# Make it stick

- Streamline supporting processes
- Close the feedback loop
- Accurate information at everyone's fingertips



NEXT STEPS

# Wrapping up



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# Want to know more?

- Book a demo
- Get in touch
  - [Antonia.Millard@boardintelligence.com](mailto:Antonia.Millard@boardintelligence.com)
- Additional resources: [boardintelligence.com/resources](https://boardintelligence.com/resources)
  - Join our workshops
  - Assess the quality of your board pack
  - Assess the effectiveness of your board meetings

THANK YOU

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