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ADMINISTRATION AND SECRETARIAL | AS-025

Board Secretary and Corporate Secretarial Practice

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Course content

Why Attend

Effective boards depend on effective secretariats. The board secretary ensures that meetings are properly convened, papers are timely and clear, decisions are accurately recorded, statutory obligations are met and directors receive the information and support they need to govern well.

This Board Secretary and Corporate Secretarial Practice training course provides a practical grounding in the role of the board or company secretary. Participants learn how to plan the board calendar, prepare agendas and board packs, support the chair, manage meetings and committees, write clear minutes and resolutions, maintain statutory registers and records, and support good governance practice.

Course Methodology

• The course uses practical demonstrations, document reviews, minute-writing exercises and simulated board meetings. Participants work with sample agendas, board papers and governance documents and receive feedback on the quality of their drafting and meeting support.

Course Objectives

• Explain the role, responsibilities and independence of the board secretary

• Understand core governance principles and the duties of directors

• Plan annual board and committee calendars and agendas

• Prepare high-quality board packs and coordinate board papers

• Manage board and general meetings, including quorum and voting procedures

• Draft accurate minutes, resolutions and action logs

Target Audience

• Board and company secretaries

• Assistant company secretaries and governance officers

• Executive assistants supporting boards and chairs

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Course content

• Legal and compliance staff with secretarial duties

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Course outline

Detailed course outline

Day-by-day outline for Board Secretary and Corporate Secretarial Practice.

Day 1 - The Role of the Board Secretary

- 09:00-09:30 | Corporate Governance Essentials: Boards, committees, management and shareholders
- 09:30-10:00 | The Board Secretary's Mandate: Duties, reporting lines and independence
- 10:00-10:30 | Directors' Duties: What secretaries need to understand
- 10:30-11:00 | Governance Codes and Charters: Key provisions and practical implications
- 11:00-11:30 | Coffee break
- 11:30-12:00 | Governance Codes and Charters: Key provisions and practical implications (continued)
- 12:00-12:30 | Relationships with the Chair, Chief Executive and Directors
- 12:30-13:00 | Ethics and Confidentiality: Handling sensitive information
- 13:00-14:00 | Case Study: Governance failures linked to weak secretarial support

Day 2 - Planning Meetings and Board Packs

- 09:00-09:34 | Annual Board Calendar: Aligning meetings with reporting and strategy cycles
- 09:34-10:08 | Agenda Planning: Prioritising strategic and decision items
- 10:08-10:42 | Board Paper Standards: Templates, length and executive summaries
- 10:42-11:00 | Coordinating Contributors: Deadlines, review and quality control
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Coordinating Contributors: Deadlines, review and quality control (continued)
- 11:46-12:20 | Board Portals and Secure Distribution
- 12:20-12:53 | Committee Support: Audit, risk, nomination and remuneration committees
- 12:53-14:00 | Practical Exercise: Building an annual board calendar and agenda

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Day 3 - Running Meetings

• 09:00-09:30 | Notice, Quorum and Attendance Requirements

• 09:30-10:00 | Supporting the Chair: Briefings, timekeeping and procedure

• 10:00-10:30 | Declarations of Interest: Recording and managing conflicts

• 10:30-11:00 | Voting and Decision Procedures: Resolutions and written resolutions

• 11:00-11:30 | Coffee break

• 11:30-12:30 | Virtual and Hybrid Meetings: Practical and legal considerations

• 12:30-13:00 | General Meetings of Shareholders: Planning and conduct

• 13:00-14:00 | Simulation: Supporting a board meeting from start to finish

Day 4 - Minutes and Records

• 09:00-09:34 | Purpose and Legal Status of Minutes

• 09:34-10:08 | Writing Minutes: Accuracy, balance and appropriate level of detail

• 10:08-10:42 | Recording Decisions, Dissent and Actions

• 10:42-11:00 | Action Logs and Follow-Up: Ensuring decisions are implemented

• 11:00-11:30 | Coffee break

• 11:30-11:46 | Action Logs and Follow-Up: Ensuring decisions are implemented (continued)

• 11:46-12:20 | Statutory Registers and Filings: Directors, shareholders and charges

• 12:20-12:53 | Records Retention and Archiving: Policies and secure storage

• 12:53-14:00 | Workshop: Drafting minutes from a simulated meeting

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Day 5 - Supporting Board Effectiveness

- 09:00-09:34 | Director Induction Programmes: Content and delivery
- 09:34-10:08 | Board Evaluation: Methods, questionnaires and follow-up
- 10:08-10:42 | Delegations of Authority and Terms of Reference
- 10:42-11:00 | Governance Policies: Conflicts, gifts, related parties and whistleblowing
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Governance Policies: Conflicts, gifts, related parties and whistleblowing (continued)
- 11:46-12:20 | Professional Development for Board Secretaries
- 12:20-13:27 | Personal Action Plan: Strengthening secretarial practice
- 13:27-14:00 | Final Review: Critiquing a board pack and set of minutes

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Seminar dates

Available seminar dates

Live dates and pricing for Board Secretary and Corporate Secretarial Practice generated from the course details page.

Date	Location	Format	Fee
14 - 18 December 2026	London	Classroom	**€2,915**
21 - 25 December 2026	Barcelona	Classroom	**€2,275**
7 - 11 December 2026	Frankfurt	Classroom	**€2,175**
11 - 15 January 2027	London	Classroom	**€2,915**
18 - 22 January 2027	Barcelona	Classroom	**€2,275**
25 - 29 January 2027	Frankfurt	Classroom	**€2,175**
4 - 8 January 2027	Munich	Classroom	**€2,425**
15 - 19 February 2027	London	Classroom	**€2,915**
22 - 26 February 2027	Barcelona	Classroom	**€2,275**
1 - 5 February 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

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Date	Location	Format	Fee
8 - 12 February 2027	Paris	Classroom	**€2,810**
22 - 26 March 2027	London	Classroom	**€2,915**
1 - 5 March 2027	Barcelona	Classroom	**€2,275**
8 - 12 March 2027	Frankfurt	Classroom	**€2,175**
15 - 19 March 2027	Rome	Classroom	**€2,830**
5 - 9 April 2027	London	Classroom	**€2,915**
12 - 16 April 2027	Barcelona	Classroom	**€2,275**
19 - 23 April 2027	Frankfurt	Classroom	**€2,175**
26 - 30 April 2027	Vienna	Classroom	**€3,425**
10 - 14 May 2027	London	Classroom	**€2,915**

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Date	Location	Format	Fee
17 - 21 May 2027	Barcelona	Classroom	**€2,275**
24 - 28 May 2027	Frankfurt	Classroom	**€2,175**
3 - 7 May 2027	Amsterdam	Classroom	**€3,215**
14 - 18 June 2027	London	Classroom	**€2,915**
21 - 25 June 2027	Barcelona	Classroom	**€2,275**
7 - 11 June 2027	Frankfurt	Classroom	**€2,175**
26 - 30 July 2027	London	Classroom	**€2,915**
5 - 9 July 2027	Barcelona	Classroom	**€2,275**
12 - 16 July 2027	Frankfurt	Classroom	**€2,175**
19 - 23 July 2027	Dubai	Classroom	**€2,845**

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Seminar dates

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Date	Location	Format	Fee
2 - 6 August 2027	London	Classroom	**€2,915**
9 - 13 August 2027	Barcelona	Classroom	**€2,275**
16 - 20 August 2027	Frankfurt	Classroom	**€2,175**
23 - 27 August 2027	Geneva	Classroom	**€3,315**
13 - 17 September 2027	London	Classroom	**€2,915**
20 - 24 September 2027	Barcelona	Classroom	**€2,275**
6 - 10 September 2027	Frankfurt	Classroom	**€2,175**
18 - 22 October 2027	London	Classroom	**€2,915**
25 - 29 October 2027	Barcelona	Classroom	**€2,275**
4 - 8 October 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

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Date	Location	Format	Fee
11 - 15 October 2027	Kuala lumpur	Classroom	**€2,425**
22 - 26 November 2027	London	Classroom	**€2,915**
1 - 5 November 2027	Barcelona	Classroom	**€2,275**
8 - 12 November 2027	Frankfurt	Classroom	**€2,175**
15 - 19 November 2027	Madrid	Classroom	**€3,400**
6 - 10 December 2027	London	Classroom	**€2,915**
13 - 17 December 2027	Barcelona	Classroom	**€2,275**
20 - 24 December 2027	Frankfurt	Classroom	**€2,175**
27 - 31 December 2027	Munich	Classroom	**€2,425**
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**
7 - 11 December 2026	Online / Live	Online / Live	**€1,625**
11 - 15 January 2027	Online / Live	Online / Live	**€1,625**
18 - 22 January 2027	Online / Live	Online / Live	**€1,625**
25 - 29 January 2027	Online / Live	Online / Live	**€1,625**
4 - 8 January 2027	Online / Live	Online / Live	**€1,625**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**
22 - 26 February 2027	Online / Live	Online / Live	**€1,625**
1 - 5 February 2027	Online / Live	Online / Live	**€1,625**
8 - 12 February 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
22 - 26 March 2027	Online / Live	Online / Live	**€1,625**
1 - 5 March 2027	Online / Live	Online / Live	**€1,625**
8 - 12 March 2027	Online / Live	Online / Live	**€1,625**
15 - 19 March 2027	Online / Live	Online / Live	**€1,625**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
12 - 16 April 2027	Online / Live	Online / Live	**€1,625**
19 - 23 April 2027	Online / Live	Online / Live	**€1,625**
26 - 30 April 2027	Online / Live	Online / Live	**€1,625**
10 - 14 May 2027	Online / Live	Online / Live	**€1,625**
17 - 21 May 2027	Online / Live	Online / Live	**€1,625**

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24 - 28 May 2027	Online / Live	Online / Live	**€1,625**
3 - 7 May 2027	Online / Live	Online / Live	**€1,625**
14 - 18 June 2027	Online / Live	Online / Live	**€1,625**
21 - 25 June 2027	Online / Live	Online / Live	**€1,625**
7 - 11 June 2027	Online / Live	Online / Live	**€1,625**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
5 - 9 July 2027	Online / Live	Online / Live	**€1,625**
12 - 16 July 2027	Online / Live	Online / Live	**€1,625**
19 - 23 July 2027	Online / Live	Online / Live	**€1,625**
2 - 6 August 2027	Online / Live	Online / Live	**€1,625**

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9 - 13 August 2027	Online / Live	Online / Live	**€1,625**
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**
23 - 27 August 2027	Online / Live	Online / Live	**€1,625**
13 - 17 September 2027	Online / Live	Online / Live	**€1,625**
20 - 24 September 2027	Online / Live	Online / Live	**€1,625**
6 - 10 September 2027	Online / Live	Online / Live	**€1,625**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**
25 - 29 October 2027	Online / Live	Online / Live	**€1,625**
4 - 8 October 2027	Online / Live	Online / Live	**€1,625**
11 - 15 October 2027	Online / Live	Online / Live	**€1,625**

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22 - 26 November 2027	Online / Live	Online / Live	**€1,625**
1 - 5 November 2027	Online / Live	Online / Live	**€1,625**
8 - 12 November 2027	Online / Live	Online / Live	**€1,625**
15 - 19 November 2027	Online / Live	Online / Live	**€1,625**
6 - 10 December 2027	Online / Live	Online / Live	**€1,625**
13 - 17 December 2027	Online / Live	Online / Live	**€1,625**
20 - 24 December 2027	Online / Live	Online / Live	**€1,625**
27 - 31 December 2027	Online / Live	Online / Live	**€1,625**