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Global Learning for Operational Leaders



COMMUNICATION AND WRITING SKILLS | CWS-029

Writing Board Papers and Committee Reports

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Course content

Why Attend

Boards and committees make their most important decisions on the basis of written papers. Papers that are too long, poorly structured or unclear about what is being asked make it difficult for directors to fulfil their duties, lead to deferred decisions and frustrate both board members and management.

This Writing Board Papers and Committee Reports training course teaches participants how to produce papers that enable effective governance. Participants learn what boards need, how to structure papers around the decision required, how to write clear executive summaries, how to present options, risks and financial information, and how to meet governance requirements while staying concise.

Course Methodology

• The course uses real-world style board papers, governance templates and case studies. Participants analyse strong and weak papers, draft papers from source material, critique each other's work from a director's perspective and revise their drafts based on feedback.

Course Objectives

• Explain the role of board papers in good governance

• Understand what directors need to make informed decisions

• Structure papers around the purpose and decision required

• Write executive summaries that stand alone

• Present options, risks and financial implications clearly

• Address governance, legal and stakeholder considerations

Target Audience

• Senior managers who write board and committee papers

• Company secretaries and governance officers

• Chiefs of staff and executive office staff

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- Finance and strategy professionals

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Course outline

Detailed course outline

Day-by-day outline for Writing Board Papers and Committee Reports.

Day 1 - Board Papers and Governance

- 09:00-09:34 | Roles of boards and committees in decision making
- 09:34-10:08 | How directors read and use board papers
- 10:08-10:42 | Common problems with board packs and their consequences
- 10:42-11:00 | Types of papers: decision, discussion and information
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Types of papers: decision, discussion and information (continued)
- 11:46-12:20 | Director duties and the need for adequate information
- 12:20-12:53 | Feedback from board members on what they value
- 12:53-14:00 | Exercise: assessing a sample board paper

Day 2 - Structuring a Board Paper

- 09:00-09:34 | Starting with purpose and the resolution sought
- 09:34-10:08 | Standard sections in board paper templates
- 10:08-10:42 | Writing an executive summary that stands alone
- 10:42-11:00 | Background that is relevant and brief
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Background that is relevant and brief (continued)
- 11:46-12:20 | Logical flow from issue to recommendation
- 12:20-12:53 | Using appendices for detail and supporting evidence
- 12:53-14:00 | Workshop: outlining a decision paper

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Day 3 - Options, Risks and Financials

- 09:00-09:34 | Presenting genuine options rather than straw men
- 09:34-10:08 | Making a clear and justified recommendation
- 10:08-10:42 | Explaining financial implications for non-financial directors
- 10:42-11:00 | Presenting risks, mitigations and risk appetite alignment
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Presenting risks, mitigations and risk appetite alignment (continued)
- 11:46-12:20 | Legal, regulatory and compliance considerations
- 12:20-12:53 | Stakeholder, people and sustainability impacts
- 12:53-14:00 | Exercise: drafting options and risk sections

Day 4 - Clarity and Concision

- 09:00-09:34 | Writing in plain language for directors
- 09:34-10:08 | Reducing length without losing essential information
- 10:08-10:42 | Avoiding jargon, acronyms and internal shorthand
- 10:42-11:00 | Using tables and charts effectively in papers
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Using tables and charts effectively in papers (continued)
- 11:46-12:20 | Balancing candour with appropriate sensitivity
- 12:20-12:53 | Peer review from a director's perspective
- 12:53-14:00 | Workshop: editing a paper to half its length

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Day 5 - Process, Committees and Continuous Improvement

- 09:00-09:34 | Board calendars and paper submission deadlines
- 09:34-10:08 | Review and approval by executives and company secretaries
- 10:08-10:42 | Writing committee reports to the main board
- 10:42-11:00 | Minutes, action logs and matters arising
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Minutes, action logs and matters arising (continued)
- 11:46-12:20 | Improving board pack quality across the organisation
- 12:20-13:27 | Final drafting exercise with individual feedback
- 13:27-14:00 | Personal action plan for writing board papers

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Seminar dates

Available seminar dates

Live dates and pricing for Writing Board Papers and Committee Reports 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**
18 - 22 January 2027	London	Classroom	**€2,915**
25 - 29 January 2027	Barcelona	Classroom	**€2,275**
4 - 8 January 2027	Frankfurt	Classroom	**€2,175**
11 - 15 January 2027	Vienna	Classroom	**€3,425**
22 - 26 February 2027	London	Classroom	**€2,915**
1 - 5 February 2027	Barcelona	Classroom	**€2,275**
8 - 12 February 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

Available seminar dates

Live dates and pricing for Writing Board Papers and Committee Reports generated from the course details page.

Date	Location	Format	Fee
15 - 19 February 2027	Amsterdam	Classroom	**€3,215**
1 - 5 March 2027	London	Classroom	**€2,915**
8 - 12 March 2027	Barcelona	Classroom	**€2,275**
15 - 19 March 2027	Frankfurt	Classroom	**€2,175**
22 - 26 March 2027	Cape Town	Classroom	**€1,825**
12 - 16 April 2027	London	Classroom	**€2,915**
19 - 23 April 2027	Barcelona	Classroom	**€2,275**
26 - 30 April 2027	Frankfurt	Classroom	**€2,175**
5 - 9 April 2027	Dubai	Classroom	**€2,845**
17 - 21 May 2027	London	Classroom	**€2,915**

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Seminar dates

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Date	Location	Format	Fee
24 - 28 May 2027	Barcelona	Classroom	**€2,275**
3 - 7 May 2027	Frankfurt	Classroom	**€2,175**
10 - 14 May 2027	Geneva	Classroom	**€3,315**
14 - 18 June 2027	London	Classroom	**€2,915**
21 - 25 June 2027	Barcelona	Classroom	**€2,275**
7 - 11 June 2027	Frankfurt	Classroom	**€2,175**
5 - 9 July 2027	London	Classroom	**€2,915**
12 - 16 July 2027	Barcelona	Classroom	**€2,275**
19 - 23 July 2027	Frankfurt	Classroom	**€2,175**
26 - 30 July 2027	Kuala lumpur	Classroom	**€2,425**

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Seminar dates

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Live dates and pricing for Writing Board Papers and Committee Reports generated from the course details page.

Date	Location	Format	Fee
9 - 13 August 2027	London	Classroom	**€2,915**
16 - 20 August 2027	Barcelona	Classroom	**€2,275**
23 - 27 August 2027	Frankfurt	Classroom	**€2,175**
2 - 6 August 2027	Madrid	Classroom	**€3,400**
13 - 17 September 2027	London	Classroom	**€2,915**
20 - 24 September 2027	Barcelona	Classroom	**€2,275**
6 - 10 September 2027	Frankfurt	Classroom	**€2,175**
25 - 29 October 2027	London	Classroom	**€2,915**
4 - 8 October 2027	Barcelona	Classroom	**€2,275**
11 - 15 October 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

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Date	Location	Format	Fee
18 - 22 October 2027	Paris	Classroom	**€2,810**
1 - 5 November 2027	London	Classroom	**€2,915**
8 - 12 November 2027	Barcelona	Classroom	**€2,275**
15 - 19 November 2027	Frankfurt	Classroom	**€2,175**
22 - 26 November 2027	Rome	Classroom	**€2,830**
13 - 17 December 2027	London	Classroom	**€2,915**
20 - 24 December 2027	Barcelona	Classroom	**€2,275**
27 - 31 December 2027	Frankfurt	Classroom	**€2,175**
6 - 10 December 2027	Vienna	Classroom	**€3,425**
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**

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Seminar dates

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Live dates and pricing for Writing Board Papers and Committee Reports generated from the course details page.

Date	Location	Format	Fee
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**
7 - 11 December 2026	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**
11 - 15 January 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**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
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**
22 - 26 March 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**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
17 - 21 May 2027	Online / Live	Online / Live	**€1,625**
24 - 28 May 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
3 - 7 May 2027	Online / Live	Online / Live	**€1,625**
10 - 14 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**
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**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
9 - 13 August 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**
23 - 27 August 2027	Online / Live	Online / Live	**€1,625**
2 - 6 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**
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**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
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**
22 - 26 November 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**
6 - 10 December 2027	Online / Live	Online / Live	**€1,625**