

MODEL CEO REPORT TO THE BOARD

Overview

It is good practice that the CEO reports to the board on a regular basis, we would recommend this report is written so that trustees have time to digest it and formulate questions. The purpose of the report is to offer trustees a high-level overview of the organisations work and key strategic developments. The report itself is a scrutiny tool and to help trustees ensure they are both supporting and challenging the most senior member of staff to succeed in their role.

Report to the board from the CEO

- **Update and developments**
Both positive and challenges - potentially set out against strategic developments but also possibly looking ahead to opportunities and threats which may be on the horizon
- **Report on delegated actions**
It's likely recent board meetings will have tasked the CEO with specific projects or actions, the report is a good opportunity to update on these
- **Update on key meetings and external relationships**
A significant part of the CEO role is to build key external relationships. The board should be updated on these, understand their importance and how they may support the organisations work.
- **Headlines of major finance or risk related matters and action taken**
A brief overview of key financial and risk related matter – this may involve an outline of funding bids won and lost and major changes in the risk register
- **Questions for trustees to consider?**
Too often the CEO report is a one-way conversation (the CEO updating the board on their work). By posing questions to trustees the conversation can become a dialogue in which the board and CEO can collectively explore topics or address challenges

NB: The CEO report is not a management tool, instead it should be designed to support governance. Management should take place in one to ones and outside of the board room. Keeping the CEO report short and concise is also important in ensuring it gets read. One or two sides of A4 at a maximum is likely sufficient.