



How to run a board meeting

Board packs made easy

A guide to preparing, organising and delivering board packs for successful governance meetings

Dauniika Maclean CMIInstD

Founder and Managing Director | Board Administration Services





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Dauniika Maclean

Dauniika is an experienced and award-winning Company Secretary with experience in legal, health, and financial services. She is a Chartered Member of the Institute of Directors and sits on the Board of Takapuna School. Dauniika is the founder and Director of Board Administration Services.



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Board Administration Services

Timeline Overview

1

2-3 weeks before

- Create agenda with Chair
 - Set expectations for papers
-

2

1-2 weeks before

- Update action tracker
 - Collect and format papers
-

3

1 week before

- Distribute to members
 - Handle late submissions
-

Creating the agenda

1

Include key information

Date, time, location, attendees, apologies

2

Reference workplan

Include matters arising from previous actions

3

Allocate speaking time

Specify time per item and presenters

4

Include standard items

Minutes, action tracker, interests register

Setting paper expectations

1

Communicate responsibilities
Clarify who writes which papers

2

Establish clear deadlines
Set submission date

3

Send reminders
Follow up 2-3 days before due

4

Clarify purpose
Specify if for noting | Decision |
Information

Process incoming papers

1

Receive submissions

Collect all board papers

2

Rename files

Match to agenda items and numbers

3

Review content

Check spelling, grammar, clarity

3

Format documents

Apply consistent branding

Quality assurance checklist

1

Content review

- Spelling and grammar check
 - Consistent formatting
 - Business branding applied
-

2

Purpose clarity

- Decision papers marked
 - Information papers identified
 - Clear recommendations
-

3

Technical review

- Hyperlinks working
 - Page numbers sequential
 - Agenda matches paper
-

Compiling the board pack

1

Order papers

Match sequence to agenda

2

Create links

Set hyperlinks from agenda

3

Combine files

Merge into single PDF

4

Final check

Verify all elements included

Chairs review process

1

Send draft pack

Provide complete draft to chair

2

Receive feedback

Note requested changes

3

Make amendments

Update pack with chairs input

Distributing the board pack

1

Email delivery

Send to all members and executives

2

Secure sharing

Use password protection if sensitive

3

Timely distribution

Send one week before meeting

4

Confirmation

Request read receipts if needed

Managing late papers

1

Set clear policy

- Establish rules for late submissions
 - Decide if pack will be delayed
 - Determine if papers will be added later
-

2

Communicate changes

- Notify board of late papers
 - Explain reasons for delay
 - Indicate when to expect materials
-

3

Update distribution

- Re-send complete pack if needed
 - Highlight additions in email
 - Maintain version control
-

Record keeping essentials

1

Save final version

Download complete pack

2

Store systematically

File in company records system

3

Maintain version history

Keep all interartions if changes made

4

Ensure secure access

Restrict to authorised personal

Common problems and solutions

Late submissions	Set firm deadlines with consequences
Inconsistent formatting	Provide templates to contributors
Missing approvals	Create approval workflow checklist
Broken hyperlinks	Test all links before distribution
Unclear process	Standardise paper classification system

**Well-prepared board
packs facilitate
effective governance,
enabling informed
decision-making and
strategic oversight.**





BoardPro demonstration

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pack with BoardPro**

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