



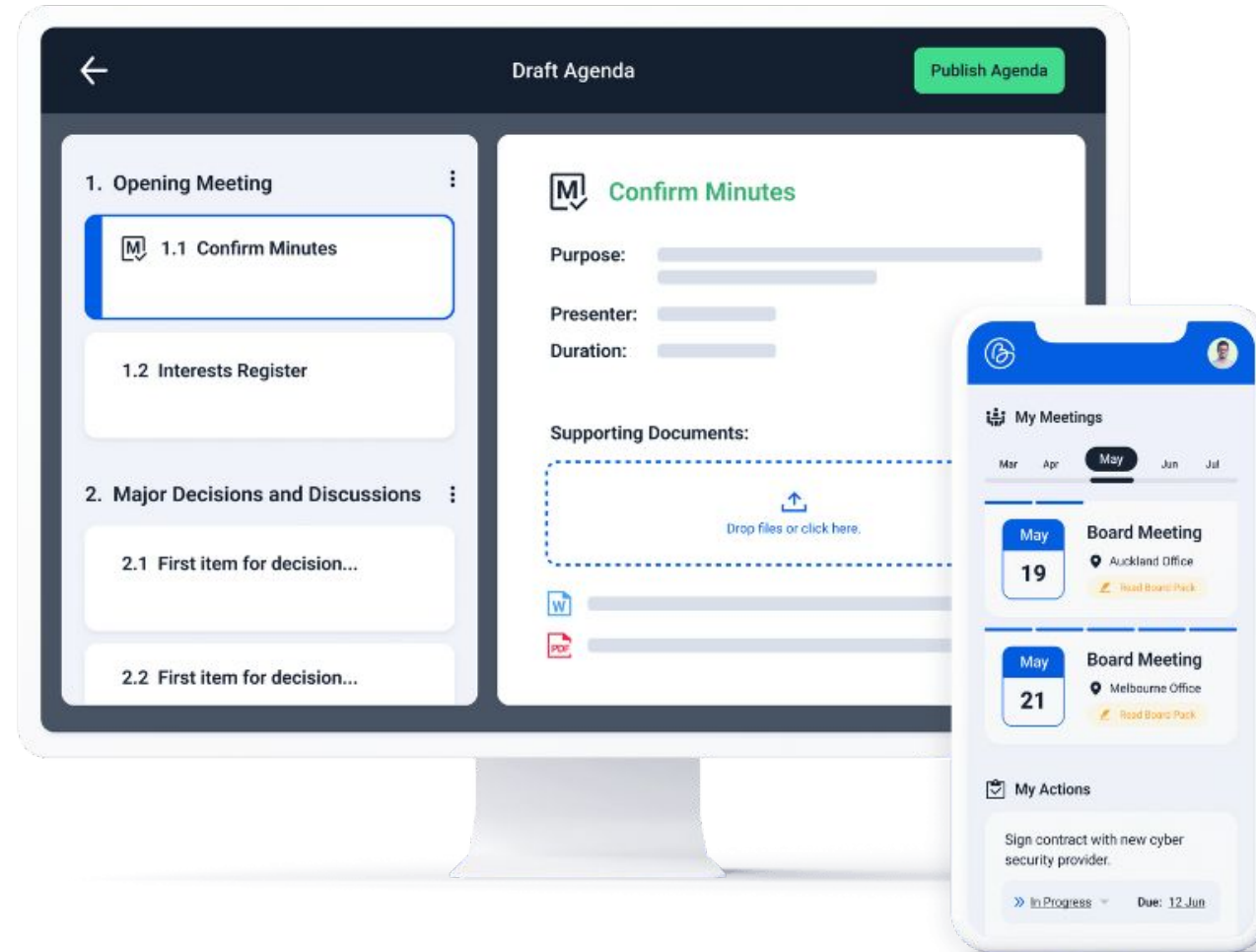
Webinar

How to create a CEO report that will inspire your board

With Special Guest Steven Bowman









**Making the fundamentals of
governance free and
easy to implement**



Governance Made Easy

Governance Resource Centre

Explore free governance resources for growing your organisation and adopting good governance practises. From meeting minutes templates to CEO reporting templates, our comprehensive guides and templates will cover your governance and business essentials.

Content type



Topic



Persona



Search



**Slides, webinar video, CEO
report guide and template
will be sent to you.**





Steven Bowman

Managing Director
Conscious Governance



Simon Telfer

Managing Director
Appoint Better Boards



**Julie Garland
McLellan**

Managing Director
Directors Dilemma



Why do boards meet?



The boards role is to make the choices that create the future for the communities we serve."

Steven Bowman FAICD

Conscious Governance



Why a CEO report?





What to include?



Worked Example

Page 1

Insert Organisation Name – [Date]
Vision: (Insert your vision statement here)

CEO Report

Guidance Note to Directors:

If you believe any items below require Board discussion, please contact the Chair at least 48 hours prior to the scheduled meeting.

Guidance Note for CEO:

Any items for decision or discussion should have a separate Board report. This CEO's report should be no more than 2 pages. The primary purpose of this Report is to provide directors with a concise, strategic overview of organisational performance, key developments, risks, and priorities

Agenda Item X	CEO Report	Noting
Presenter/Author:	John Peterson	
Recommendation:	That the Board notes the CEO report	
Attachments:	Nil	

Attestation: Since the last Board meeting (Date), we've had:

- No notifiable incidents with regards to privacy breaches and data loss
- No notifiable incidents with regards to health and safety
- Not aware of any cyber breaches or cyber incidents
- No whistleblower escalations
- No sexual harassment or misconduct (Allegations)
- All liabilities are up to date for staff tax payments, superannuation contributions and portable long service leave (if applicable)

1

Worked Example

Page 2



Key Metrics	Strategic Initiatives	On track
	Operational Plan	On track
	2025 Budget	In motion
	HR Plan	Attention needed
Key Decisions / Discussions for this meeting	Refer to agenda item 5.3 seeking Director approval for xxxxx .	
Strategic Implications		

Current and emerging issues

Guidance note for CEO: For major issues, a separate Director briefing is required

Planning is underway for the introduction of a new program in 202X. Engagement has commenced with government bodies, local representatives, and staff to inform planning, identify potential challenges, and explore opportunities.

Recent discussions with senior government officials covered the program's implementation, workforce needs, and the long-term sustainability of relevant service models. Officials acknowledged current challenges and expressed commitment to finding solutions.

A new body is considering establishing a service facility in a regional community. Demographic data suggests the area may not support multiple services, and decisions about the future service mix will be made collaboratively with relevant stakeholders.

Compliance and reporting (External)

1. Reportable incidents and compliance checking

Overview	The two incidents reported in the May CEO report are still under investigation by the Authority with no official findings or conditions issued. We expect that we will receive communication in the coming weeks. There was one reportable incident in July
Intended Outcome	Board notes the compliance report

Worked Example

Page 3



Human Resources Update

2. Workforce context – Strategic implications

Overview	Recruitment for the year is progressing well, with all services currently meeting required staffing ratios. Additional recruitment efforts are underway to fill several above-ratio positions and strengthen the casual relief pool ahead of the winter illness season. In February, a group of neighbouring local councils launched a joint workforce plan. The strategies and actions outlined in the plan are designed to support regional recruitment and staff retention initiatives.
Intended Outcome	Board notes the HR update

Risk Management

3. Key Risk monitoring: Critical Risks and emerging risks

Overview and Opportunities	No change to critical risks, emerging risk is use of AI by staff to develop treatment plans. Board discussion paper will be presented at next Board meeting
Intended Outcome	Board notes risk report

3.1 OH&S (Incident, work cover claim, counselling, work performance)

Overview	No change
Intended Outcome	Board notes OH&S report

Stakeholders and partnerships

4. Changes to stakeholder relationships: Strategic Implications

Overview	A local council has appointed a new Community Services Manager after an extended period without finding a suitable candidate. I have begun engaging with them to facilitate discussions on building leases and the upcoming reforms scheduled to commence in 202X
Intended Outcome	Board notes stakeholder and partnership report

Worked Example

Page 4

6 →	
Organisational Culture	
5. Culture report	
Overview	Organisation's Values in Action The first leadership team meeting for the year will be held in mid-August. Outcomes from the recent all-staff organisational day were included in the June management report. The annual employee engagement survey is scheduled for December. No staff recognition awards have been issued to date this year. An update on the employee engagement action plan will be included in the December governance report.
Intended Outcome	Board notes the culture report

Worked Example

Backpage



Appendix 1

Strategic Priorities and Outcome Measures

Insert Strategy on a Page here

Strategic Plan



VISION

Every child has the best possible start in life.

MISSION

is an early parenting service offering families guidance in the early years of their child's life supporting parents with breastfeeding, not then 2 setting baby as well as screening & supporting parents with their own mental health.

VALUES

Access > Respect > Partnership
Integrity > Excellence

Strategic Priorities

Focus On Mental Health

Enhance our focus on perinatal & infant mental health by strengthening the social and emotional wellbeing of families.

Increase accessibility

Expand services to meet the needs of the child and family in diverse cultural communities and geographic locations.

Build new facilities and a new digital pathway

Develop state of the art facilities and digital services for delivering excellent clinical care into the future.

Shape future-focused infrastructure and services of excellence to promote health & wellbeing in the first 1000 days of a child's life.

- Identify opportunities for investment in infrastructure to support strategic objectives
- Secure and expand the breadth of the digital path with appropriate new initiatives that address identified gaps
- Develop Learning management systems for staff training and external providers (for external education activities and training modules)

Increase focus on perinatal & infant mental health

- Identify and deliver new initiatives addressing parent and infant relationship based mental health services that support the social and emotional wellbeing of families with our services.

Grow partnerships

- Drive partnership and fundraising opportunities that provide financial support for the expanded delivery of
- Investigate a range of growth opportunities and partnerships to increase our reach and capability
- Extend research partnerships and collaboration

Increase our reach and capability

- Enhance service delivery to address gaps with key identified populations including
 - populations with intermediate and high clinical risk
 - regional locations
 - Māori and Tūwharetoa
 - Islander populations
 - CALD communities
- Embed research into all service delivery, and publish the results

Guide



<https://www.boardpro.com/ceo-report-template>

Resource



<https://www.boardpro.com/how-to-build-a-better-board-pack>

Masterclass (on demand)



<https://www.boardpro.com/writing-better-board-papers-ondemand>



**Steven
Bowman**

in www.linkedin.com/in/stevenbowmangovernance



**Simon
Telfer**

in www.linkedin.com/in/simontelfer



Julie Garland McLellan

in www.linkedin.com/in/juliegarlandmclellan



Webinar Schedule

Nov 25 - Feb 2026

boardpro.com/resource-centre/webinars

256.	Psychosocial hazards in the workplace	Nov 13
257.	Board remuneration in 2026	Nov 20
258	Identifying and Managing Conflict of Interest	Nov 27
259.	Negotiation and Influence: Increasing Your Impact	Dec 4
260.	Ending Micromanagement around the Boardroom	Dec 11
261.	Setting your strategic board agenda	Feb 5
262	How to continually refresh your annual board strategy	Feb 12
263.	Tension Tolerance: fostering healthy debate around the board table	Feb 19

Thankyou

