



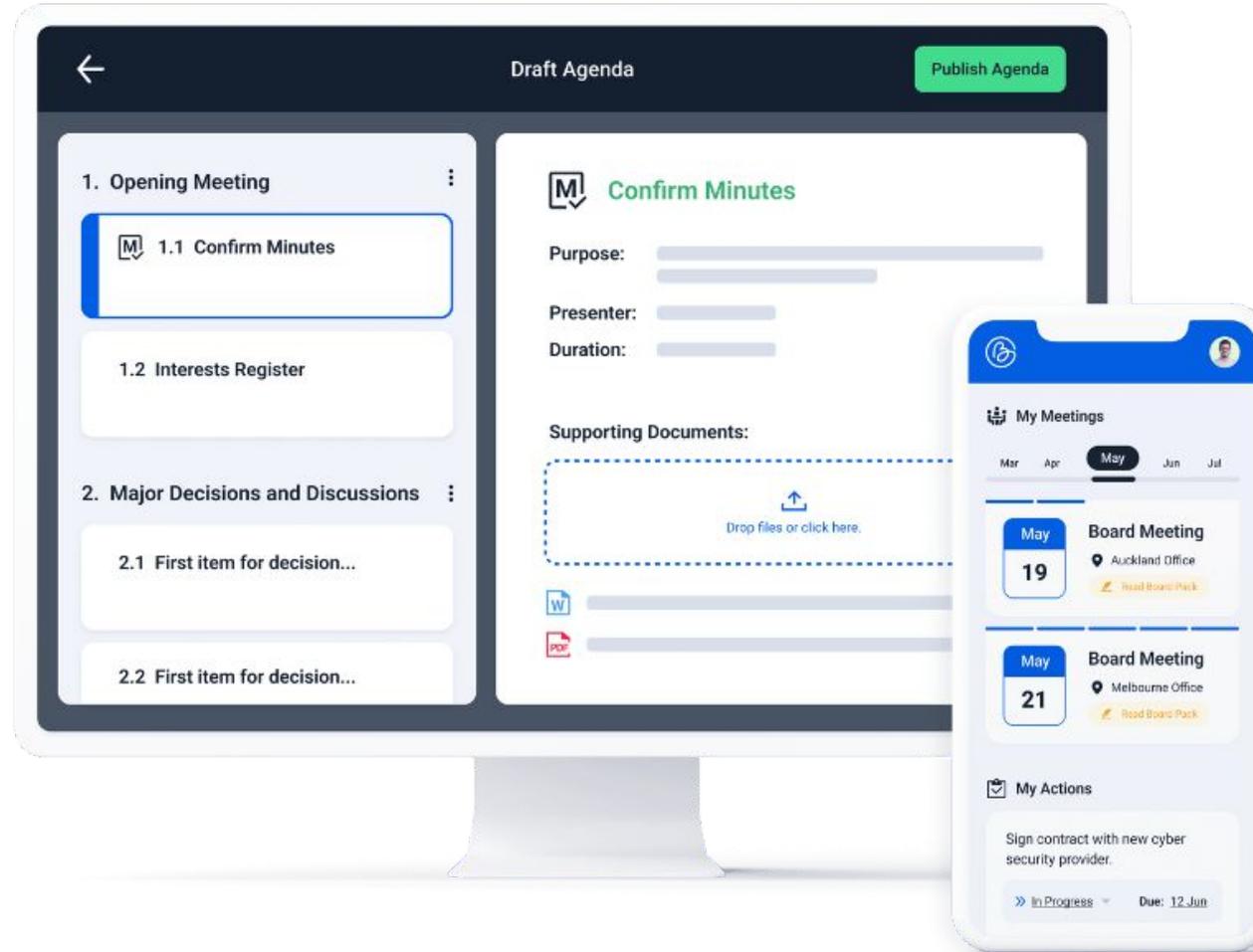
**Webinar**

# How to continually refresh your annual board strategy

With Steven Bowman









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



Governance Made Easy

# Governance Resource Center

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





**Steven Bowman**

Managing Director  
**Conscious  
Governance**



**Georgia Henry**

CEO  
**Henry Reed**



**Lynda Carroll**

CEO  
**Align Group**



# Why Refresh Your Strategy?



Boards role is to make the **choices** that create the **future** for the **communities** they serve



Things change quickly. The strategic plan is a plan (ie changeable), not an answer



Strategic plan is your main accountability document. It must always be current.



# Refreshing Techniques





# Structure The Board Agenda

01

Strategic items at the top of the agenda

02

Items of 'note' at the end for 'confirmed as read'

03

Dashboard for items monitored (Refer CEO report template)

04

Board risk report focused on critical risks & strategic opportunities

05

No "Other Business". Replace with "Emerging strategic issues" or "Strategic Gossip"



# Emerging Strategic Issues



Allocate time for emerging strategic issues



**25%** of meetings allocated and time should be spent on emerging strategic issues



Strengthens board culture



# The CEO Report





# External stakeholders



Invite those with a strategic outlook to discuss their sector strategic issues in the next 5-10 years



Explore potential implications for the next 3-5 years for your organisation or sector



Is the strategic plan robust enough to deal with these issues if they were to arise?



# Key staff

- 01 Invite key staff

---
- 02 Have them present the top 2 strategic issues facing sector in next 10 years

---
- 03 Discuss implications

---
- 04 Not necessarily part of the leadership team



# Scenario Planning



Internal or external facilitation

Usually 3 to 4 scenarios

The possible, maybe, perhaps

Discuss strategic implications if they were to occur

Discuss what makes sense for us to put in place, even if that scenario doesn't occur



# Strategic Implications

As a section in board reports

Deal with the '**so  
what**' question

Each relevant Board report – "**Strategic implications for board discussion**" eg Finance reports

Consider a section titled "**Strategic Questions for Board consideration**" for key Board papers





# Strategic Questions

For board consideration



**Ask questions  
no-one else  
thought of !**



What might stakeholders think of this?



What implications are there in 5 - 10 years?



What have we missed?



# Annual review of strategic plan



What has worked?



What do we need to add to the strategic plan?



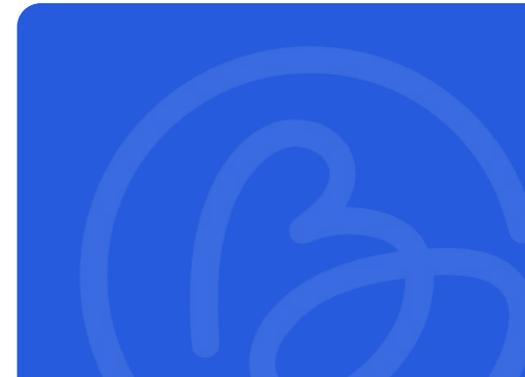
What hasn't worked?



What shall we take out?

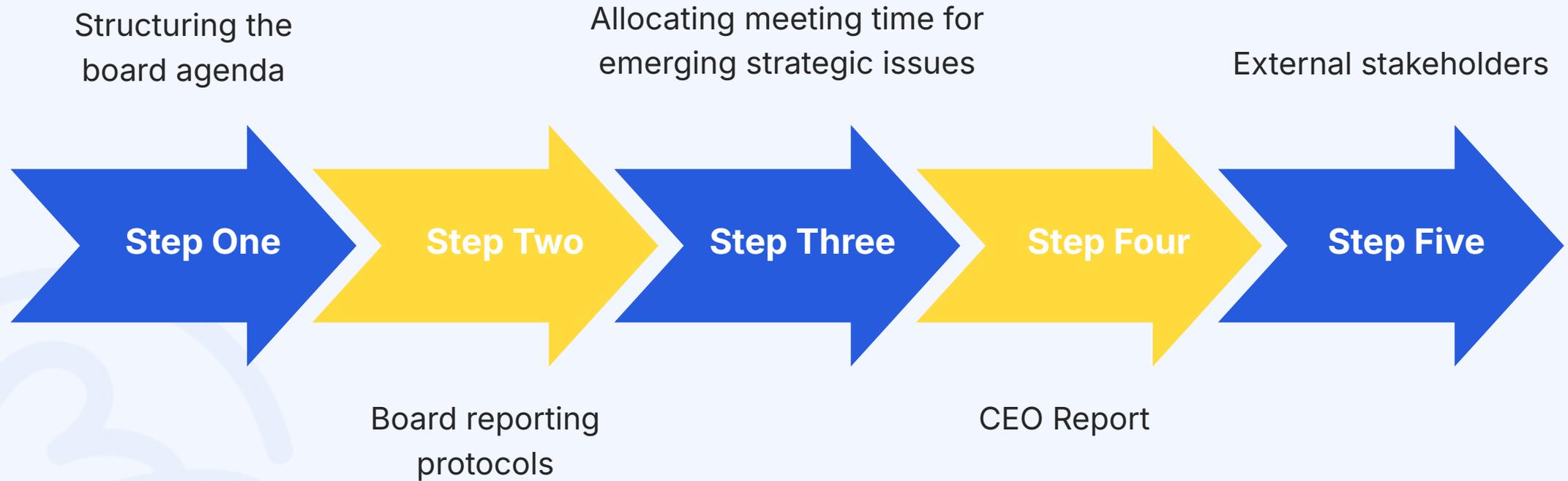


What have we missed?



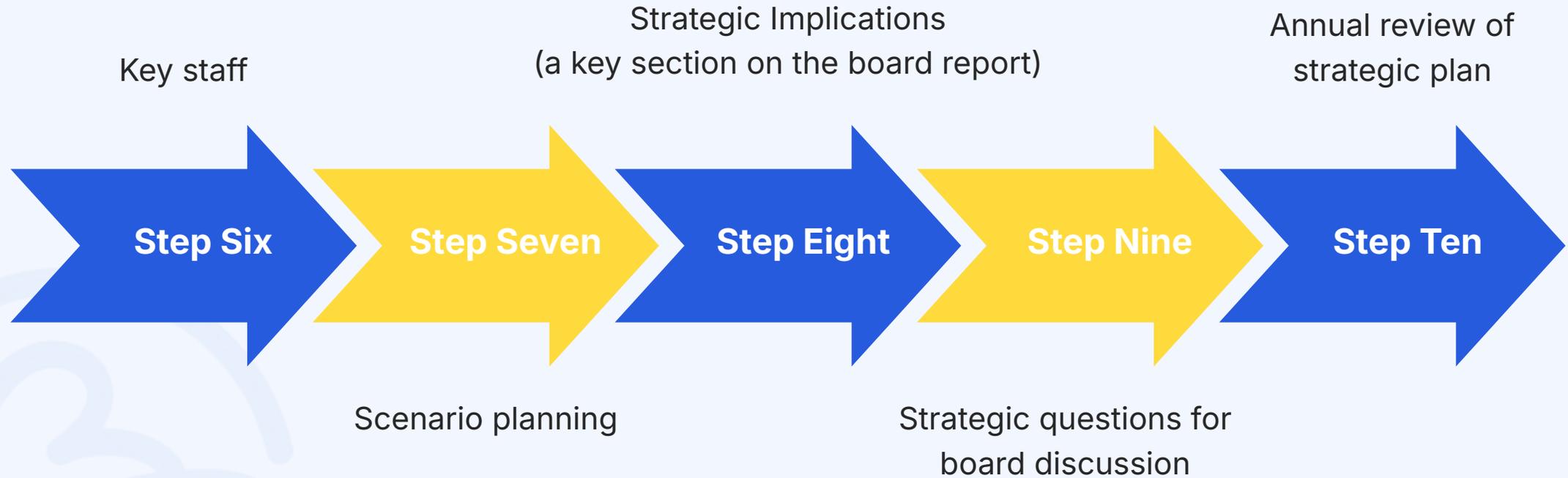


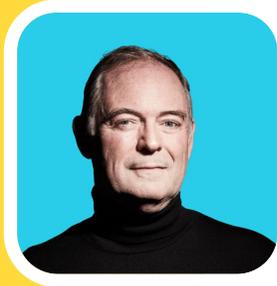
# In summary





# In summary





**Steven Bowman**

**in** [www.linkedin.com/in/stevenbowmangovernance](https://www.linkedin.com/in/stevenbowmangovernance)



**Georgia Henry**

**in** [www.linkedin.com/in/georgiahenry-henryreed](https://www.linkedin.com/in/georgiahenry-henryreed)



**Lynda Carroll**

**in** [www.linkedin.com/in/lynda-carroll-39b3a213](https://www.linkedin.com/in/lynda-carroll-39b3a213)



# Webinar Schedule

2026

---

262	<b>How to continually refresh your annual board strategy</b>	Recorded
263.	<b>The Pathway to Re-registration for Incorporated Societies</b>	Feb 19
264.	<b>Creating effective minutes for your board meeting</b>	Feb 26
265.	<b>Developing your annual board work plan</b>	March 5
266.	<b>New Product Demonstration: Annual work plan tool</b>	March 11
267.	<b>Managing conflict in the boardroom</b>	March 12



Thinking about board  
management software  
for your organisation?

---

→ 30 Day free trial

→ No credit card required

[www.boardpro.com/free-trial](http://www.boardpro.com/free-trial)