

[Company] board meeting

[Date]

Board pack. Confidential. Circulated [N] days before the meeting.

Agenda

Minutes of the last meeting, CEO summary, metrics, financials, decisions, any other business.

CEO summary

The period in five lines: what went well, what did not, and the decisions needed today.

Key metrics

Revenue, growth, customers, churn, burn and runway against plan.

Financials

P&L and cash against budget for the period, with variances explained.

Product and go-to-market

What shipped, pipeline, sales and marketing results against targets.

Team

Hires, departures, open roles, organisation changes.

Risks

Top three risks, with an owner and a mitigation for each.

Decisions required

Each resolution the board is asked to approve, with a recommendation.

Next meeting

Date, and the actions from this meeting with owners.