[date]

## Summary & Key metrics (top level)

*Communicate clearly to the board how you expect the company to grow and develop compared to the endorsed strategic plan. Highlight any significant over- or under-achievement. Make sure you replace these with your own.*

| **Financial** | **Operations** |
| --- | --- |
| |  |  | % improvement | Pacing towards goal | Projects | Pacing towards goal | | --- | --- | --- | --- | --- | --- | | Revenue | $955K |  | On-track | CEM Project | On-track | | Operating Profit | $98K |  | On-track | HQ Refurb | On-track | | Net Profit/ Loss | $46K |  | Off the pace | Project C | Off the pace | | Cash Collected | $1.04M |  | On-track | Project D | On-Track | | Closing Balance | $411K |  | On-track | Project E | On-track | | |

## Key decisions/discussions

*List the main topics you want the board to consider in the meeting and the action needed.*

|  | **Status Required** |
| --- | --- |
| Topic #1 | Discussion |
| Topic #2 | Decision |
| Topic #2 | Noting |

## Achievements/Disappointments:

Mention any achievements or disappointments. Be clear about which team members have been involved in these events and how you are leading the team’s ongoing development.

## Key financials:

Cover only the ‘big picture’ financial outcomes and your expectations. The Finance Report may provide additional detail elsewhere in the board pack.

## Future plans:

Covers management’s plans for the upcoming period. Ask the board for their input on these.

## Top of mind/CEO concerns:

Areas of focus or concern for the CEO. What is keeping you up at night or most exercising your mind. How can the Board help you with these?

Share any perplexing or novel developments in the economy, industry, or sector and invite consideration of what these developments may mean for the strategy.

## Big wins/Key learnings:

List a few big wins or key learnings achieved this quarter. Mention the staff that deserve credit or who need support and development in future.

## Board comments and questions:

Make it clear that you expect the board to have comments and/or questions on your report, not just to prove that they have read it, but to allow them to give you the benefit of their insights.

## Recommendation:

That the board either **note** or **discuss** the CEO Report.