

<b>Document 230</b>	<b>CEO Report to the Board</b>
<b>What is this?</b>	This is: <ol style="list-style-type: none"> <li>1. Some explanatory notes on the CEO Report to the Board – its purpose, and what to include</li> <li>2. Sample section headings to help CEOs in preparing their reports</li> </ol>
<b>Governance Code Sections:</b>	1.2 (a)   1.2 (d)   2.1 (c)   2.2 (a)   3.1 (d)
<b>Notes:</b>	The CEO Report is produced in advance of all Board meetings. It provides an update in relation to service currently provides, new developments and any issues arising.

## Explanatory Notes on the CEO Report to the Board

Because Carriglea Cáirde Services' governing body is not involved in the day-to-day management of the organisation, it can be said that the governing body is only as good as the information it gets. This is why effective reporting systems are crucial. The CEO Report to the Board – produced in advance of every Board meeting – is the most critical of these. The management team feeds information to the CEO from the various areas they oversee, and the CEO compiles this into a concise, informative document to give the Board a clear picture of activities and issues arising since their last meeting, as well as up-to-date financial information.

In addition to the function of keeping the Board up to speed on what is happening within/around the organisation, the practice of preparing and working from high quality reports is a testament to the organisation's dedication to transparency and accountability in every aspect of its work.

The CEO Report to the Board should include:

- Summary of activities undertaken by the organisation since the last period
- Any significant issues which have arisen since the last Board meeting
- Any issues that have come to light which may have implications for the operations and/or future of the organisation
- Up to date financial information

## Sample Section Headings for CEO's Report to the Board

Headings might include, but are not limited to:

- **Introduction/Abstract.** Summarises the information contained in the report – this should only be a few lines long, at most
- **Strategy Implementation.** Progress made/milestones reached with respect to the organisation's strategic plan
- **Finances.** Financial statements and Minutes of Audit & Finance Committee meetings are circulated to the Board.
- **Risk assessment for the organisation.** List significant risks which have been identified, or are ongoing. These could include operational, environmental, legal, technological, economic and/or reputational risks etc.
- **Immediate and medium-term outlook.**
- **Conclusion.** The conclusion acts as an "AOB" section, and presents the overall view of the CEO in relation to the information contained in the report, including any outstanding recommendations he/she wishes to make.