Effective board meetings in your hospice

Good practice guide

This publication is part of Hospice UK’s Governance Support Programme for hospice boards and trustees
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>3</td>
</tr>
<tr>
<td>1. What is an effective board meeting?</td>
<td>4</td>
</tr>
<tr>
<td>2. Key benefits of effective board meetings</td>
<td>5</td>
</tr>
<tr>
<td>3. Meetings and good governance</td>
<td>6</td>
</tr>
<tr>
<td>4. Steps involved in effective meetings</td>
<td>7</td>
</tr>
<tr>
<td>5. Specific types of meeting</td>
<td>9</td>
</tr>
<tr>
<td>6. Top tips</td>
<td>10</td>
</tr>
<tr>
<td>7. Resources</td>
<td>11</td>
</tr>
<tr>
<td>Appendix 1: Example of a board calendar</td>
<td>12</td>
</tr>
<tr>
<td>Appendix 2: Keeping strategic focus</td>
<td>13</td>
</tr>
<tr>
<td>Appendix 3: Sample Chair’s letter</td>
<td>15</td>
</tr>
<tr>
<td>Appendix 4: Sample trustee code of conduct</td>
<td>16</td>
</tr>
<tr>
<td>Appendix 5: Board observation framework</td>
<td>17</td>
</tr>
<tr>
<td>Appendix 6: Format for summarising committee discussions to the board</td>
<td>19</td>
</tr>
<tr>
<td>Appendix 7: Sample hospice board strategy away day</td>
<td>20</td>
</tr>
</tbody>
</table>

Cass CCE authors and contributors: Caroline Copeman, Andrew Forrest and Rosalind Oakley.

We are grateful to the team at the Centre for Charity Effectiveness, Cass Business School for their help in developing these guides, and to Heather Richardson of St Christopher’s Hospice for her contribution to the guide on quality governance.

While great care has been taken to ensure the accuracy of information contained in this publication, it is necessarily of a general nature and Hospice UK cannot accept any legal responsibility for any errors or omissions that may occur. The publisher and author make no representation, express or implied, with regard to the accuracy of the information contained in this publication. The views expressed in this publication may not necessarily be those of Hospice UK. Specific advice should be sought from professional advisers for specific situations.

No part of this publication may be reproduced, stored in a retrieval system or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise without the prior permission of Hospice UK.

© 2017 Hospice UK

Published by Hospice UK in January 2017.
Foreword

The need for good hospice governance is greater than ever. We know from our members that the challenges faced by hospice boards and leadership teams right across the UK are increasing in number and complexity. Alongside this, the complexity of the strategic decision making required of them is increasing too, along with the risk of negative impact if they make poor decisions.

In 2013, the Commission into the Future of Hospice Care identified rapid demographic change, changes in patterns of illness, increasing financial constraints, and uncertainty about future funding as just some of the challenges that are causing hospices to become more vulnerable.

The Commission said that such pressures are only likely to increase, and in the three years since its final report was published, this prediction has proved entirely accurate. Added to this, in recent years we have seen rising public concern and media scrutiny of charitable fundraising and the quality of charity governance.

The Commission gave a clear message that hospices must adapt now to become fit for the future. It urged hospices to make positive, informed decisions about how they operate and to find new ways of ensuring that hospice care can match future needs. Good governance and effective leadership are central to hospices’ ability to respond to these many and varied challenges. Yet it can be hard for hospice trustees to know who to turn to for support and how to tell whether they are getting it right.

This good practice guide is one in a series produced by Hospice UK as part of our Governance Support Programme for hospice boards and trustees. The series covers:

- Appraisal of hospice boards and trustees
- Board involvement in hospice strategy and planning
- Board reports that add value to your hospice
- Developing a balanced scorecard for your hospice
- Developing a dashboard for your hospice
- Effective board meetings in your hospice
- Hospice board recruitment and selection
- Quality governance for your hospice

We are confident that, taken together, these good practice guides will be an extremely useful resource for all hospice trustees and senior staff.

Antonia Bunnin
Director of Hospice Support and Development
Hospice UK
1. What is an effective board meeting?

The board meeting is the hospice’s main forum for strategic decision making and the place where the board delivers as a high performing team.

Good board meetings have appropriate content and enable all participants to contribute effectively, making the most of their experience and skills. The effectiveness of the board is to a great degree dependent on the effectiveness of the meeting.

Effective meetings enable the board to:

- set the direction, monitor performance and be confident that the hospice is achieving the objects for which it was established
- agree key policies and procedures
- hold staff to account, and recognise work well done
- bring in, debate and discuss the needs of diverse stakeholders and the drivers in the external environment
- be assured that the hospice is well run and compliant with necessary regulations
- assess and manage risk
- delegate and hear back how that delegated authority has been used and be assured the board’s decisions are carried out.

Effective meetings are characterised by board members who¹:

- attend, arrive on time, stay for the whole meeting and participate
- prepare for meetings including reading board papers carefully and keep up to date with issues affecting the hospice
- accept collective responsibility for the decisions made by the board
- maintain confidentiality
- understand conflicts of interest and declare them where appropriate
- listen carefully to what others are saying
- are willing to question and challenge constructively
- are willing to take on assignments between meetings
- are willing to say when they do not understand or do not know.

---

2. Key benefits of effective board meetings

• Fulfilling the fiduciary, generative and strategic responsibilities of the board.
• Adding value to the work of the hospice by helping to identify and develop opportunities and to identify and manage risks.
• Motivating staff, trustees, volunteers and other stakeholders.
• Strengthening team work and working relationships.
• Commitment to a shared direction.
• Recognising achievement.

In contrast poor meetings:
• fail to make decisions
• fail to give clear direction
• are demotivating
• waste time
• are forums for unresolved and/or unproductive conflict.
3. Meetings and good governance

The ‘Principles of good governance’\(^2\) should be reflected in meetings:

<table>
<thead>
<tr>
<th>Code principles</th>
<th>How this might be observed at board meetings</th>
</tr>
</thead>
</table>
| Understanding of role | • Board/staff interaction is appropriate and the chief executive does not dominate.  
• Trustees do not merely rubber stamp.  
• There is adequate constructive challenge and high quality decision making.  
• Chairing is enabling and effective. |
| Ensuring delivery of organisational purpose | • Board spends time on strategic matters, clinical as well as business and income generation.  
• Board papers enable well informed and productive debate/decision making.  
• Board is clear about the impact the organisation is achieving. |
| Working effectively as individuals and a team | • Board displays positive behaviours, eg positive questioning, effective chairing: all contribute.  
• There is informal exchange outside the meeting.  
• There is a board development plan. |
| Exercising effective control | • Information brought to the board is clear, complete and appropriate for proper scrutiny.  
• Board spends time on risk.  
• Board delegates appropriately and has effective systems for reporting back. |
| Behaving with integrity | • Every agenda includes early declaration of interests.  
• Discussions make reference to the impact on beneficiaries. |
| Being open and accountable | • Views of beneficiaries, carers, volunteers and other stakeholders are taken into account.  
• Board has a clear and open decision making process and criteria.  
• Decisions taken between board meetings are considered and ratified. |

## 4. Steps involved in effective meetings

<table>
<thead>
<tr>
<th>Planning – months in advance</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Schedule dates annually in advance.</td>
<td></td>
</tr>
<tr>
<td>• Consider frequency: six meetings a year works well including at least one away day.</td>
<td></td>
</tr>
<tr>
<td>• Use an annual board calendar to schedule key topics and ensure specific forward looking discussion points linked to strategy development (see Appendix 1 for an example).</td>
<td></td>
</tr>
<tr>
<td>• Adhere to the governing document (e.g. meetings are quorate, called appropriately).</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Preparation – weeks in advance</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Chair and chief executive plan the agenda together.</td>
<td></td>
</tr>
<tr>
<td>• Be clear about the purpose of each item, what information will be needed and who needs to be present for the discussion.</td>
<td></td>
</tr>
<tr>
<td>• Check the item coming to the board really needs to. Is it an operational matter better dealt with by the staff or by a sub-committee?</td>
<td></td>
</tr>
<tr>
<td>• Aim for a balanced agenda: ensuring the board is spending enough time looking forward and outwards rather than simply inwards and to the past (see Appendix 2 for more information on this).</td>
<td></td>
</tr>
<tr>
<td>• Ensure the time available is appropriate for the agenda.</td>
<td></td>
</tr>
<tr>
<td>• A good technique to avoid last minute tabling of new items is for the Chair have prior approval of any to be raised.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Papers and presentations</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• The quality of papers and presentations has a significant impact on effectiveness. The Chair and chief executive should be clear about the standards they expect. It helps to have an agreed format for board papers and a summary sheet detailing what’s required of the reader.</td>
<td></td>
</tr>
<tr>
<td>• Papers should be circulated a week in advance.</td>
<td></td>
</tr>
<tr>
<td>• Presentations should not reiterate what is in the paper and should leave plenty of time for discussion. One third for presentation and two thirds for discussion.</td>
<td></td>
</tr>
<tr>
<td>• Consider having a Chair’s letter to accompany the papers setting out their thoughts on priorities for the meeting (see Appendix 3 for an example).</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The meeting room</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Make it welcoming and conducive to good teamwork.</td>
<td></td>
</tr>
<tr>
<td>• Is the room big enough; can everyone see and hear each other (square and oval tables are best); is it warm enough/ventilated enough?</td>
<td></td>
</tr>
</tbody>
</table>
### Behaviours and tone

- Aim for constructive discussions that are focused, allow a range of views to be heard and have a clear outcome.
- Chairs should facilitate discussion not dominate. Helpful behaviours include clarifying and summarising, bringing to ‘timely closure’.
- Make expectations of participants clear: reading papers in advance, one person speaking at a time, turning off mobile phones.
- Create an environment where people feel comfortable about contributing, challenging or saying that they don’t understand.
- Consider using other formats such as brainstorms and breakouts to maintain energy in the room.
- Consider a code of conduct that covers behaviour in meetings (see Appendix 4).

### The meeting itself

- Follow the agenda and ensure that any interests relevant to the meeting are declared at the beginning.
- Have a time in mind for each agenda item, but be flexible.
- Check that the needs of patients and other stakeholders are always considered. Sometimes it’s helpful to consider an issue from the perspective of each of your stakeholders.
- Recognise the things that have gone well and ensure staff and volunteers hear about it.

### Reporting

- Minutes are the legal record of the board’s decisions. They should be an accurate summary of key decisions, debates and actions, done by a staff member (not chief executive).
- Have the minutes approved at the next meeting, signed by the Chair and kept in a safe place, eg a minute book.

### Review

- Regularly review meetings. This can range from a simple feedback session at the end asking what worked well, what could be improved, to more complex reviews with an external observer. Appendix 5 has a suggested approach for self review.

### Follow up

- Ensure action points are clearly recorded in a table at the end, with names of those responsible and due dates.
- Make sure that actions are carried out as agreed.

---

5. Specific types of meeting

In addition to the points made already there may be some additional considerations for specific types of meeting.

**Annual general meetings**

Check your governing document carefully for any specific guidelines on the calling of AGMs and the business to be transacted there. Some hospices like to use their AGM to involve stakeholders in the work of the hospice – sometimes combining them with presentations on the work of the hospice or with a social event.

**Sub-committee meetings**

Remember that the sub-committee only has such powers as the governing document or the board delegates to it. Make sure the Chair and members of the sub-committee are clear about the terms of reference for the sub-committee.

The terms of reference should set out:

- purpose
- powers, eg what decision making power it has, if any
- membership (and voting rights)
- how it reports to the board
- frequency of meeting and quorum
- who supports the sub-committee, eg minute taker.

Committee members need to be clear about what they do and do not have the power to do and not exceed their remit. Often they will only have the power to advise. They may be able to include staff and outside experts on the committee. A sub-committee has more scope to get into detail, or to act as a think tank on aspects of the organisation’s work. Guard against getting too operational.

Take care over how sub-committees report to the board. The purpose of the reporting is to flag up key issues to the board clearly and concisely. (Simply circulating minutes is not the best way to do this.) Consider using a summary sheet such as that in Appendix 6. This makes clear what, if anything, the board needs to do as a result of the committee’s deliberations. You may also want a more in-depth annual report from the committee.

**Away day**

Away days are useful for concentrating on a particular area, for example strategic planning, board development, team building or looking in-depth at a topic. It can be helpful to use an external facilitator. They can help design an agenda and activities that enable you to look at things in a fresh way and enable the Chair and chief executive to participate fully. They can also help you change your group’s dynamics. An example agenda for a strategic planning session is included in Appendix 7.
6. Top tips

**Keep the patient in the room**

Efforts should be made to ensure that the perspectives of different stakeholders such as service users, carers and volunteers are heard in debates. Most important of all ask yourselves “have we had patients at the heart of our discussions?”

**Invest time in improving your meetings**

Poor meetings waste time, and are demotivating for all involved. Review them to transform their energy and effectiveness.

**Set expectations about behaviour**

Be clear about what you expect – a code of conduct is a good way to do this. If you have problem behaviours on the board, do not ignore them: challenge them; seek mediation or other external support.

**Get the best from people**

Create social time for people to get to know each other better. Schedule coffee and sandwiches before the formal meeting starts. If you are asking staff or advisers to be present for part or all of the meeting, be clear what role you want them to play.

**Give praise where it is due**

Trustees’ acknowledgment of excellent work by members of staff (not just senior members) should be formally recorded in the minutes. This is a great motivator.

**Be proactive about planning agendas to reflect the board’s priorities**

Structure the agenda round the key governance tasks and strategic priorities not around routine reports from senior management which are more likely to draw you into operational matters.

**Consider trustee-only time at the beginning or end of the meeting**

Having time alone together helps build the trustee team, gives them space to make sense of what they are seeing and hearing, and makes it easier to discuss more sensitive issues when they arise. Chief executives may feel uneasy about this, so discuss any concerns they may have.
7. Resources


www.ncvo.org.uk/component/redshop/themes/9-legal/P16-good-trustee-guide


www.debonogroup.com/six_thinking_hats.php

The reports that come to the board are important factors in the success of any meeting. More can be found on board reports in the good practice guide ‘Board reports that add value to your hospice, which can be downloaded from the Hospice UK website:
www.hospiceuk.org/governancepublications
Appendix 1: Example of a board calendar

- Scorecard
- Committee reports
- Chief executive reports

- March
  - External masterclasses
  - Estates review
  - Fundraising review
  - Plan and budget for coming year

- June
  - Internal masterclass
  - Health and Safety report
  - HR and Clinical reviews
  - Risk management report

- January
  - Investments report
  - Reserves policy
  - Review progress against the strategy
  - Draft plan and budget for coming year

- September
  - Patient journey masterclass
  - Remuneration and Communications reviews
  - Risk management report

- December
  - External masterclass
  - Education review
  - Board development plan
  - Board and Committee appointments

- October
  - Away Day
    - Strategic review
    - Board performance review, committee review and skills audit
Appendix 2: Keeping strategic focus

One rule of thumb for the board to consider when looking at how it is using its time is how it is striking the balance between internal and external matters and past and future matters, an idea explored further in the diagram below.

Many boards spend too much time in the bottom left hand quadrant and insufficient time in the top right hand quadrant.

Freeing up time for strategic discussion

Some organisations use a consent agenda. This means that uncontroversial or routine items are grouped together and it is agreed to approve them all without discussion. This means that items such as minutes of previous meetings can be more speedily dealt with. If a board member does not feel the item should be taken by consent then it is discussed. This approach can free up precious board time.
Staging discussion of strategic issues

It’s often a good idea to structure and schedule significant strategic issues over several meetings:

- **First meeting**
  Broad ranging, open ended, high level, floating ideas, encouraging creative thinking and alternative views.

- **Second meeting**
  Identifying the best options or key principles. Clarifying criteria for final decision making.

- **Third discussion**
  A detailed discussion focusing on plans, budgets and schedules for approval.

Distinguish between discussion about your strategy process – how you will make decisions versus the content of your decisions.

**Group thinking**

You may wish to use a group thinking process such as ‘Six thinking hats’ as a framework. It often releases the creativity of quieter participants and can produce innovative solutions.

To give shape to the discussion of key items, you may wish to use ‘why, what and how’: ie clarify why this item matters and what is the objective. You may be able to delegate the how to a sub-group so that you do not need to take up time on issues which belong elsewhere.

**For complex or large agenda items**

- Attempt to break the problem under discussion into smaller chunks.
- Determine what information will be needed to make decisions and gather this.
- Ensure that everyone involved understands and agrees the process being followed.
- Be clear on what the points of agreement/disagreement are.
- The Chair can help by regularly summarising progress and clarifying the current focus of the discussion.
- The Chair can also help with impasses by prompting for other options, eg “We seem to have a choice between X and Y, is there a third option?”

---

 Appendix 3: Sample Chair’s letter

Sample Chair’s letter with board meeting agenda and papers.  

Dear trustee

Trustees are invited to come to the meeting on [date] at [time], if they are able, for a one hour session learning about our services. This session is not a formal part of the board meeting and is for information only, with the aim of bringing our cause closer to home for trustees. Lunch will be available from 12.30pm as usual and the board meeting will start at 1pm.

We have two major items on the agenda for decision. The first is an update on <>, and the executive are asking us to make a decision on progressing this work. The item is supported by a full and detailed paper.

The second major item for decision will be the <>, and again the item is supported by a full and detailed paper. We will need to explore the implications in detail and agree our response.

Following the pattern of all board meetings this year, we will then have an update from one of our three strategic programmes: <>, which links to our strategic objective <>. I am sure we will have a fascinating conversation about this important area of work and the executive will welcome our steer and input.

We will also get a progress report and financial update for the end of the <> quarter as well as a paper on company secretarial matters and the usual chief executive’s report. These items are mainly for information and we will ensure that we continue to balance the time available for discussion with the need for brief presentations. I am keen that we spend as much time as is needed raising and debating issues.

Finally we have some items for noting including the regular update from <>, and < > and < >. There are no decisions required and these are essentially for noting but I will of course make sure that we take any questions or facilitate a discussion of any burning issues. However, unless anything is raised on the day we will not make any agenda time for these items which are for information.

Overall the intention is to continue to ensure that we allocate time in the meeting to have less presentation and more opportunity for discussion. To facilitate this, I will be assuming that any board papers circulated in advance have been read.

I look forward to seeing you on [date]; we will close the meeting by 4.30pm at the latest.

With kind regards

Chair

---

(5) Huge thanks to the Chair and chief executive at Action on Hearing Loss for allowing their idea for a Chair’s letter to be shared more widely.
Appendix 4: Sample trustee code of conduct

Code of conduct for trustees

It is a good idea to have a code of conduct for trustees. It is a valuable tool for addressing unhelpful behaviours. A section of the code can deal with trustees' commitment to productive meetings. For example:

- I will attend all appropriate meetings and other appointments at X hospice, or give apologies.
- I will prepare fully for all meetings and work for the organisation. This will include reading papers, querying anything I do not understand, thinking through issues before meetings and completing any tasks assigned to me in the agreed time.
- Respecting the authority of the Chair, I will actively engage in discussion, debate and voting at meetings, contributing in a considered, concise and constructive way; maintaining a respectful attitude towards others while making my voice heard, listening carefully, challenging sensitively and avoiding conflict.
- I will participate in collective decision making, accepting the concept of collective responsibility, and will not act individually unless specifically authorised to do so.
- I will maintain the confidentiality of information provided to me.

Agree what steps will be taken if there is a breach of the code. In serious cases you may wish to remove a trustee from the board. Make sure you have procedures to deal with this worst case scenario, in particular check that your governing document gives you the power to do so.

For more information on codes of conduct see: ‘Codes of conduct for trustees – developing and using trustee codes of conduct’\(^6\).

\(^6\) Farmer C. Codes of conduct for trustees – developing and using trustee codes of conduct. Charity Trustee Networks, 2008.
Appendix 5: Board observation framework

Here is a detailed framework for reviewing your meetings. Consider asking an observer to comment on which behaviours they observed and how frequently. Or use it as a prompt when you conduct end of board meeting reviews.

<table>
<thead>
<tr>
<th>Behaviour</th>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
</table>
| **Information giving** | • Appropriate  
   • Succinct                                                                 | • Defensive  
   • Obfuscatory  
   • Grudging                                                                 |
| **Questioning**  | • Clarifying  
   • For understanding                                                                 | • Critical/obstructive  
   • Self aggrandising  
   • Aggressive                                                                 |
| **Decision making** | • Clear criteria  
   • Aiming for consensus  
   • Clarity about decision made  
   • Summarised by Chair  
   • Exploring alternative perspectives | • Passive  
   • Argumentative  
   • No decision made  
   • Poorly communicated                                                      |
| **Monitoring**   | • Purposeful  
   • Interest shown  
   • Well informed  
   • Corrective action discussed  
   • Strategic                                                                | • Rubber stamped  
   • Inappropriate detail  
   • Managerial/operational                                                   |
| **Chairing**     | • Encouraging all to participate  
   • Timekeeping  
   • Focussed  
   • Summarising  
   • Moving people on if needed  
   • Setting a positive tone                                                 | • Talking too much  
   • Poor timekeeping  
   • Overpowering  
   • Driving own agenda  
   • Passive  
   • Not shaping where needed                                                |
<table>
<thead>
<tr>
<th>Behaviour</th>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focused on beneficiaries</strong></td>
<td>• Perspective of beneficiaries raised</td>
<td>• Little or no mention of beneficiaries</td>
</tr>
<tr>
<td><strong>Chief executive</strong></td>
<td>• Balanced contribution</td>
<td>• Dominates</td>
</tr>
<tr>
<td><strong>Staff attending</strong></td>
<td>• Make positive contributions</td>
<td>• Absent</td>
</tr>
<tr>
<td></td>
<td>• Respect roles</td>
<td>• Present but do not speak</td>
</tr>
<tr>
<td><strong>Energy</strong></td>
<td>• Engaged</td>
<td>• Disinterested</td>
</tr>
<tr>
<td></td>
<td>• Enthusiastic</td>
<td>• Disengaged</td>
</tr>
<tr>
<td></td>
<td>• Priority issues discussed in-depth</td>
<td>• Priority issues skated over</td>
</tr>
</tbody>
</table>

This framework builds on an observation sheet used in a research study into the performance of an NHS trust board by Edward Peck (‘The performance of an NHS Trust Board: Actors’ accounts, minutes and observations’. British Journal of Management Vol 6. 135-156. 1995.)
Appendix 6: Format for summarising committee discussions to the board

Summary from board sub-committee:

For board meeting date:

Date of sub group meeting:

Key issues under discussion:

Information for the board attention:

Actions since last sub-committee meeting:

Board decisions required:

Date of next meeting:

Author of summary:
Appendix 7: Sample hospice board strategy away day

Purpose:
- Develop a shared understanding of the challenges <this> Hospice is facing.
- Review the potential impact of these challenges on the strategic direction.

09.30 Introductions and overview of workshop
- Chair and CE to do overall purpose of day
- <Facilitator> to do intro exercise
- A morning distilling implications
- An afternoon developing ideas about potential responses

10.00 Exploring three big challenges facing the hospice sector and how they could impact <this> hospice
- Exploration
- Implications
- Development of ideas for strategic options
- Consideration of ‘non-negotiables’; the things <this> Hospice must/must not do
- Presentation to plenary
Three members of the SMT to give a brief (‘provocative’) presentation in advance to the plenary:
- What is known about the challenge
- What is still uncertain, but what the alternatives could be
- The big strategic questions – three work groups to explore:
  - GP Commissioning and Palliative Care Funding Review
  - Competition/collaboration and other players
  - Beneficiary and community needs and expectations (NB they could choose any three.)

11.30 Break

11.40 <This> Hospice capacity and core capability
- Overview by an SMT member of <this> Hospice’s fitness to face the future challenges

12.30 Lunch

13.30 What could our response be?
- Plenary discussion of outcomes from previous sessions

What might the future strategic priorities and business model look like?
- Confirmation of potential ways forward
- What should we be doing vs encouraging others to do?

14.45 Break

15.00 Implications and risks
- Brief discussion on implications of the options

Strategic decision making criteria
- Discussion around ‘objective’ decision making criteria for future strategic options (the things that are important to the board)

15.45 Next steps and close at 16.00