



Presented by
Falconbury

The Director's Guide to Meetings Governance

6 November 2026

A practical course equipping directors with essential meeting governance skills to run effective meetings, produce robust minutes, ensure accountable decision-making, reduce organisational risk, and avoid costly consequences of poor documentation



Format:
Live online



CPD:
3 hours for your records



Certificate of
completion

Course overview

This training course provides a practical and governance-led approach to meeting management, focusing on how directors and governance professionals can ensure that meetings are effective, decisions are robust, and minutes provide appropriate legal protection.

Moving beyond basic minute-taking, the course examines the governance value of minutes as formal corporate records, and their role in evidencing director decision-making under the Companies Act 2006 and the Economic Crime and Corporate Transparency Act 2023. Participants will explore when minutes act as a safeguard - and when poor drafting can expose directors and organisations to risk.

The programme develops a clear understanding of meeting structures, roles and legal obligations, including quorum, conflicts of interest and the distinct responsibilities of the chair, company secretary, and minute-taker. Particular emphasis is placed on correctly recording conflicts and decisions, and the potential consequences where governance processes are not properly documented.

Participants will learn how to produce clear, decision-focused minutes that demonstrate the exercise of independent judgement, capture key reasoning and support accountability. Practical frameworks such as structured decision recording and action tracking will be introduced to ensure that decisions are not only recorded but followed through effectively.

The course also addresses modern developments in meeting governance, including the use of AI and transcription tools, data protection considerations, and the need for robust human oversight. Participants will gain a realistic understanding of how technology can support - but not replace - effective minute-taking.

In addition, the programme covers end-to-end meeting management, from agenda design through to post-meeting follow-up, showing how well-structured meetings lead to better decisions, clearer accountability, and measurable organisational efficiency.

By the end of the course, participants will be equipped with practical techniques, governance frameworks, and drafting approaches that enable them to produce minutes that are clear, defensible, and aligned with best practice—ultimately supporting better-run meetings, stronger governance, and reduced organisational risk.

Benefits of attending

By attending this training course you will:

- **Develop** a clear understanding of the purpose of minutes and resolutions as formal governance records that evidence decisions and protect directors
- **Build** the skills to produce concise, accurate, and legally robust minutes under the Companies Act 2006
- **Learn** how to capture decisions effectively, including rationale, outcomes, and clearly defined actions
- **Strengthen** your ability to structure and manage meetings end-to-end, from agenda design to action tracking
- **Understand** the roles and responsibilities in meetings, including the chair, minute-taker, and company secretary
- **Gain** confidence in handling and properly recording conflicts of interest, reducing legal and governance risk
- **Apply** practical drafting techniques to improve clarity while reducing time spent on minute preparation
- **Enhance** accountability by creating clear, actionable records with defined ownership and follow-up

Who should attend?

This training course has been specifically designed for:

- Company Directors - executive and non-executive
- Company Secretaries
- Trustees
- Governance professionals
- All senior professionals looking to develop their skills in this area

Programme

The governance value of minutes

- Why minutes matter beyond administration: the legal and accountability framework
- The Economic Crime and Corporate Transparency Act 2023: what it means for director record-keeping
- When minutes protect directors - and when they expose them
- Types of minutes (action, discussion, verbatim) and how to choose the right approach
- Basic principles: what every set of minutes must contain as a minimum

Roles, meeting types, and governance obligations

- The governance architecture of the meeting: board, committee, AGM, and informal
- Quorum: legal significance and practical management
- Roles in the room: the chair, the minute-taker, the company secretary, and their respective responsibilities
- Conflicts of interest: the statutory obligation under Companies Act 2006, how to identify and declare, and - critically - how to minute a conflict correctly
- What happens when a conflict is not minuted: personal liability, avoidance of contracts, regulatory sanction

AI, technology, and the future of meeting records

- What AI transcription tools can and cannot do: a realistic assessment
- ICO guidance on AI-generated records: personal data, lawful basis, and transparency obligations
- AI as a drafting aid vs. AI as the record: different governance implications
- Consent, storage, and the human review obligation
- A practical AI use policy for meeting records: what it should contain and how to adapt it for your organisation

Decision-making and the minutes that capture it

- Statutory duties under Companies Act 2006: how minutes evidence the exercise of independent judgement and the duty to promote success
- Decision-making traps: anchoring, confirming evidence, sunk cost, and automation bias — and how good minutes can surface these in retrospect
- The IRDA(O) structure: Issue, Reason, Decision, Action, Owner
- Minuting a no-decision, a deferred decision, and a decision made under time pressure
- The action triangle: What, Who, When — and the evidence of completion.

Meeting management: before, during and after

- Agenda architecture: how the agenda shapes the minutes before the meeting begins
- The board agenda: prepared by the chair, flagged for Information, Discussion, or Decision, and including declarations of interest
- During the meeting: environmental factors, concentration management, and the five things a minute-taker must capture at every meeting
- After the meeting: the approval process, amendments, confidentiality, and distribution
- Action tracking: the log, completion evidence, and the follow-up cycle

Q&A

- Summary of key takeaways
- Individual reflection: one change each delegate will make to their meeting governance practice

Presenter



Russell Shackleton

Russell Shackleton, CIA, CFE, MBA, FRSA, is a risk management and corporate governance expert consultant and trainer. He is an experienced advisor to Boards and sub-committees, and a tutor on the Financial Times Non-Executive Director programme.

He is an accomplished change agent and strategic thinker, as well as a civil and commercial mediator. He has an Executive MBA from Henley Business School and is a governance specialist with the FT Non-Executive Director Diploma.

Russell applies his operational experience allied with strategic thinking, exemplary leadership and team working skills to help businesses bring a structured change that is pragmatic, sustainable, and meets the needs and cultural fit of their organisation. He is passionate about empowering groups to achieve more than their component parts through effective stakeholder engagement and collaboration.

He has worked with many industries across the world, including manufacturing, FMCG, retail, automotive, supply chain logistics, food production/services, construction, textiles, engineering, infrastructure, energy, warehousing, transport, and charities.

Now based in the UK, he continues to serve organisations with an international footprint, culture or supply chain, both as a consultant / trainer or a Non-Executive Director and maintain those connections and knowledge. He speaks English and French.

Course date

6 November 2026

Live online

13:30-17:00 **UK (London)** (UTC+00)

Course code 16495

GBP **299** ~~349~~

EUR **419** ~~489~~

USD **481** ~~559~~

Until 02 Oct

How to book

 **Online:**
ipi.academy/2646

Alternatively contact us to book, or if you have any queries:

 **Email:**
info@ipiacademy.com

 **Phone:**
[+44 \(0\)20 7749 4749](tel:+442077494749)

Discounts

- Booking more than one delegate on any one date qualifies for a **30% discount** on the second and subsequent places.
- Most events qualify for an **early booking discount** prior to 6 weeks before the course date. Be sure to check on our website, where the latest discounts will be shown.

Further information

Fee
The fee includes all meals and refreshments for the duration of the course (for venue-based courses) and a complete set of course materials (provided electronically). If you have any particular requirements, please advise customer services when booking.

Please note
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Terms and conditions
The rest of our terms, the event cancellation policy and the terms and conditions are on our website, please visit ipi.academy/content/terms-and-conditions

Reviews



Very good in all aspects of the webinar. Friendly approachable speaker who made the environment comfortable to be able attendees to interact easily. It was very interesting overall.

 **Penelope Hillary**
PA to the Board
GNAAS
Nov 8 2024



Excellent

 **Onyeche Helen Adogwa**
Principal Partner
Adogwa & Co. Ltd
Aug 4 2023



Mr. Davies was very kind, and his passion for minutes lifted a lot of that burden feeling. I look forward to using a few new skills and techniques.

 **Daisy Martinez**
General Manager
Laguna Madre Water District
Aug 4 2023



Everything was great, I was looking to make my minute taking more professional and with this course I did.

 **Susan Wilkinson**
Executive Assistant
Danbro Trading Group
May 22 2023

Run this programme in-house for your whole team

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IPI Academy is a training initiative of Falconbury and Management Forum; leading providers of industry training for over 30 years, based in the UK.

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