CONCEPT

Board Secretary Training: Minute Taking, Board Resolutions and Committee Governance

4 – 8 January 2027
Dubai - Five-star CBD venue



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Ref: 1235_7221 **Date:** 4 – 8 January 2027 **Location:** Dubai - Five-star CBD venue **Fees:** 19500 SAR

Introduction

Defective meeting records, incomplete board packs, and procedural oversights undermine organisational integrity and expose governing bodies to severe audit findings or legal disputes. This board secretary training course delivers practical practitioner capabilities to structure boardroom workflows, maintain procedural discipline, and document complex governing decisions with defensible precision. Secretariat professionals master every stage of the meeting administration lifecycle, translating governance codes into structured administrative safeguards that protect institutional integrity. Participants develop operational competence across agenda distribution, voting verification, minute taking, and resolution tracking under the guidance of Core Concept.

Course Objectives

- Apply ISO 37000 and the G20/OECD Principles of Corporate Governance to articulate the secretariat mandate, board charters, and committee terms of reference.
- Structure annual board and committee calendars, meeting agendas, and executive packs that comply with notice, quorum, and voting thresholds.
- Draft precise minutes and board resolutions, including written resolutions by circulation, that record decision rationales, voting records, and formal dissent.
- Maintain a robust resolutions register, systematic action log maintenance workflows, and conflict of interest declarations to support statutory audit readiness.
- Manage contentious proceedings, confidentiality breaches, and procedural irregularities through defensible administrative governance protocols.
- Assemble an operational Board Secretariat Toolkit tailored to participant board and committee governance structures.

Target Audience

- Board and company secretaries directing meeting cycles for governing bodies.
- Committee secretaries supporting audit, risk, nomination, and remuneration committees.
- Corporate governance officers responsible for charters, authority delegations, and official records.
- Executive office directors coordinating board paper preparation and resolution implementation.
- Legal counsel and compliance officers advising committee chairs on procedural rules.
- Secretariat professionals managing public councils, institutional trustee bodies, and steering committees.

Course Outline

Day 1: Governance Frameworks and the Secretariat Role

- ISO 37000:2021 Governance Principles and Governing Body Accountabilities
- G20/OECD Principles of Corporate Governance and Secretariat Mandates
- Board Secretary Role Profile and Independence Safeguards
- Board Charter, Committee Terms of Reference and Reserved Matters
- Secretariat Current-State Assessment Checklist

Day 2: Procedural Rules and Documentation Standards

- Articles, Bylaws and Procedural Rules for Notice, Quorum and Voting
- Robert's Rules of Order Newly Revised 12th Edition for Order of Business
- Delegation of Authority Matrix and Decision Rights Mapping
- Annual Board and Committee Calendar and Forward Agenda Planner
- Board Records Retention and Classification Under ISO 15489-1:2016

Day 3: Board Papers, Minutes and Resolutions in Practice

- Agenda Design and Board Paper Cover Sheet Protocols
- Minute-Taking Formats for Action, Narrative and Resolution Records
- Resolution Drafting for Ordinary, Special and Written Resolutions by Circulation
- Resolutions Register and Action Log Maintenance
- Draft Minutes Review, Approval and Formal Signature Workflow

Day 4: Integrity, Confidentiality and Problem Cases

- Conflict of Interest Register and Recusal Documentation
- Board Portal Access Controls Aligned to ISO/IEC 27001:2022
- Contentious Meeting Management for Dissent, Adjournments and Quorum Lapses
- Governance Compliance Obligations Register Under ISO 37301:2021
- Board and Committee Effectiveness Evaluation Instruments

Day 5: Practical Secretariat Simulation and Toolkit Assembly

- Board Meeting Simulation and Minute Drafting from Meeting Transcripts
- Committee Resolution Dispute Remediation and Evidentiary Reconciliation
- Annual Meeting Calendar and Board Pack Architecture Assembly
- Practical Board Secretariat Toolkit Integration
- Toolkit Defence and Peer Review Panel Evaluation

Skills You Will Gain

- Board Procedure Management
- Minute Drafting
- Resolution Wording
- Governance Documentation
- Conflict of Interest Recording
- Board Records Control
- Meeting Cycle Planning
- Board Effectiveness Review

Why Attend This Course

- Deploy a practical Board Secretariat Toolkit tested against complex meeting scenarios and reviewed by experienced governance peers.
- Produce institutional minutes that withstand scrutiny from statutory auditors, judicial reviews, and external stakeholders over long horizons.
- Advise meeting chairs with technical authority during agenda disputes, loss of quorum, or divided committee votes.
- Benchmark administrative secretariat workflows against international governance standards across varied operational sectors.

Conclusion

Defensible institutional governance relies on rigorous procedural discipline and evidentiary documentation. This course guides secretariat professionals through foundational governance architecture, statutory meeting rules, drafting techniques, and contentious scenario handling. Practitioners conclude the programme by assembling an operational toolkit that establishes consistency, legal defensibility, and administrative precision across every governing body they support.