

Board Retreat Agenda Template

Peninsula Executive Retreats — peninsulaexecutiveretreats.com.au

How to Use This Template

This template provides two ready-to-adapt agenda formats: a one-day board planning day and a two-day board strategy retreat. Adapt the session titles, timings and facilitator notes to suit your board's specific objectives and composition.

Before you begin, confirm:

- The primary objective of the retreat (strategic planning, governance review, relationship building, or a combination)
 - Whether you are using an external facilitator or running the sessions internally
 - The number of directors attending and any specific dynamics to design around
 - Pre-work requirements — what should directors read or prepare before arriving?
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ONE-DAY BOARD PLANNING DAY

Suitable for: Annual planning, governance review, or a focused strategic topic. Groups of 6–20.

Time	Session	Notes
8:30 am	Arrival & Breakfast	Allow 30–45 min for informal connection before the formal session begins
9:15 am	Welcome & Objectives	Chair opens. Confirm the day's objectives and ground rules. 15 min.
9:30 am	Context Setting	CEO or facilitator presents the strategic context: where we are, what has changed, what we need to resolve. 30 min.
10:00 am	Session 1: Strategic Priorities	Facilitated discussion on the board's top 2–3 strategic priorities for the coming year. 60 min.
11:00 am	Morning Tea	20 min break
11:20 am	Session 2: Risk & Governance	Governance review, emerging risks, board effectiveness. 60 min.
12:30 pm	Lunch	Informal. Seat directors with people they don't usually sit next to. 60 min.
1:30 pm	Session 3: Deep Dive	One focused topic chosen in advance — succession, capital allocation, culture, a specific strategic challenge. 75 min.
2:45 pm	Afternoon Tea	15 min break
3:00 pm	Session 4: Decisions & Actions	What have we decided? What are the actions, owners and timelines? 45 min.
3:45 pm	Closing Reflection	Each director shares one insight or commitment from the day. 30 min.
4:15 pm	Depart or Optional Experience	Wine tasting, walk, or informal drinks if the group wishes to extend

Facilitator notes: Keep Session 1 generative — avoid moving to solutions too quickly. Session 4 is critical: every discussion should produce a named action with an owner and a date.

TWO-DAY BOARD STRATEGY RETREAT

Suitable for: Annual strategy, major governance review, or significant organisational transition.
Groups of 6–20.

DAY ONE — Arrive & Explore

Time	Session	Notes
12:00 pm	Arrival & Check-In	Directors arrive and settle in. Informal lunch available.
1:30 pm	Welcome & Framing	Chair and facilitator open the retreat. Objectives, process, ground rules. 30 min.
2:00 pm	Environmental Scan	What is the external environment telling us? Facilitator-led discussion drawing on pre-read materials. 60 min.
3:00 pm	Afternoon Experience	Optional: guided walk, winery visit, or wellness activity. Designed to shift the group’s energy and create informal connection. 90 min.
4:30 pm	Free Time	Directors decompress, make calls, prepare for evening.
6:30 pm	Pre-Dinner Drinks	Informal. No agenda.
7:00 pm	Dinner	Private dining. Seat directors intentionally. Consider a single conversation prompt for the table — not a formal agenda item, but a question worth exploring.
9:00 pm	Close of Day One	

DAY TWO — Work & Decide

Time	Session	Notes
7:30 am	Breakfast	Informal. Allow directors to arrive at their own pace.
8:30 am	Day Two Opening	Facilitator recaps Day One themes and frames the day's objectives. 15 min.
8:45 am	Session 1: Strategic Direction	Where are we going? Facilitated discussion on long-term direction, competitive positioning, and strategic priorities. 90 min.
10:15 am	Morning Tea	20 min break
10:35 am	Session 2: Capability & Resources	Do we have what we need to execute? People, capital, partnerships. 60 min.
11:35 am	Session 3: Board Effectiveness	How is the board performing? What do we need to do differently? (Consider using a structured self-assessment tool.) 45 min.
12:20 pm	Lunch	60 min. Informal.
1:20 pm	Session 4: Decisions & Commitments	What have we decided? Confirm strategic priorities, actions, owners and timelines. 60 min.
2:20 pm	Closing Reflection	Each director shares one commitment or insight. Chair closes the retreat. 30 min.
2:50 pm	Depart	

Facilitator notes: Day One is for exploration — resist the urge to resolve things too quickly. Day Two is for decisions. The dinner conversation on Day One often produces the most important insights of the retreat; design it intentionally.

PRE-RETREAT CHECKLIST

6–8 weeks before:

- ☐ Confirm objectives with the Chair and CEO
- ☐ Select and brief the facilitator
- ☐ Book venue and accommodation
- ☐ Send save-the-date to all directors

3–4 weeks before:

- ☐ Circulate pre-read materials (strategy documents, board papers, any relevant data)
- ☐ Confirm dietary requirements and any access needs
- ☐ Finalise agenda and share with facilitator
- ☐ Arrange transport if required

1 week before:

- ☐ Send final agenda and logistics to all directors
- ☐ Confirm all bookings with venue
- ☐ Brief the Chair on facilitation approach

Post-retreat:

- ☐ Circulate action register within 48 hours
- ☐ Schedule follow-up check-in (30–60 days post-retreat)
- ☐ Gather feedback from directors

ABOUT PENINSULA EXECUTIVE RETREATS

Peninsula Executive Retreats designs and manages fully managed board retreats on the Mornington Peninsula, Victoria. We handle every detail — venue selection, accommodation, agenda design, facilitation coordination, catering, and on-the-day management — so the Chair and company secretary can focus on the board, not the logistics.

Contact us to discuss your next board retreat: hello@peninsulaexecutiveretreats.com.au | 1300 121 604 | peninsulaexecutiveretreats.com.au/board-retreats

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