

Small-Team Governance Meeting Toolkit

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Purpose and audience

Prepare a decision-focused meeting and carry its outcomes into an owned action record.

Small project teams, meeting chairs and people preparing requests for a decision.

Use the tools in sequence

1. Agree the meeting purpose, decision authority and escalation route before inviting attendees.
2. Complete a decision brief for each request. Use D01, D02 and similar IDs throughout the pack.
3. Use the agenda to separate decisions from updates and identify missing information.
4. Record the decision and linked actions. Confirm owners and dates, then circulate the agreed record.

Files and working method

Save a personal copy of the Word file to type into the forms. Use the PDF as a printable version. The PDF has no interactive form fields. Duplicate a tool page when you need more records. Retain the same record IDs across the three tools and record the date and version when you make a change.

Adapt the pack to your organisation's authority and record-retention arrangements. It is not a corporate governance standard.

Tool 1: Decision brief

Prepare this before the meeting. If the proposed decision is outside the group's authority, name the person or forum to which it must be escalated.

Record date: _____ Version: _____

Decision ID and exact decision requested

Decision owner and delegated authority

Options including keeping the current position

Evidence, assumptions and unresolved questions

Recommendation and implications

Escalation route and required decision date

Tool 2: Decision-focused agenda

Allocate discussion time to the decision briefs. Do not treat silence as agreement.

Record date: _____ Version: _____

Meeting date, chair and attendees

Decision IDs and papers supplied

Time allowed and presenter for each item

Questions to settle before a decision

Items deferred and missing information owner

How attendees will confirm the final record

Tool 3: Decision and action register

Carry the same decision ID forward. An action needs one accountable owner and a clear completion test.

Record date: _____ Version: _____

Decision ID, date and agreed outcome

Reason and evidence considered

Action ID linked to the decision

Owner, due date and completion evidence

Unresolved issue and escalation recipient

Status, review date and closure confirmation

Worked example

Fictional example for practice. Adapt the structure, not the facts.

D01 asks whether a fictional team should extend a trial by one week. The brief compares stopping now with extending, records incomplete test evidence and identifies the sponsor as decision owner. The meeting approves an extension within the sponsor's authority. Action A01 is assigned to the test lead to supply the missing results by Friday. The register links A01 to D01 and records the review date; "team to follow up" is replaced with a named owner.

Review your completed pack

Does every recorded decision have a reason, an authorised owner and linked actions with completion tests?

- All three tools use matching record IDs.
- Facts and assumptions are distinguishable.
- Outstanding actions have an owner and a date.
- Confidential information and credentials are excluded.
- The next reviewer can find the supporting evidence.

Your next action

Action: _____

Owner: _____ Due date: _____

Completion evidence: _____

Use and attribution

Original RDE educational forms. Personal and internal organisational adaptation permitted with Jefferson Otonbara Imgbi author credit retained. Review the adapted forms for your context before use.

Further guidance

APM: What is governance?: <https://www.apm.org.uk/resources/what-is-project-management/what-is-governance/>