United Kingdom Board Operations Annex

A working reference for board-cycle operators. This annex is not legal advice.

Cycle controls

• Keep board minutes for at least ten years under Companies Act 2006 section 248.

• The chair authenticates minutes under section 249, creating an evidential presumption.

• For listed companies, check the UK Corporate Governance Code 2024, including separation of chair and chief executive.

• Capture the factors and trade-offs relevant to directors duties, without turning minutes into a transcript.

• Use the company secretary and counsel for legal interpretation; the operator controls the cycle and evidence trail.

Verify each cycle

• Companies Act 2006, sections 172 and 248 to 249

• UK Corporate Governance Code 2024

• Articles of association and committee terms

Operator handoff

• Ask qualified counsel to confirm notice, quorum, approvals, signatures, retention, filings, conflicts, and reserved matters before the calendar is locked.

Updated September 2026. Verify current law and company-specific governing documents before relying on this annex.