

Sample Board Meeting and Reporting Work Plan.
For Cultural Heritage and Broadcasting Commission (fictitious)
Over one financial year (July-June)

Preamble

This sample Board work plan is based on assumptions that the Board:

- operates under the [Crown Entities Act 2004](#)
- has 2 standing committees
- meets as a full board 10 times a year
- has a regular interface with the Minister.

These characteristics may differ from entity to entity depending on their nature and entity classification.

To assist their working relationships with the responsible Minister and Ministry (Monitoring Department), Boards should have a working knowledge of the all-of-government [“It takes three” – Operating Expectations Framework for Crown entities, responsible Ministers and Monitoring Departments.](#)

Note: *Standard items to be considered at each Board Meeting:*

- *Chief Executive’s report*
- *Review monthly financial statements*
- *Review Conflict of Interest Register*
- *Review Risk Register.*

Introduction

As a generic and sample work plan, this document provides guidance to Boards on work common to all Crown entities. Boards will also add portfolio specific items to their programmes along with tasks specified in entity establishment legislation. Some items may lead to permanent (standing sub-committees) while others will require time-limited task-driven work. Such ‘committees’ will have agreed outputs and reporting timetables to the board.

Topic/Meeting	July	August	September
<i>Full Board Meeting</i>	[No Board Meeting]	<ul style="list-style-type: none"> • Appoint Standing Committees for the upcoming year • Consider potential Budget bids consistency with current SOI for the following year's entity budget process • Approve 1st draft of annual financials 	<ul style="list-style-type: none"> • Approve Remuneration Committee recommendations following SSC consultation • New board members induction (can take place throughout the year as new member terms of appointment commence) • Approve final annual financials
<i>Remuneration Committee</i>	<ul style="list-style-type: none"> • Review remuneration performance and consider remuneration based on consultant's report 		<ul style="list-style-type: none"> • Confirm CEO performance agreement with the CEO, including KPIs
<i>Audit, Finance and Risk Committee</i>	<ul style="list-style-type: none"> • Refresh Board policy review timetable - who will lead which reviews 	<ul style="list-style-type: none"> • Review draft annual financials and draft management letter with external auditors 	
<i>Reporting to and from Minister (Ministry)</i>	<ul style="list-style-type: none"> • Sign off special topic performance reports if agreed 	<ul style="list-style-type: none"> • Sign off special topic performance reports if agreed 	<ul style="list-style-type: none"> • Sign off special topic performance reports if agreed
<i>Minister's priorities</i>	<ul style="list-style-type: none"> • Review implementation plans for new SPE priorities in upcoming year 	<ul style="list-style-type: none"> • Review progress in meeting the Government's and Minister's priorities 	<ul style="list-style-type: none"> • Review progress in meeting the Government's and Minister's priorities including SPE implementation plans
<i>SOI/SPE</i>		<ul style="list-style-type: none"> • Management provides progress against goals contained in the SPE 	<ul style="list-style-type: none"> • -Management provides progress against goals contained in the SPE
<i>Financials</i>		<ul style="list-style-type: none"> • Budget bid proposal finalised • Management supplies monthly financials 	<ul style="list-style-type: none"> • Once annual audit completed, issue Annual Financial Statements if practicable
<i>Performance Reporting</i>		<ul style="list-style-type: none"> • Meeting with Minister re 4TH Quarter performance 	

Topic/Meeting	October	November	December
<i>Full Board Meeting</i>	<ul style="list-style-type: none"> Consider report from Audit committee 	<ul style="list-style-type: none"> Note: good practice suggests November as an earliest date for the Minister's Letter of Expectations for the following year's Statement of Performance Expectations (SPE). A later Letter of Expectations may compress SPE planning timetables 	<ul style="list-style-type: none"> Preview strategic directions discussion: "Is the Board's strategy still fit-for-purpose?" Review Minister's expectations (if provided)
<i>Remuneration Committee</i>			
<i>Audit and Risk Assurance Committee</i>	<ul style="list-style-type: none"> Review audit program with external auditors Review Conflict of Interest and Delegated Authorities policies 		
<i>Reporting to and from Minister (Ministry)</i>	<ul style="list-style-type: none"> Sign off first quarter performance report to the Minister/Ministry Sign off special topic performance reports if required Note: good practice - management supplies Ministry with initial draft annual report 	<ul style="list-style-type: none"> Sign off special topic performance reports if agreed 	<ul style="list-style-type: none"> Sign off special topic performance reports if agreed
<i>Minister's priorities</i>	<ul style="list-style-type: none"> Review progress in meeting the Government's and Minister's priorities 	<ul style="list-style-type: none"> Review progress in meeting the Government's and Minister's priorities 	<ul style="list-style-type: none"> Review progress in meeting the Government's and Minister's priorities and SPE implementation Note: a typical election cycle means a new Government may have been elected and: Board may supply an entity briefing to incoming Minister Government and Minister may have signalled new priorities
<i>SOI/SPE</i>	<ul style="list-style-type: none"> "Is the Board's strategy still fit-for-purpose?" Management provides progress against goals contained in the SPE 	<ul style="list-style-type: none"> "Is the Board's strategy still fit-for-purpose?" Management provides progress against goals contained in the SPE Arrange meeting with Minister for discussion on future priorities for following financial year or next strategic planning cycle 	<ul style="list-style-type: none"> "Is the Board's strategy still fit-for-purpose?" Management provides progress against goals contained in the SPE
<i>Financials</i>	<ul style="list-style-type: none"> Management supplies monthly financials 	<ul style="list-style-type: none"> Management supplies monthly financials 	<ul style="list-style-type: none"> Management supplies monthly financials
<i>Performance Reporting</i>		<ul style="list-style-type: none"> Meeting with Minister (if practicable) re 1st quarter performance 	

Topic/Meeting	January	February	March
<i>Full Board Meeting</i>	<p>NO MEETING</p> <p>Note: members may be asked to reflect on the Minister's priorities and expectations if provided</p>	<ul style="list-style-type: none"> Strategic Directions planning session Review SOI (if applicable) based on letter of expectations and consistent with principles of planning session 	<ul style="list-style-type: none"> -Approve draft SPE
<i>Remuneration Committee</i>	<ul style="list-style-type: none"> Six month review of CE performance (usually conducted by the Chair) 		
<i>Audit and Risk Assurance Committee</i>	As required	<ul style="list-style-type: none"> Update risk register (strategic and operational) 	<ul style="list-style-type: none"> Update risk register (strategic and operational)
<i>Reporting to and from Minister (Ministry)</i>		<ul style="list-style-type: none"> Sign off second quarter performance report to the Minister/Ministry (report due by last working day or February) 	<ul style="list-style-type: none"> Note: good practice - management supplies Ministry with initial draft SPE and/or SOI if applicable
<i>Minister's priorities</i>		<ul style="list-style-type: none"> Review progress in meeting the Government's and Minister's priorities Minister's letter of expectations 	
<i>SOI/SPE</i>		<ul style="list-style-type: none"> "Is the Board's strategy still fit-for-purpose?" Management provides progress against goals contained in the SPE 	<ul style="list-style-type: none"> "Is the Board's strategy still fit-for-purpose?" Management provides progress against goals contained in the SPE Draft SPE and SOI (if applicable) to Ministry
<i>Financials</i>	<ul style="list-style-type: none"> Management reports to Chair by exception 	<ul style="list-style-type: none"> Management supplies monthly financials 	<ul style="list-style-type: none"> Management supplies monthly financials
<i>Performance Reporting</i>	<ul style="list-style-type: none"> Sign off special topic performance reports if agreed 	<ul style="list-style-type: none"> Sign off second quarter performance report to the Minister/Ministry (report due by last working day or February) Where practicable, meeting with Minister and/or Ministry re second quarter performance Sign off special topic performance reports if agreed 	<ul style="list-style-type: none"> Meeting with Minister re second quarter performance Sign off special topic performance reports if agreed

Topic/Meeting	April	May	June
<i>Full Board Meeting</i>	<ul style="list-style-type: none"> • Approve next year's Statement of Performance Expectations including draft budget • Approve final SOI if applicable¹ • Annual Board performance assessment • Consider gaps re Board composition – skills, knowledge, experience and other relevant characteristics 	<ul style="list-style-type: none"> • Review Board performance assessment • Finalise the SPE (and SOI if applicable) prior to publication on entity website 	
<i>Remuneration Committee</i>			
<i>Audit and Risk Assurance Committee</i>	<ul style="list-style-type: none"> • Update risk register (strategic and operational) 	<ul style="list-style-type: none"> • Update risk register (strategic and operational) 	<ul style="list-style-type: none"> • End of Year review Audit programme • Update risk register (strategic and operational)
<i>Reporting to and from Minister (Ministry)</i>	<ul style="list-style-type: none"> • Sign off third quarter performance report to the Minister/Ministry 		
<i>Minister's priorities</i>		<ul style="list-style-type: none"> • Note: Minister's comments on draft SPE if any) considered by the Board and, where agreed, captured in finalised SPE • Similar for draft SOI where applicable 	
<i>SOI/SPE</i>	<ul style="list-style-type: none"> • "Is the Board's strategy still fit-for-purpose?" • Management provides progress against goals contained in the SPE 	<ul style="list-style-type: none"> • "Is the Board's strategy still fit-for-purpose?" • Management provides progress against goals contained in the SPE • Finalise new SPE as soon as practicable: provide copies to Minister and Ministry, and publish on entity website 	<ul style="list-style-type: none"> • "Is the Board's strategy still fit-for-purpose?" • Management provides progress against goals contained in the SPE
<i>Financials</i>	<ul style="list-style-type: none"> • Management supplies monthly financials 	<ul style="list-style-type: none"> • Management supplies monthly financials 	<ul style="list-style-type: none"> • Management supplies monthly financials
<i>Performance Reporting</i>		<ul style="list-style-type: none"> • Where possible, meeting with Minister and/or Ministry re third quarter performance 	

¹ Note that the responsible Minister may ask for a new SOI at any time. A new SOI, however, must be finalised no later than 2 months before the start of the next financial year.