

Board work plan

A board work plan¹ is a marvellous tool. It captures all the items that need the board's attention over the next twelve-months - be it a calendar or financial year. It's fairly easy to construct, adjust and use. Usually, the chair creates the work plan, seeks board input and then it is approved by the board. Once approved, it is used by the chair when planning the agenda for each meeting. CEO's find the work plan of use as often their input into the items to be considered is required.

A work plan is unique to each organisation. Here is a list of potential governance items for inclusion into your board's work plan. Please adapt the items to suit your circumstances.

- 1) Mission and vision - review/approve
- 2) Strategic plan - review/approve
- 3) Business plan – review/approve
- 4) Annual budget - discuss and approve
- 5) CEO performance review (conducted by the chair)
- 6) Terms of Reference for any (sub-) committee - review/approve
- 7) Appointment of committee members and chair
- 8) Annual General Meeting (AGM) – set date for
- 9) New board members' induction
- 10) External auditor/reviewer – evaluate potential people and make a recommendation for approval at AGM
- 11) Risk management plan - review
- 12) Succession planning – review
- 13) Conflict of Interest - review policy
- 14) Organisational performance targets – agree/set/review
- 15) Board's self-evaluation
- 16) Delegated (financial) authorities' policies - review
- 17) Re-register the organisation under the Incorporated Societies Act 2022
- 18) Review work plan(s)
- 19) Board meeting dates
- 20) (Sub-) Committee meeting dates
- 21) Continuing education e.g. risk management, overview of the board's (legal) responsibilities, understanding the use of Artificial Intelligence (AI)

Some organisation like to group items into categories, e.g. strategic planning, compliance, organisational performance, policy reviews. But it's over to the board to decide.

Two versions

Here are a couple of versions of the work plan pro forma, based on the outline contained in the Appendices of the [Getting to grips with not-for-profit governance](#) book.

¹ or governance calendar or board diary

Work plan pro forma - 1

January	February	March
<ul style="list-style-type: none"> • Board meeting 25th • 	<ul style="list-style-type: none"> • Board meeting 22nd • Re-register the organisation under the Incorporated Societies Act 2022 	<ul style="list-style-type: none"> • Board meeting 22nd •
April	May	June
<ul style="list-style-type: none"> • Board meeting 22nd • 	<ul style="list-style-type: none"> • Board meeting 22nd • 	<ul style="list-style-type: none"> • Board meeting 22nd •
July	August	September
<ul style="list-style-type: none"> • Board meeting 22nd • 	<ul style="list-style-type: none"> • Board meeting 14th • AGM 21st • 	<ul style="list-style-type: none"> • Board meeting 22nd •
October	November	December
<ul style="list-style-type: none"> • Board meeting 22nd • 	<ul style="list-style-type: none"> • Board meeting 22nd • 	<ul style="list-style-type: none"> • No board meeting • Board/staff drinks

Work plan pro forma - 2

Item	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Board/committee meeting	x		x		x		x		x		x	
Finance (sub-) committee meeting	x	x	x	x	x	x	x	x	x	x	x	x
Re-register the organisation under the Incorporated Societies Act 2022								x				