

| Lead   |               | 20-Feb | 02-May | 17-Jul | 25-Sep | 19-Nov |
|--|---------------|--------|--------|--------|--------|--------|
| <b>Standing Business</b>   |               |        |        |        |        |        |
| Apologies  | SY            | ✓      | ✓      | ✓      | ✓      | ✓      |
| Declaration of Interests   | BS            | ✓      | ✓      | ✓      | ✓      | ✓      |
| Approval of Minutes  | BS            | ✓      | ✓      | ✓      | ✓      | ✓      |
| Action Log   | BS            | ✓      | ✓      | ✓      | ✓      | ✓      |
| Chair's Update   | SY            | ✓      | ✓      | ✓      | ✓      | ✓      |
| CEO Report   | HW            | ✓      | ✓      | ✓      | ✓      | ✓      |
| Operational Performance  | SD/VP         | ✓      | ✓      | ✓      | ✓      | ✓      |
| Quarterly Risk Review  | SD/VP         | ✓      | ✓      | ✓      | ✓      | ✓      |
| Board Forward Plan   | BS            | ✓      | ✓      | ✓      | ✓      | ✓      |
| AOB  | SY            | ✓      | ✓      | ✓      | ✓      | ✓      |
| <b>Strategy (2019 - 2021)</b>  |               |        |        |        |        |        |
| Consumer theme strategic objective (incl CMA)  | HW            |        |        |        | ✓      |        |
| Accessibility/diversity theme strategic objective (incl E&D action plan)   | SD            |        |        | ✓      |        |        |
| Standards theme strategic objective (incl LSB performance)   | VP/SD         |        |        |        |        | ✓      |
| 2020 Business Plan and Strategic Objectives review   | HW/SD/VP      |        |        |        | ✓      |        |
| Comms and Engagement Strategy  | HW/Head of SE |        |        | ✓      |        |        |
| People Strategy (to incl Staff Survey and OD Pla   | HW            |        | ✓      |        |        |        |
| Education Roundtable   | VP            |        |        |        | ✓      |        |
| <b>Finance</b>   |               |        |        |        |        |        |
| Management Accounts  | KC/MD         | ✓      | ✓      | ✓      | ✓      | ✓      |
| Annual Accounts sign off   | KC/MD/HW      |        | ✓      |        |        |        |
| Draft regulatory costs transparency statement  | KC/MD/HW      |        | ✓      |        |        |        |
| Working budget   | KC/MD         |        |        | ✓      |        |        |
| Final budget   | KC/MD         |        |        |        | ✓      |        |
| PCF and other fees and charges review  | KC/MD/VP      |        | ✓      | ✓      |        | ✓      |
| Group Quarterly outturn  | KC            |        | ✓      | ✓      |        | ✓      |
| <b>Governance</b>  |               |        |        |        |        |        |
| Board Self-evaluation methodology  | SD            |        |        |        |        | ✓      |
| Board Self-evaluation outcomes   | SD            | ✓      |        |        |        |        |
| Annual complaints and compliments report   | SD/BS         | ✓      |        |        |        |        |
| Annual review of governance framework (Standing Orders; Scheme of Delegation; policies; Transparency Policy etc) | SD            |        | ✓      |        |        |        |
| Annual Board/committee/panel reports (Enforcement, SRC, ALC, AML)  | SD/VP         |        |        | ✓      |        |        |
| Risk Strategy  | SD            |        |        |        |        | ✓      |
| Business Continuity  | SD            |        | ✓      |        |        |        |
| Information Governance annual review   | SD            |        |        |        | ✓      |        |
| <b>Education and Standards</b>   |               |        |        |        |        |        |
| Education Standards review   | VP            | ✓      | ✓      | ✓      | ✓      | ✓      |
| CILEx Education Directorate Annual Report  | VP            |        | ✓      |        |        |        |
| Product development/marketing  | VP            |        | ✓      |        | ✓      |        |
| Compensation Fund Report   | VP            |        |        |        |        | ✓      |
| <b>Miscellaneous - non-recurring</b>   |               |        |        |        |        |        |
| Enforcement risk-based approach  | SD            |        |        |        |        | ✓      |