

| | Lead | Feb | May | Jul | Sep | Nov | comments |
|--|-------|-----|-----|-----|-----|-----|----------|
| Standing Business | | | | | | | |
| Apologies | JR | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Declaration of Interests | JR | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Approval of Minutes | JR | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Action Log | JR | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Chair's Update | JR | ✓ | ✓ | ✓ | ✓ | ✓ | |
| CEO Report | CB | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Strategy, Performance & Risk | VP | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Annual Cycle of Business | JR | ✓ | ✓ | ✓ | ✓ | ✓ | |
| AOB | JR | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Strategy (2022 - 2024) | | | | | | | |
| Consumer theme strategic objective (incl CMA) | SB | | | | | ✓ | |
| Accessibility/diversity theme strategic objective (incl E&D action plan) | SB | | | ✓ | | | |
| Standards theme strategic objective | VP | | | | ✓ | | |
| 2023 Business Plan and Strategic Objectives review | VP | | | | ✓ | | |
| Comms and Engagement Strategic Review | CB | | | ✓ | | | |
| People Strategy Review (to incl Staff Survey) | CB | | ✓ | | | | |
| Finance | | | | | | | |
| Management Accounts | MD | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Annual Accounts sign off | MD | | | | | | TBC |
| Draft regulatory costs transparency statement | MD | | ✓ | | | | |
| Working budget | MD | | | ✓ | | | |
| Final budget | MD | | | | ✓ | | |
| PCF and other fees and charges review | MD/VP | | ✓ | ✓ | | ✓ | |
| Group Quarterly outturn | MD | | ✓ | ✓ | | ✓ | |
| Unit Costs | MD/VP | ✓ | ✓ | | ✓ | ✓ | |
| Governance | | | | | | | |
| Board Self-evaluation methodology | SB | | | | | ✓ | |
| Board Self-evaluation outcomes | SB | | ✓ | | | | |
| Annual complaints and compliments report | SB | ✓ | | | | | |
| Annual review of governance framework (Standing Orders; Scheme of Delegation; policies; Transparency Policy etc) | SB | | ✓ | | | | |
| Annual Board/committee/panel reports (Enforcement, SRC, ALC, Comp Fund) | DP/VP | | | ✓ | | | |
| Risk Strategy | VP | | | | | ✓ | |
| Business Continuity | SB | ✓ | | | | | |
| Information Governance Annual Review | SB | ✓ | | | | | |
| Health & Safety Annual Report | SB | | ✓ | | | | |
| Review of IGR Dispute Resolution Annex | SB | | ✓ | | | | |
| IGR Compliance annual review (to note) | SB | | | | ✓ | | |
| Education and Standards | | | | | | | |
| Standards Review (including Education) | VP | ✓ | ✓ | ✓ | ✓ | ✓ | |
| CILEx Education Directorate Annual Report | VP | | | | ✓ | | |
| AML Report | DP | | | | | ✓ | |
| Legal Technology | SB | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Miscellaneous - non-recurring | | | | | | | |
| Membership fee / PCF modelling | VP/MD | | ✓ | | | | |