Annual board calendar – Meeting Effectiveness – Australian Institute of Company Directors (AICD)²

		J	F	M	А	M	J	J	Α	S	0	N	D
Α.	Board meetings												
1.	Strategy												
	Planning				х								
	Adoption						х						
	Review/monitor implementation												х
2.	Budget (annual)												
	Development					х							
	Adoption						х						
	Review/monitor										х		
3.	CEO oversight												
	Approve performance KPIs						х						
	Performance assessment		х										
	Succession planning							х					
	Remuneration									x			
4.	Monitoring and supervision												
	Review board reporting requirements		х		х		х		х		х		х
5.	Risk and compliance												
	Review of risk management systems		х			х			х			х	
	Review of major risks			x			х			х			х
	Review of compliance systems			x									
6.	Policy framework												
	Corporate governance charter												
	Compliance/monitor/review										х		
	Committee terms of reference												
	Compliance/monitor/review										x		
	Major policy review												
	Remuneration		x				х			х			
	Risk management			х			х			х			Х
	Delegated financial authority		х			х			х				
	Delegations												
	Compliance policy			х									
	Code of conduct						х				х		
	Shareholder/stakeholder communication policy		x						x				
	Other (list other policies)												

² Director Tools: Meetings Effectiveness - Annual Board Plan – Australian Institute of Directors (AICD)

		J	F	M	А	M	\mathbf{J}	J	A	S	0	N	D
7.	Board review												
	Composition/succession		х										
	Evaluation of performance						х						
	Board						х						
	• Chair						х						
	Individual directors						х						
	Committees						х						
	Remuneration									х			
8.	Governance issues												
	Audit report										х	х	
	WHS report										х		
	HR report												
	ICT report				х	х				х			
	Environmental report		х	х	х	х			х	x			
	Risk management report			х					х				
	Legal report												
	Business continuity/disaster/crisis planning report											х	
9.	Performance review/monitor												
	Strategic			х				х				х	
	Operational		х						х				х
10.	Operational issues												
	Overall operations report		х	х	х	х	х	х	х	х	х	х	х
	Significant project report		х	х	Х	х	х	х	х	х	х		х
	Significant business development reports		X	х	х	х	х	х	х	х	х		Х
11.	Financial issues												
	Financial performance (revenue/expenses/cash flow)		х	х	х	х	х	х	х	х	х	x	х
	Capital requirements			х						х			
	Treasury management			х						х			
12,	Capital markets issues												
	Investor/analyst/broker relations		х						х				
	Shareholder communications		х						х				
13.	New corporate initiatives												
	Corporate growth opportunities						x						х
14.	Regulatory compliance												
	Half year report and reviewed financial statements		x										
	Adoption								x				
	Review/monitor	x			х			х			х		

		J	F	М	Α	М	J	J	Α	S	0	N	D
B. I	Board subcommittees		1										
1.	Nominations committee												
	Business of meeting [extract key items for consideration from the terms of reference and remit for the committee]		x				x			x			
2.	Remuneration committee												
	Business of meeting [extract key items for consideration from the terms of reference and remit for the committee]		x				x			x			
3.	Audit committee												
	Business of meeting [extract key items for consideration from the terms of reference and remit for the committee]		x			x			x				
4.	Risk management committee												
	Business of meeting [extract key items for consideration from the terms of reference and remit for the committee]			x				x		x			
C. (Other key corporate/board events												
1.	AGM											х	
2.	Board strategy day								х				
3.	Risk appetite workshop												
4.	Other (list issues)												

Figure 2: Another Version of an ABP