

# Improving effectiveness as a board member

The board assesses the following activity during the year	Directorships Frequency per year
• Full risk review	
• Audit committee report	
• Other committee reports (remuneration, risk, nomination)	
• Performance and financial review	
• Strategic review	
• Operational review	
• Functional review	
• Shareholder issues (dividends, communication)	
• Stakeholder review	
• CEO or equivalent report/management review	
• Cash flow/treasury report	
• Business Plan progress	
• Agree capital investment and major contracts	
• Agree board remuneration and organisation's reward strategies	
• Approve changes to financial policies	
• Approve annual accounts	
• Control budgets and capital expenditure	
• Approve terms and conditions for board members	
• Investment programme review	
• Economic review	
• Appointment and removal of directors	
• Health and Safety	
• Subsidiary or other activities	
<b>Annual Review Items:</b>	
• Annual performance review	
• Establish vision, mission and values	
• Decisions/communications on changes to corporate policies, objectives or strategies	
• Board Evaluation/board performance review	
• Approve plans/budgets for coming year	
• Election/re-election of directors	
• Annual review of senior staff	
• Appointment and remuneration of auditors	
• Approve dividends	