



CPD RECORD: NON-EXECUTIVE DIRECTOR

As part of your Annual Return, ICAS ask you to self-certify that you have met your CPD requirements for that year through undertaking 'The ICAS Professional Development Process'. This process is something that you will probably be doing to some extent anyway, either mentally or as part of your organisation's annual performance review process.

If selected for monitoring purposes, you will be asked to send in your CPD plan for review by ICAS. Your CPD plan can be in any format but we recommend this pro-forma CPD planning and recording document to help you plan your CPD activities and record your progression through ICAS' Professional Development Process. A copy of this document is also available from the ICAS website [here](#).

Personal Details

Full Name: Ms W Smith	Membership ID	MXXXXX
CPD YEAR : 2025		

STEP 1- Define current and future role(s)

What is expected of you in your current role?

You may like to consider the expectations being placed upon you by employers, clients, colleagues, regulators and the public, and your ethical obligations to them. Consideration can be given to your future career options and goals.

My current role is as a Non-Executive Director.

In my role I am expected to provide the Executive team with an independent perspective on matters of concern, monitor the performance of executive management in achieving the company strategy and objectives and contribute to the determining of appropriate levels of remuneration of executive directors.

I am also expected to:

- display knowledge and understanding of the sector in which the company operates***
- be aware of corporate governance and best practice for the organisation and know how the shareholders perceive these to be working to their benefit in the organisation***
- be aware of the regulatory requirements of the organisation, which includes audit regulation and ethics***
- have a positive working relationship with management and fellow board members***
- build and maintain good relationships with institutional shareholders.***

My Membership of ICAS requires that I conduct myself with integrity, professionalism and due care.

STEP 2 – Decide on your training and development needs

What skills and knowledge do you need to maintain or develop to meet these expectations and what training gaps have you identified as a result? This could include personal as well as technical skills, especially if you manage others.

You are encouraged to carry out this assessment at the start of the year but this assessment is expected to be ongoing to take into account any changes in role, organisation or business environment.

Skills and knowledge required to meet the expectations detailed at Step 1 are as follows:

- ***Keep up to date with developments in the sector in which the company operates***
- ***Keep up to date with developments in corporate governance***
- ***Keep up to date with regulatory requirements of the organisation***
- ***Develop and maintain team working skills to enhance my working relationship with management and fellow board members***
- ***Develop and maintain networking skills to build and maintain good relationships with institutional shareholders***
- ***Keep up to date with ICAS requirements for professional conduct and ethics.***

STEP 3- Identifying CPD activities

How will you address your development needs? You are encouraged to use this section of the plan to diary or list the CPD activities you are aiming to undertake throughout the year.

A wide range of activities can be recognised for CPD purposes and is recommended. If you can identify a meaningful learning outcome from a particular activity then it will be valid for CPD purposes.

Reading and researching trade journals and financial press

Reading CA Magazine

Reading articles and updates on ICAS website

Attend Board meetings

Meet shareholders

Meet regulators

Attend internal training sessions relevant to my role

Attend courses conducted by auditors

Attend seminars and conferences.

STEP 4 – Reflect and Record

This section of the plan should be used to record when you have undertaken a CPD activity.

For each activity, what were the key learning points? How have you applied them? How do they address your needs listed in Step 2?

Reading daily/weekly news sites and financial press – this kept me up to date with current affairs and updated my knowledge of what is current in the business world and allowed me to successfully contribute to discussions with colleagues and other executives.

Monthly reading of CA Magazine – maintained/updated my knowledge on sector specific technical issues and ICAS requirements for professional conduct and ethics.

Read articles on ICAS website and researched specific topics to help maintain my knowledge.

Attendance at Board meetings – allowed me to contribute effectively to company strategy, identify company risks and to resolve issues and address matters of concern.

Attendance at monthly shareholder meetings – enabled me keep in touch with/network with major shareholders and exchange views on policies.

February 2025 – Attended ICAS Members in Industry Dinner – Good networking event.

March 2025 & September 2025– two Audit Committee training seminars presented by external auditors. Refresher for Audit Committee on governance requirements, key responsibilities, risk issues, and update for what’s new in auditing. This has helped myself and committee focus on what our key priorities should be and has helped our risk focus.

June 2025 – Attended ‘The Non-Executive Director conference’ – this helped me enhance my knowledge of governance requirements, and also the key expectations of shareholders and the key risks that require to be addressed. This has helped inform my behaviour and role in relation to my board role. It was also a good networking event.

July 2025 – attended sector specific trade show. This helped develop my sector knowledge and gain a better insight into industry issues and trends and potential risks. This also created a useful networking opportunity with fellow industry executives and helped develop key contacts in the sector.

In summary, what were the most important things you learned last year? What were the tangible outcomes of these for your business?

Learned that maintaining and updating my knowledge is important for me to successfully carry out my role. The Audit Committee training and the Non-Executive Director conference in particular were the most valuable as they provided with an update on key developments and assisted me in thinking what my priorities should be as a non-executive director, and the expectations placed upon me. The industry specific training was also very valuable in ensuring that I have the necessary sector knowledge to discharge my responsibilities.