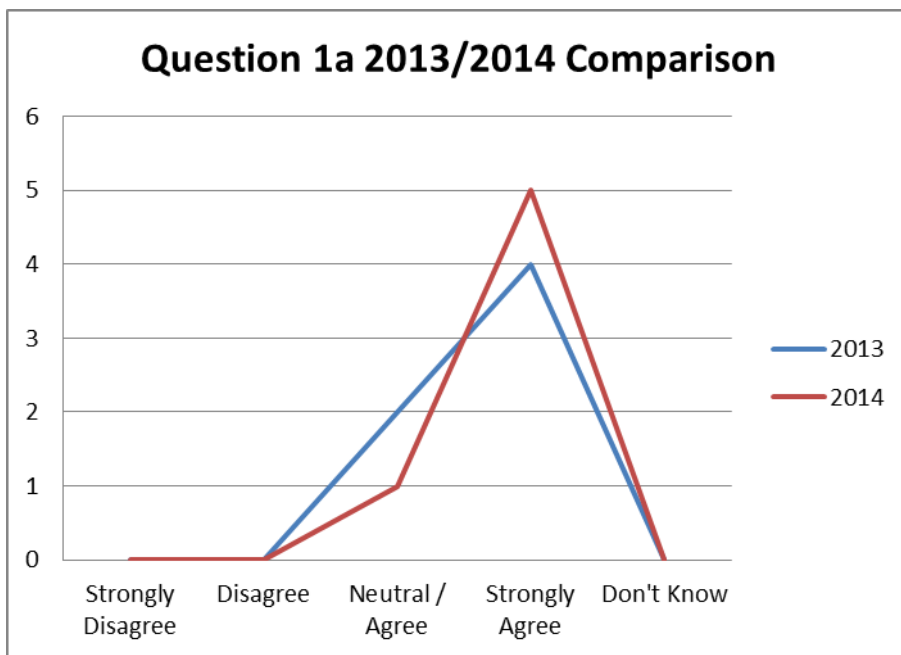
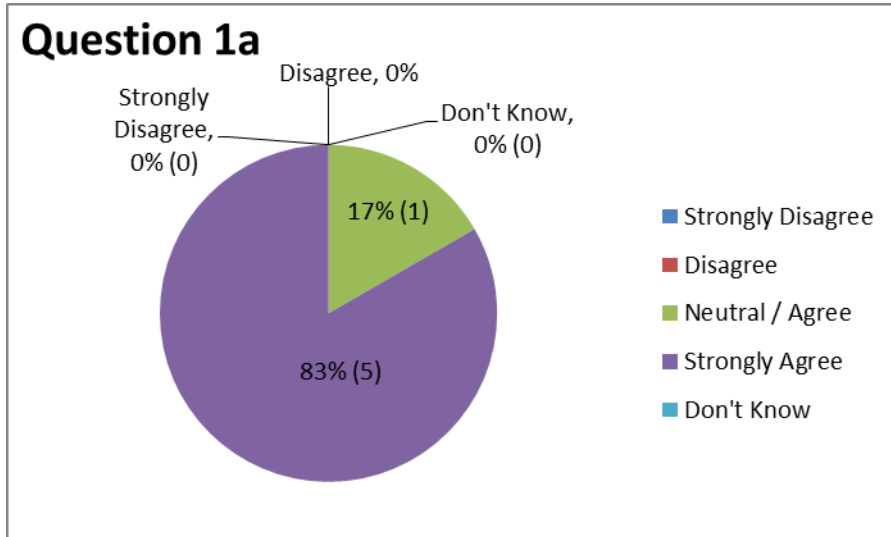


Audit Committee Effectiveness Review Questionnaire

1. The Role of the Committee

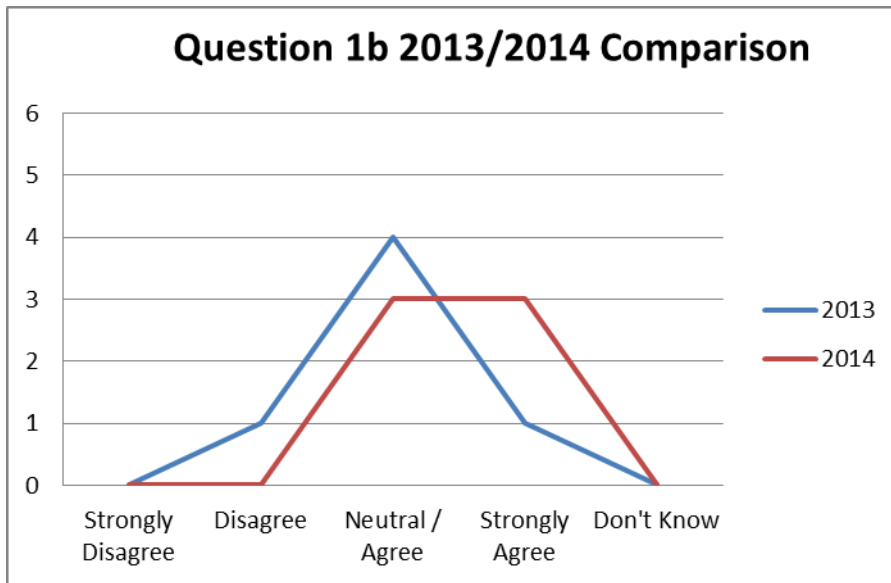
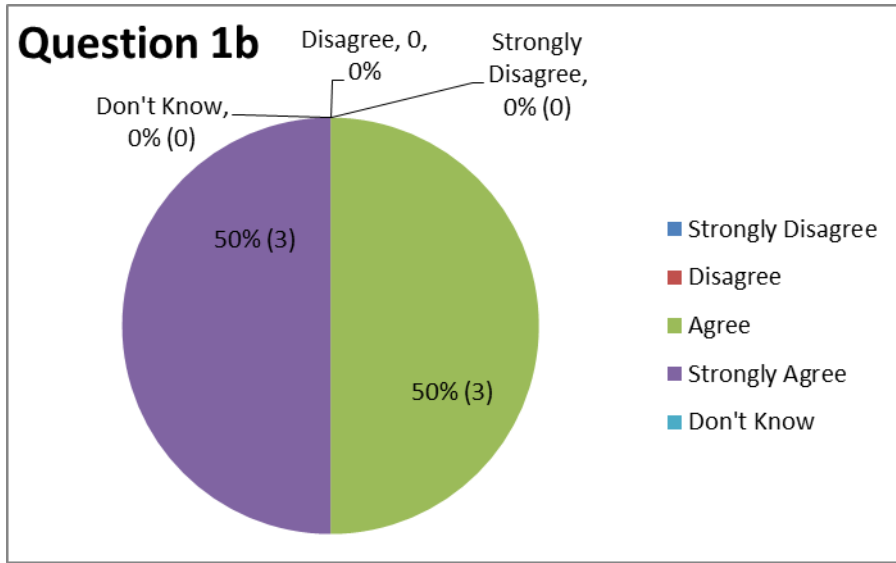
a. The role of the Committee is understood and clearly defined in its terms of reference.



Comments:

- Overall comment this committee works very well and has been able to respond to unexpected issues effectively and swiftly e.g. departure of registrar and review uncertainties.

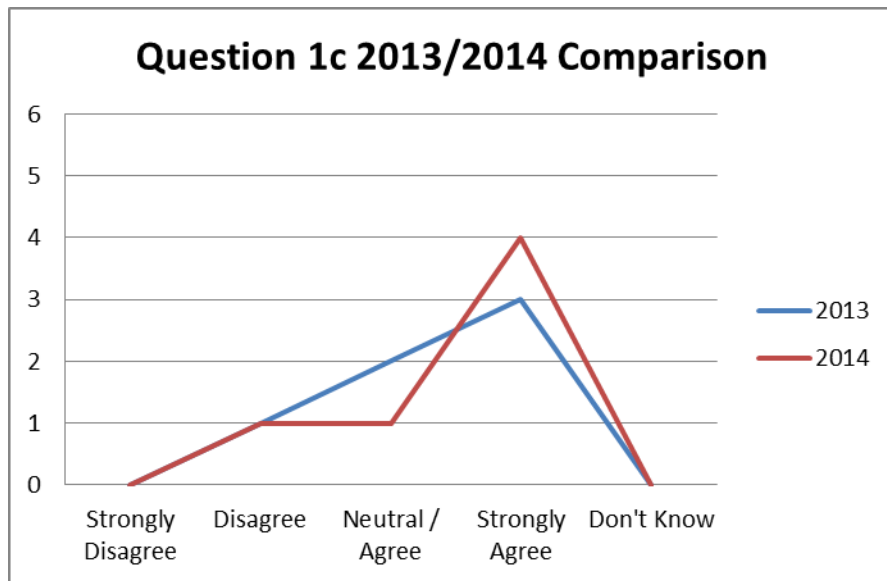
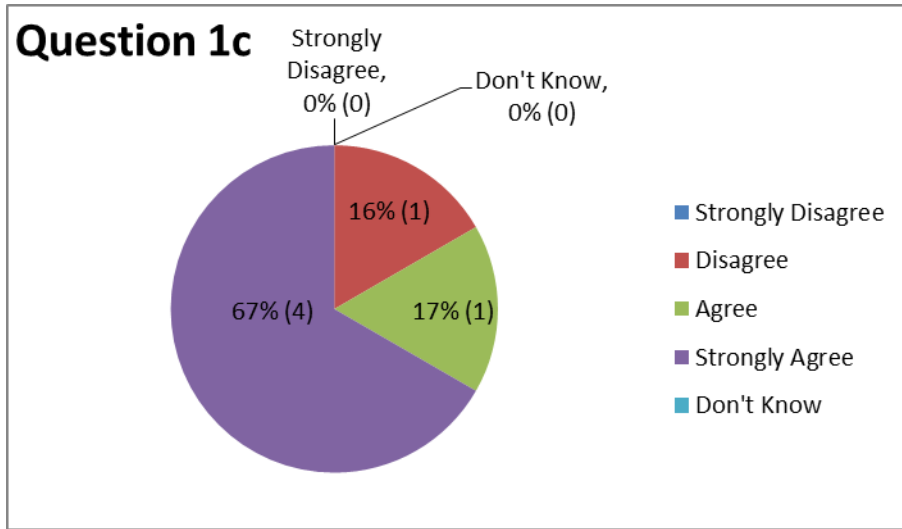
b. Committee Members understand their individual role and what is expected of them.



Comments:

- Refresher “training” on what is expected might be useful from time to time.

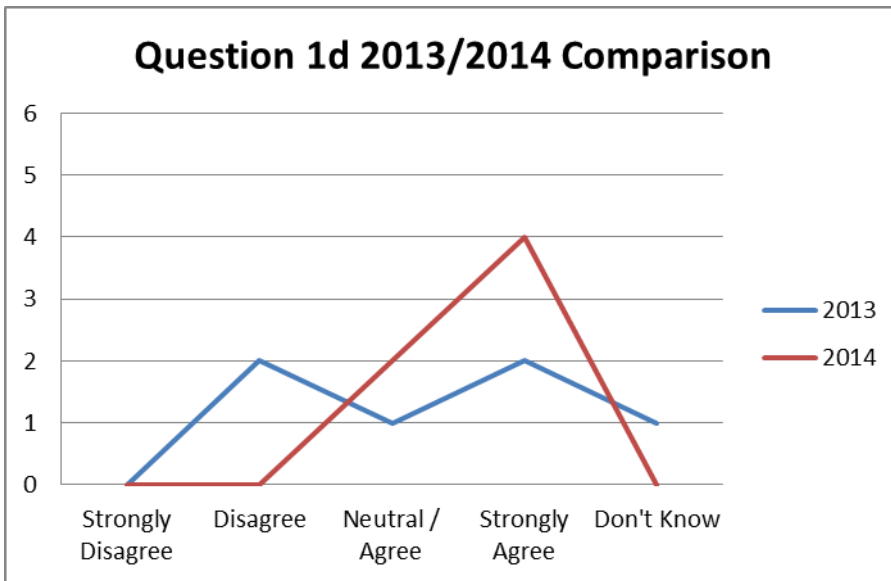
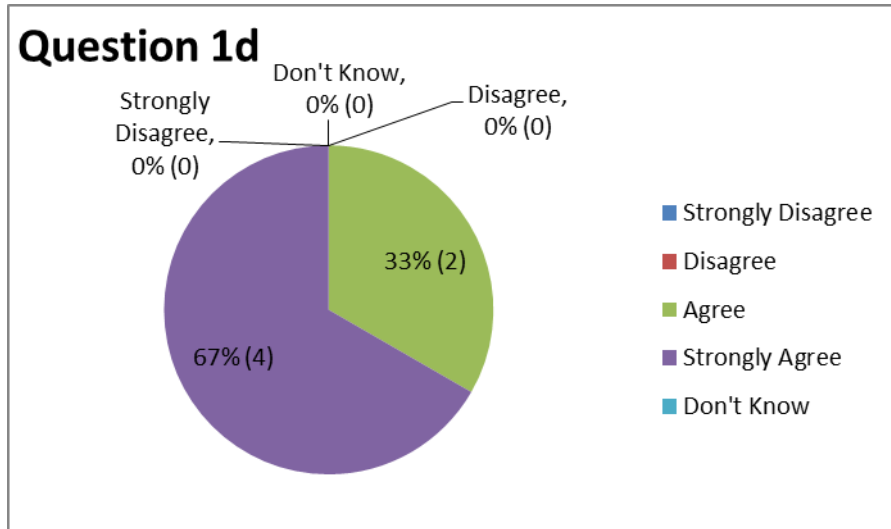
c. The Committee considers ARB’s risk appetite in making decisions and advising the Board.



Comments:

There were no additional comments provided for this question.

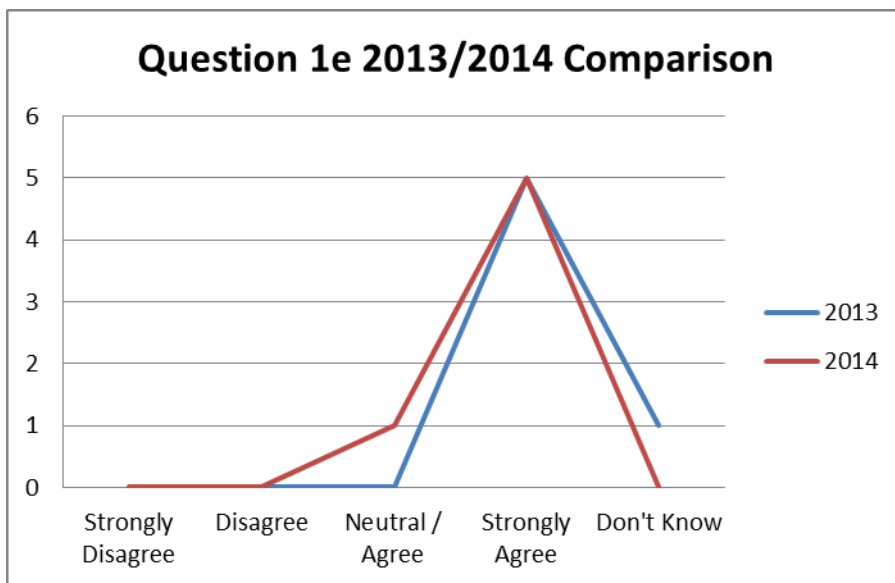
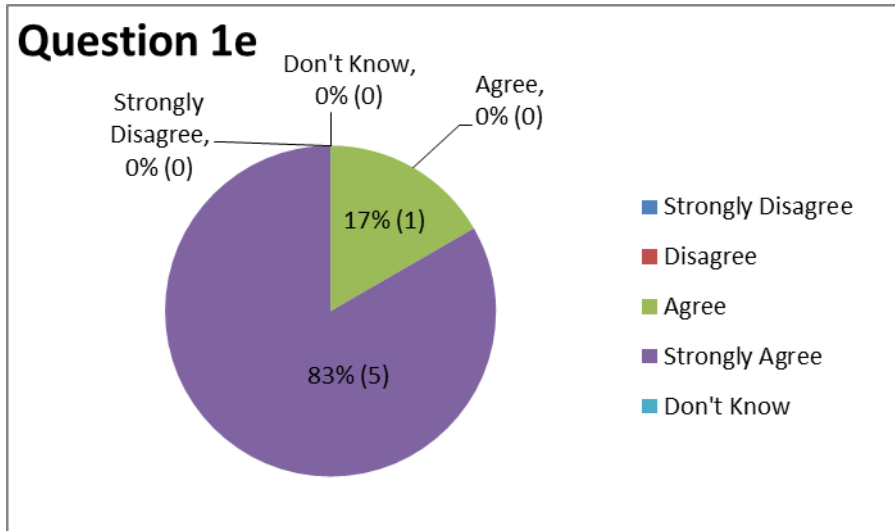
d. The Committee has sufficient time to discharge its responsibilities.



Comments:

- Just about, still a little pushed sometimes.
- I think we have been more mindful of this this year.

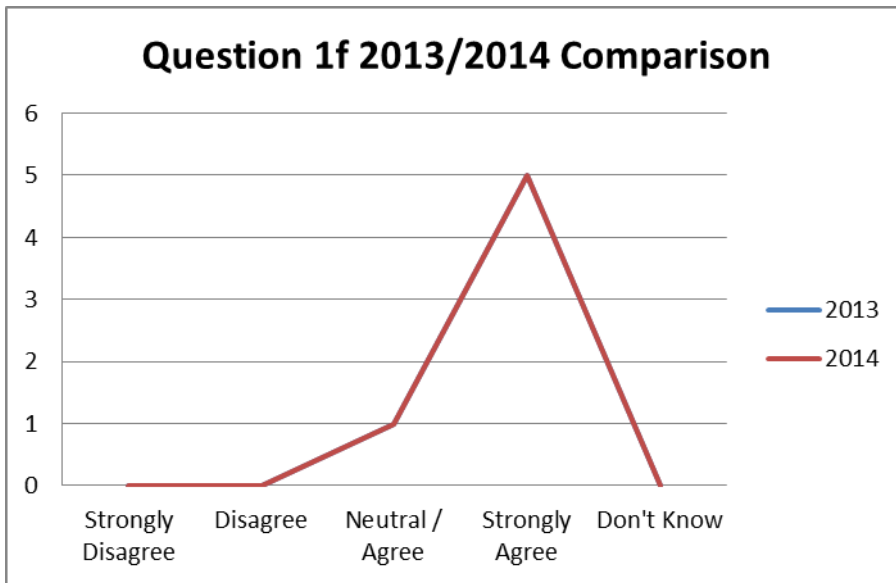
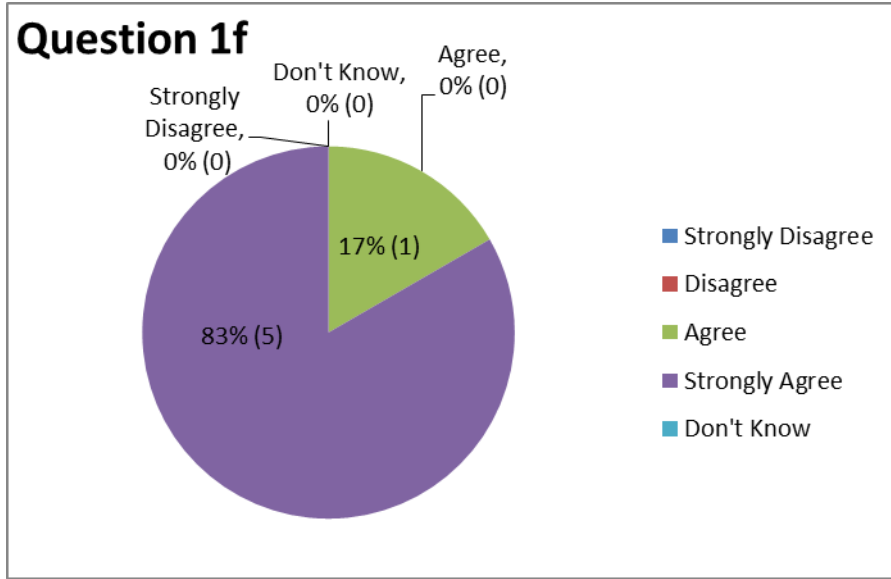
e. Committee members are given equal opportunity to contribute to discussions on the agenda.



Comments:

There were no additional comments provided for this question.

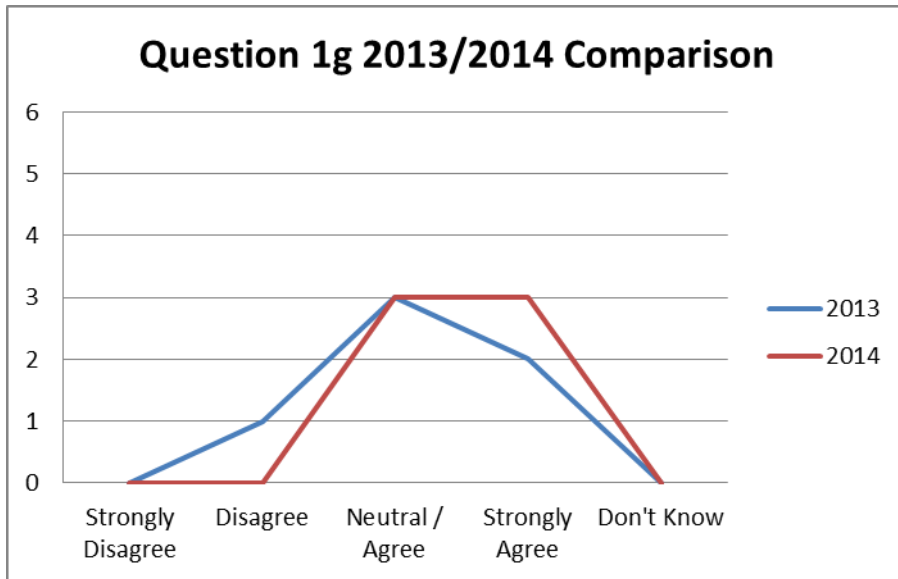
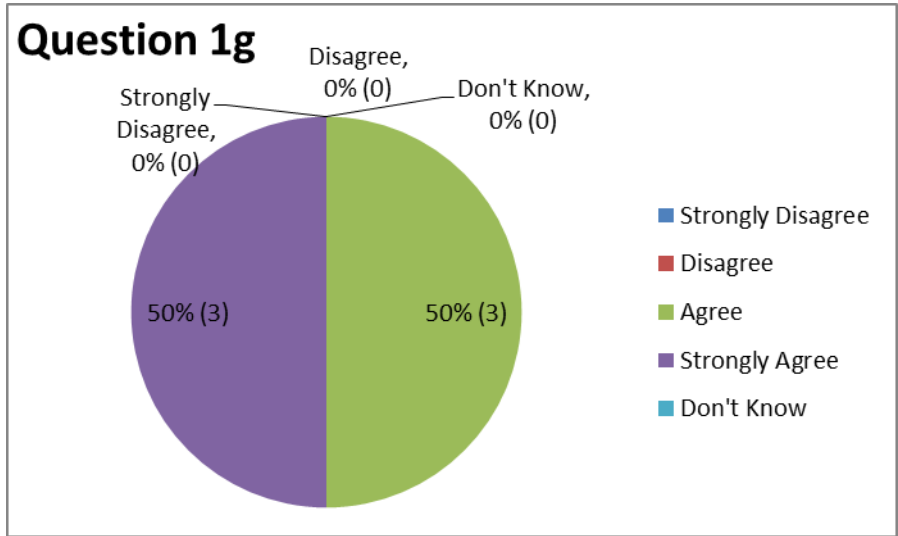
f. The Committee receives appropriate advice from or via the management team and staff.



Comments:

There were no additional comments provided for this question.

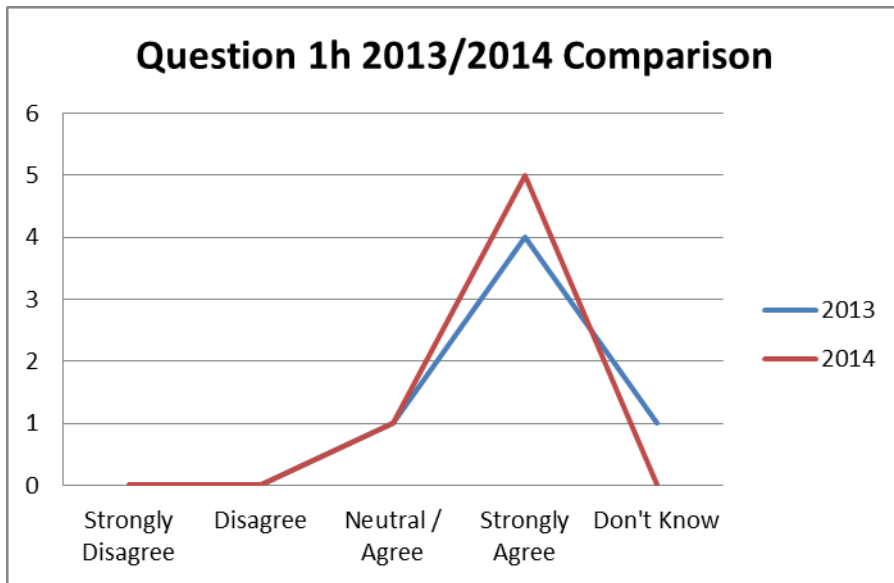
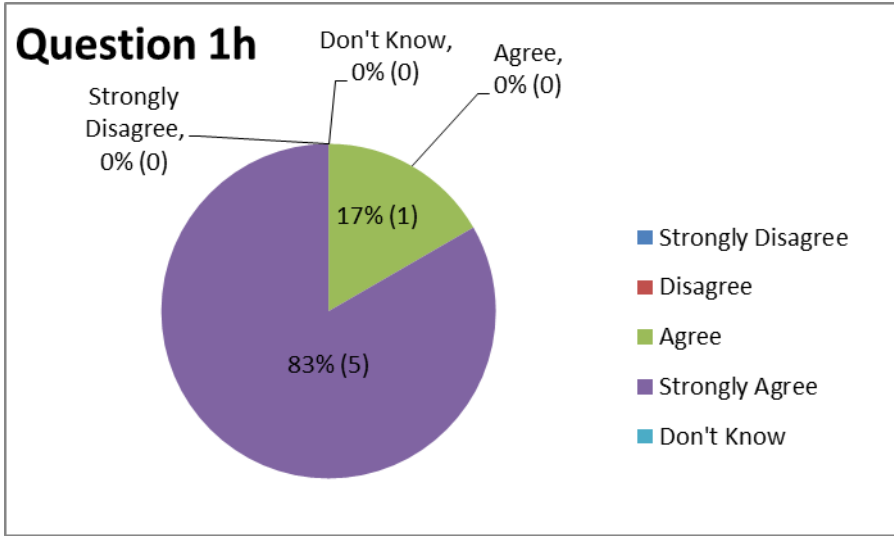
- g. The Committee understands the issues which are on the horizon for ARB which may impact on the Committee’s area of work.



Comments:

- As much as is possible.
- Mostly OK, but it is hard to know if there are things we do not know.

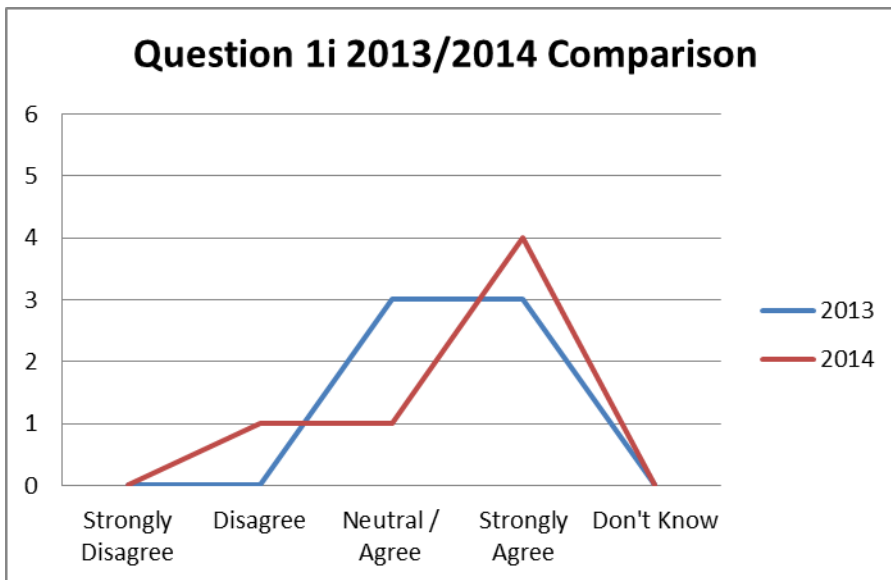
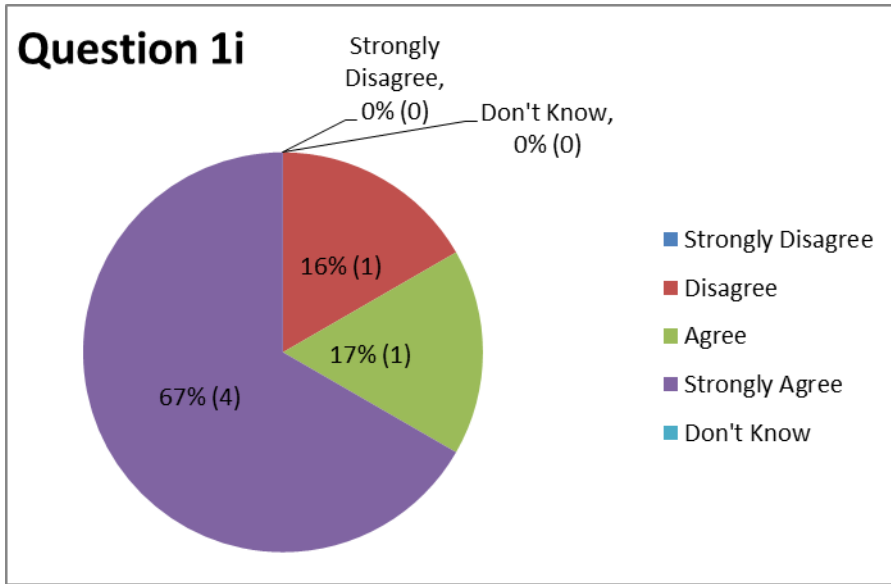
h. The Committee is aware of the areas in which it can take decisions under the Scheme of Decision Making.



Comments:

There were no additional comments provided for this question.

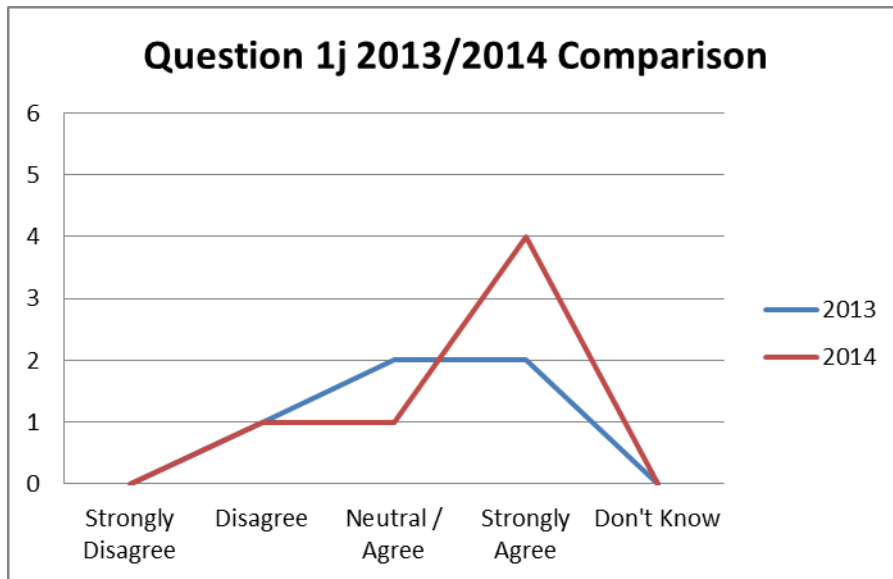
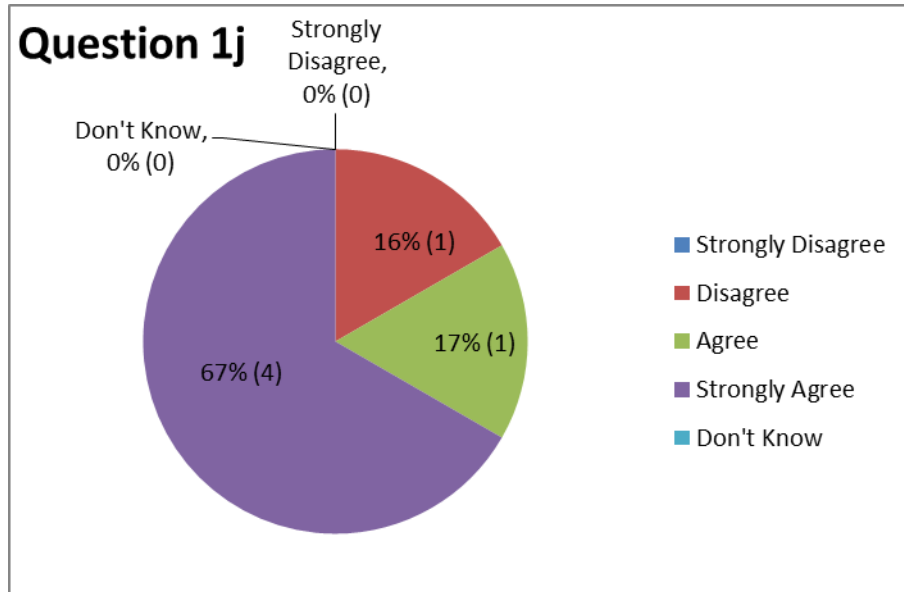
i. The Committee receives sufficient, timely, good quality information in which to base its decisions.



Comments:

- The earlier we get papers the better.

j. The Committee is the right size and sufficiently diverse.

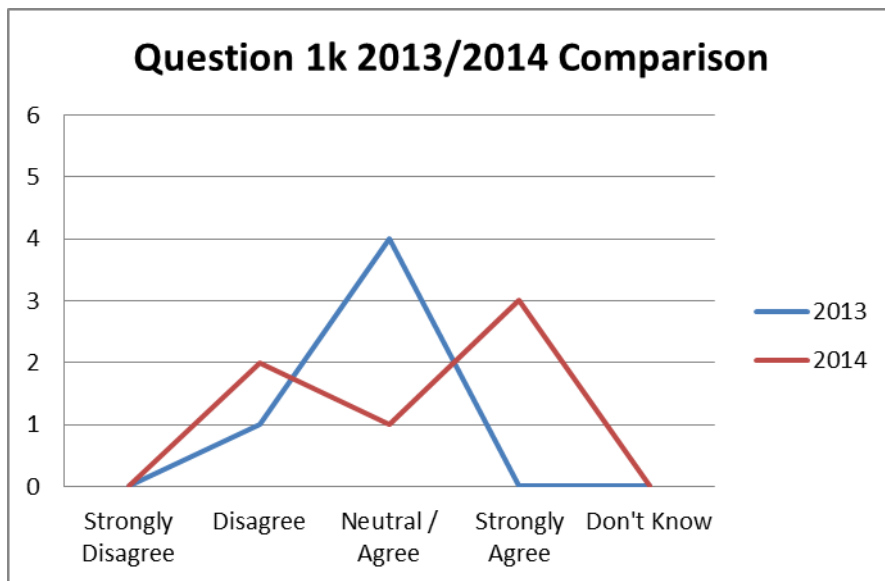
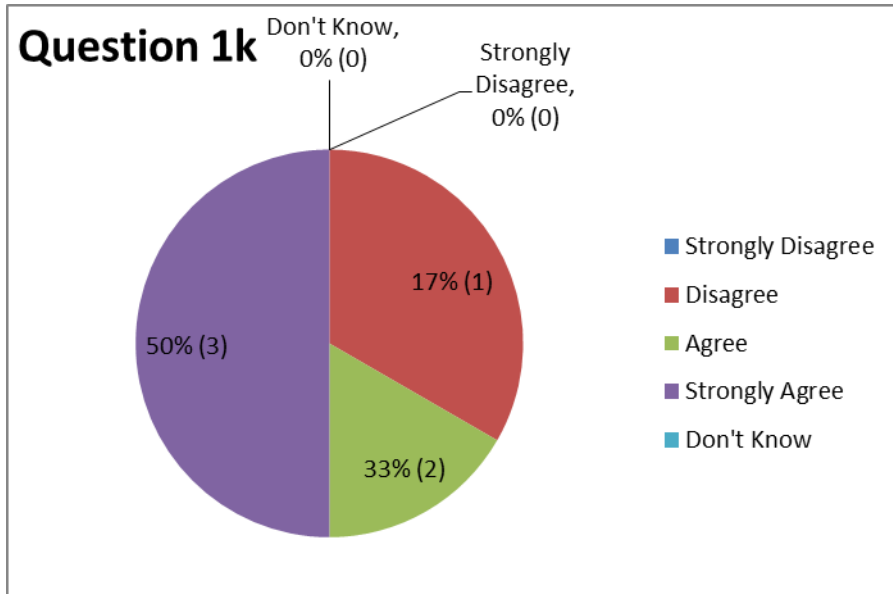


(Please note there were only five Committee member responses for this question in 2013)

Comments:

There were no additional comments provided for this question.

k. The Committee has the right mix of skills and experience

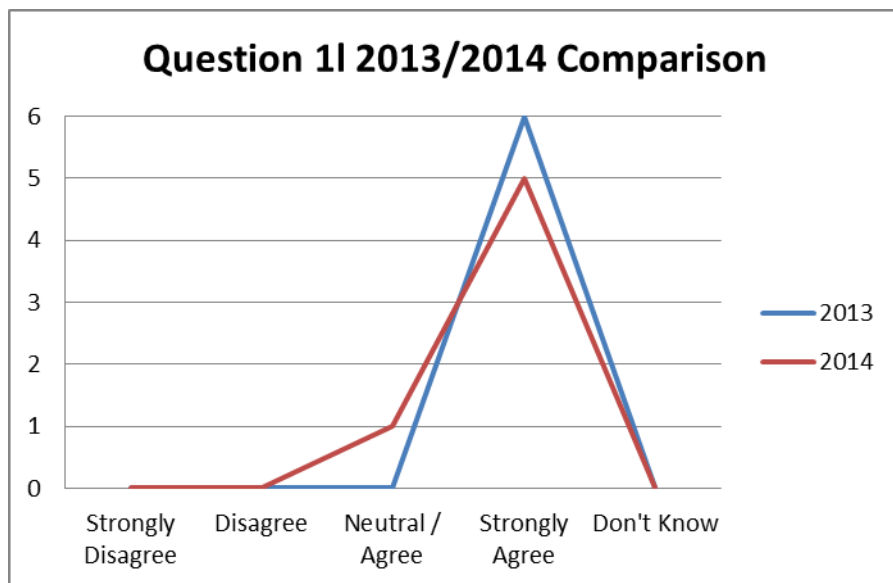
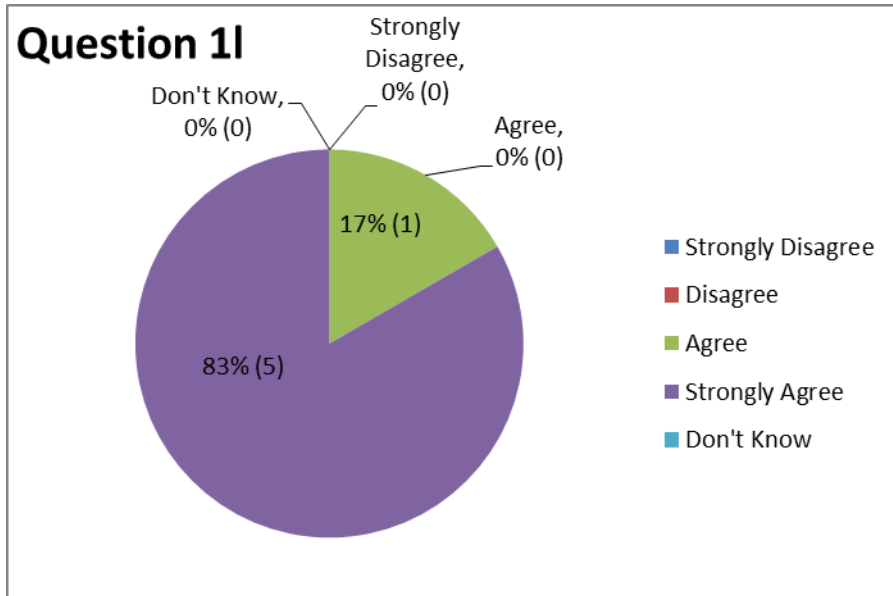


(Please note there were only five Committee member responses for this question in 2013)

Comments:

- This will need to be addressed in 2016 as a result of the Committee members leaving in 2016.
- Need more financial expertise, particularly for succession planning, but it would be useful now too. We depend heavily on Myra, and, of course, the staff.

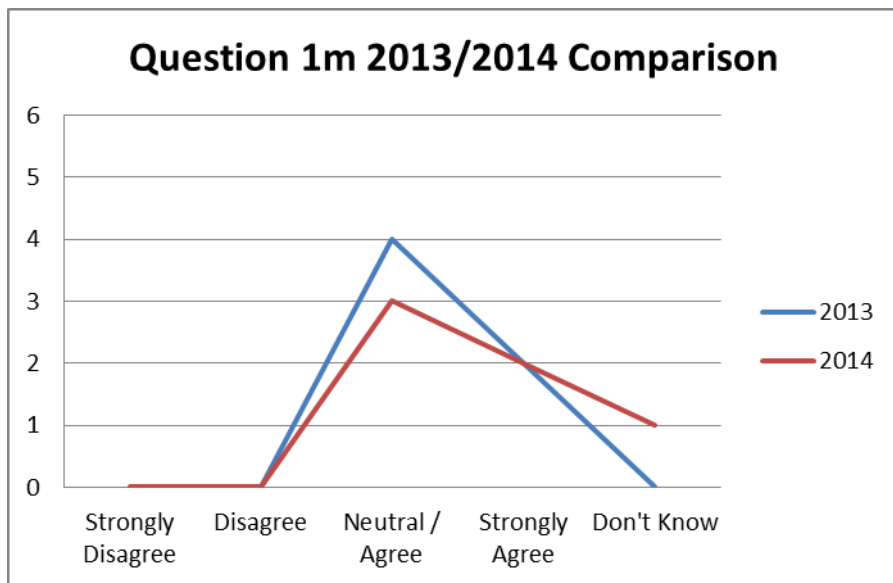
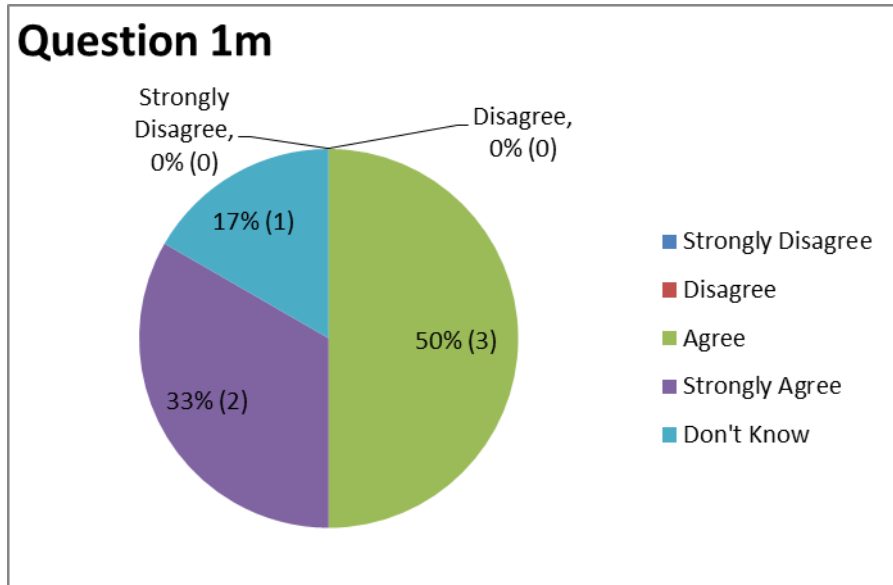
I. The Committee is adequately supported by the staff.



Comments:

There were no additional comments provided for this question.

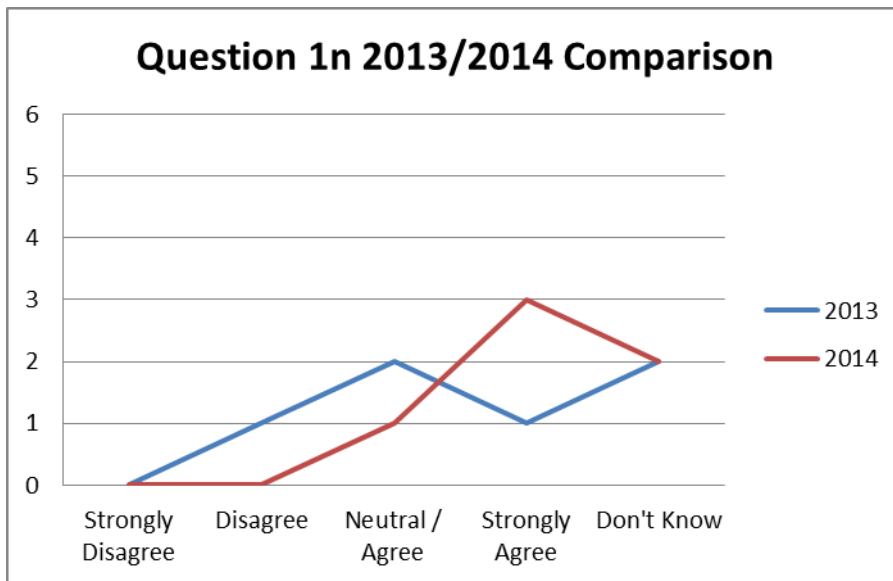
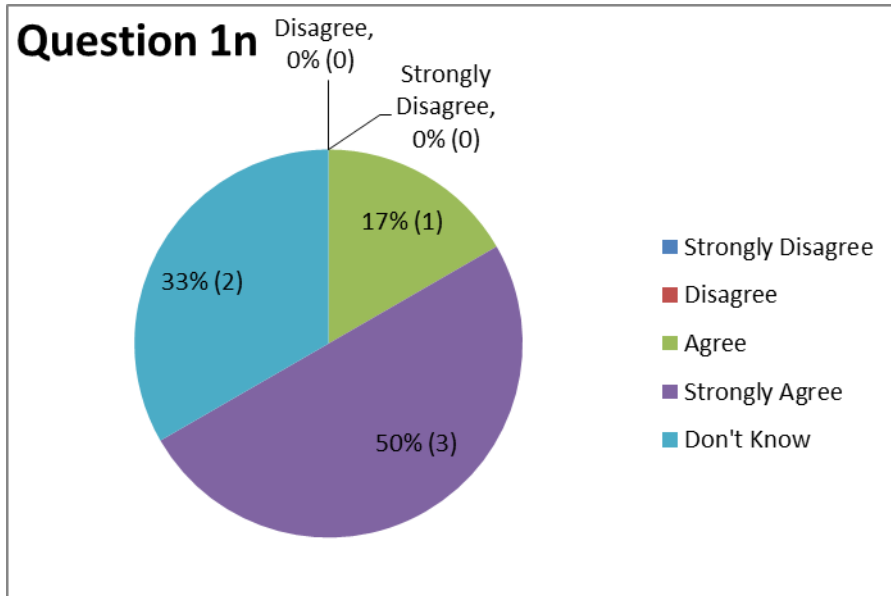
m. Committee members receive appropriate induction and ongoing development.



Comments:

- There is no substitute for experience, so thorough induction will always be difficult, time needs to be allowed to get to grips with the issues that are new to committee members.
- Appraisals have been carried out in August and September 2014.
- Ongoing development could be improved e.g. occasional seminars, briefing papers etc.

n. The Committee understands its responsibility to the public sector equality duty under the Equality Act 2010, and weighs this carefully in its decision making.



Comments:

- As with the board, the theoretical understanding is OK, but the knowledge is not always applied to actual decision making.