

Audit Committee effectiveness

APPENDIX A

Assessment scores:

N/A = not applicable

1 = hardly ever/ poor

3 = most of the time/ satisfactory

2 = occasionally/ inadequate

4 = all of the time/ good

	N/A	1	2	3	4
Processes					
1 Members with appropriate skills and experience The Audit Committee comprises members with an appropriate mix of skills and experience, including some relevant financial experience					
2 Clear terms of reference There are clear, up to date terms of reference, with clarity as to the Committee's role in relation to the Council and other Committees					
3 Clear as to risk management responsibilities The Audit Committee is clear about its role in relation to risk management					
4 Structured and appropriate annual agenda There is a structured annual agenda of matters to be covered, with focus on the right areas					
5 Sufficient number of meetings and access to resources The number and length of meetings and access to resources is sufficient to allow the Committee fully to discharge its duties					
6 Concise, relevant and timely information Audit Committee papers are concise, relevant and timely and are received sufficiently far in advance of meetings					
7 The right people invited to attend and present at meetings Senior officers and others are asked to present on issues as appropriate					
8 Meetings held sufficiently far in advance of Council meetings Audit Committee meetings are held sufficiently far in advance of Council meetings to permit resolution of the issues raised					
9 Attendance and contribution to meetings All Audit Committee members attend and actively contribute at meetings					
10 Sufficient time and commitment to undertake responsibilities All Audit Committee members have sufficient time and commitment to fulfil their responsibilities					
11 On-going personal development Audit Committee members have access to on-going development activities to update their skills and knowledge					
12 Private meetings with internal and external auditors Private meetings of the Audit Committee, and not just its Chair, are held at least annually with both the external auditors and internal audit					
13 Role in relation to whistle-blowing The Audit Committee is informed of the whistle-blowing procedures in place within the Authority					

	N/A	1	2	3	4
Activities					
14 Understanding the Authority's business All Audit Committee members have a good understanding of the different risks inherent in the Authority's business activities					
15 Focus on appropriate areas The Audit Committee focuses on the right questions and is effective in avoiding minutia					
16 Quality of interaction with external auditors The Audit Committee actively engages with the external auditors regarding the scope of their work and audit findings					
17 Quality of interaction with internal audit The Audit Committee demonstrates an appropriate degree of involvement in the work of internal audit and its findings					
18 Understanding of key financial issues The Audit Committee has a good understanding of the key financial issues, critical accounting policies and complex transactions					
19 Understanding of how assurance is gained The Audit Committee understands the interaction between the various sources of assurance available to it					
20 Rigour of debate Audit Committee meetings encourage a high quality of debate with robust and probing discussions					
21 Reaction to bad news The Audit Committee responds positively and constructively to bad news to encourage future transparency					
22 Quality of chairmanship The Chair promotes effective and efficient meetings, with an appropriate level of involvement outside the formal meetings					
23 Frank, open working relationship with senior officers Audit Committee members have a frank and open relationship with senior officers, whilst avoiding the temptation to act as officers					
24 Open channels of communication The Audit Committee has open channels of communication with officers and other members to keep it aware of topical/ regulatory issues					
25 Perceived to have a positive impact There is an appropriate balance between the monitoring role and the Committee acting as an "influencer for good"					

How do we know that we are being effective in achieving our terms of reference and adding value to the corporate governance of the Authority?

How do we know what impact we are having?

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