

Questionnaire Item	Action		Comment	Responsible Person / Completion Date
<b>Q1. The Role of the Board</b>				
	<b>Action 1</b>	Statutory Responsibilities - individual concern over the interpretation of Section 4 of the Act. It is recommended that this matter be explored further with the individual who raised it. A report, if appropriate, will be brought back to the Board for consideration.	Following discussion, a formal note was sent to the whole Board. Further discussions have taken place at Board level. The Audit Committee have also discussed the matter; a review of Section 4 of the Act will take place as part of Routes to Registration.	Complete
	<b>Action 2</b>	Purpose and Objective Alignment – A review of the current Purpose and Objectives will be undertaken at the next Board development day to ensure continued alignment, taking in to consideration the Periodic Review, and any amendments to the Board's statutory functions.	The Purpose and Objectives of the organisation were reviewed as part of the 2016 Business Plan discussions, along with the Board's Priorities.	Complete
<b>Q2. Board Ethos &amp; Approach</b>			<b>Comment</b>	<b>Responsible Person / Completion Date</b>
	<b>Action 1</b>	As part of the Board's development day (or part of a post Board session) hold a discussion on ARB's values (Proportionality, Objectivity, Openness, Transparency, Integrity and consistency in its work). This will enable Board members to discuss areas for improvement or further exploration.	ARB's Values formed part of the Board's September Development Day.	Complete
	<b>Action 2</b>	Review the Board's policy on what is considered in the open session and confidential session of the Board meetings. This will ensure the policy remains fit for purpose and relevant.	A review is currently taking place and will be reported to the Board in February 2016.	OMG/February 2016
<b>Q3. Risk Management</b>			<b>Comment</b>	<b>Responsible Person / Completion Date</b>
	<b>Action 1</b>	It is recommended that the management team review the presentation of Board papers to identify if risk can be highlighted in a more effective way.	The Board paper template has been amended to identify risk and include Growth Duty.	Complete

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<b>Q4. Performance Management</b>			<b>Comment</b>	<b>Responsible Person / Completion Date</b>
	<b>Action 1</b>	To ensure the Board continue to feel the level and quality of information provided by the team as appropriate, it is recommended that the management team keep under review, through regular feedback gathering exercises with the Board, to ensure that information continues to be timely and of high quality.	Feedback was sought by management on the new format/presentation of performance information. Regular feedback will be sought.	Complete
<b>Q5. Board Effectiveness</b>			<b>Comment</b>	<b>Responsible Person / Completion Date</b>
	<b>Action 1</b>	Continue to demonstrate transparency in the Board's work by reviewing the policy on what agenda items are considered in the open and confidential sessions of the Board meetings (as suggested in Board Ethos 4).	A specific review of the policy will be reported in February 2016. A review of the Board's commitment to transparency will be considered by the Audit Committee in November 2015.	OMG/February 2016
	<b>Action 2</b>	Continue to improve the Board's website to ensure clear navigation to all information from varying audiences.	Planned work / on-going – funds secured for major project 2016.	OMG/ December 2016
	<b>Action 3</b>	To ensure the Board is best equipped to deal with difficult issues, build in to a Board development day or post Board session a discussion on ways in which improvements in this area can be secured.	Some discussion at Board Development Day. Specific training/discussion planned for induction.	OMG/April 2016
	<b>Action 4</b>	Ensure time is built in during the Board's post Board sessions and Development days to include ongoing horizon scanning. This should include the involvement of external presenters, who may provide a different perspective.	During 2015 we have held sessions on Setting Standards in Regulation (Julia Black) & Managing Conflicts of Interest (Avrom Sheer). We are planning a session on Europe, to be delivered by Jim Lowe. Committees have also invited external speakers to widen perspectives.	

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	<b>Action 5</b>	Ensure that Board decisions are evaluated where appropriate, with follow up reports from management to enable the Board to evaluate the effectiveness of its decisions.	Management have built in a process for review 12 months after decisions, for example, PCC Consent Orders is due for review February 2016.	Complete First review February 2016
	<b>Action 6</b>	Scheme of Decision Making – to improve awareness of the scheme and adherence to it, it is suggested that the Interim Registrar provides the Audit Committee with an annual compliance report. The Audit Committee can then report on the findings of the report in its minutes.	Compliance review being taken to Audit Committee, November 2015.	Complete
	<b>Action 7</b>	Legal Advice – a different approach has been taken to how the Board receive legal advice since late 2014. An evaluation of the impact of this decision will be undertaken and provided to the Board in September 2015, when the Board considers its budget for 2016. The Board can however reconsider the approach at any juncture in the meantime.	As part of the Budget Briefing for 2016, the Board provided feedback that the revised approach was more effective and content for it to continue.	Complete
	<b>Action 8</b>	Relationship with stakeholders – incorporate in to a Board development day (or post Board session) the time to discuss ideas for improving this area of the Board’s work. 2014 saw the introduction of a published Communications Strategy and an Internal Communications Plan. An annual report on progress will be brought back in due course. Improved reporting has been introduced through the weekly Communications update.	An annual progress report was discussed at the September Board meeting. The Board, as part of their Development Day, considered areas which it considered most important; building on-going relationships was deemed to be a priority.	Complete
<b>Q7. Board Composition</b>			<b>Comment</b>	<b>Responsible Person / Completion Date</b>
	<b>Action 1</b>	Provide the responses to the DCLG to assist them with the intended review of Governance as part of the Periodic Review.	Board Effectiveness responses provided to the DCLG.	Complete

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<b>Boards &amp; Committees</b>			Comment	Responsible Person / Completion Date
	<b>Action 1</b>	For each Committee to consider the findings of its effectiveness questionnaire and agree any actions. Each Committee will report through its minutes and provide separate reports as appropriate.	Each Committee has progressed the findings of their effectiveness review.	Complete