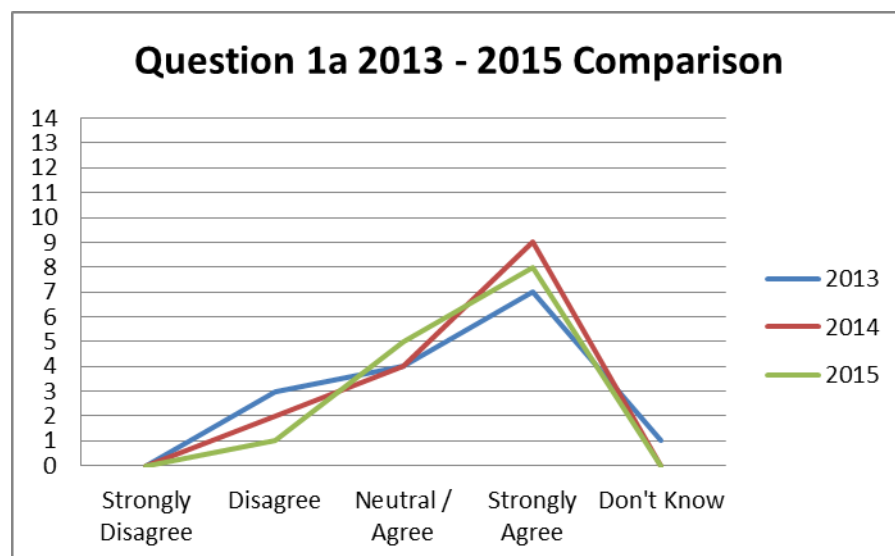
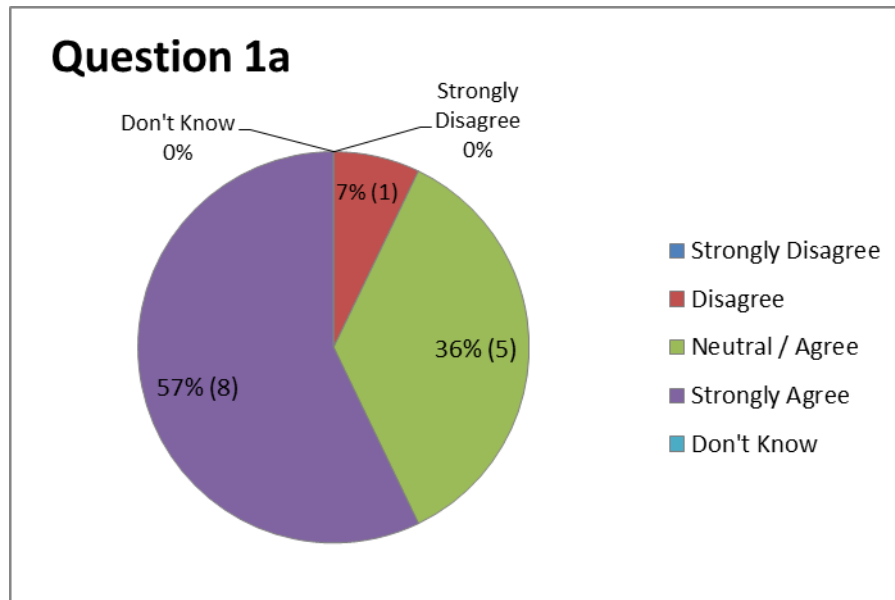


## Board Effectiveness Review Questionnaire

### 1. The Role of the Board

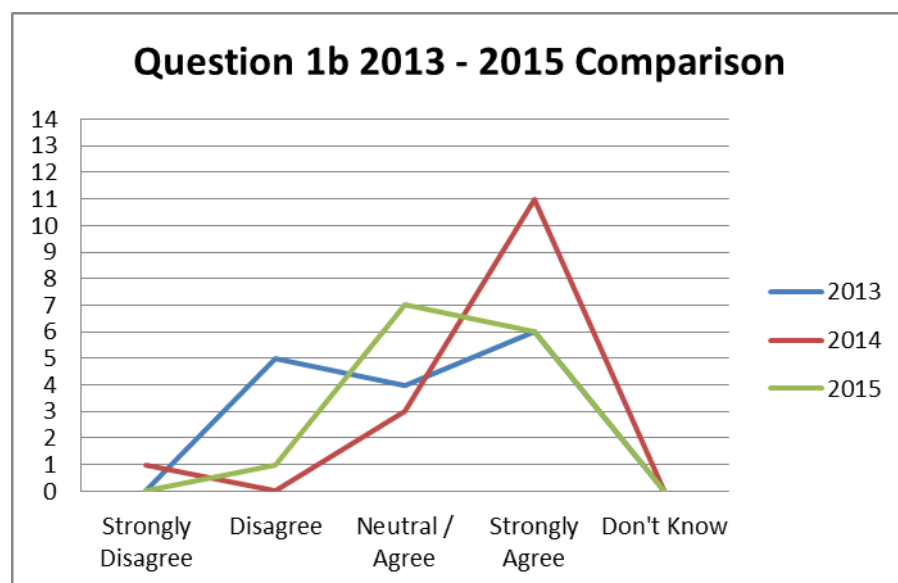
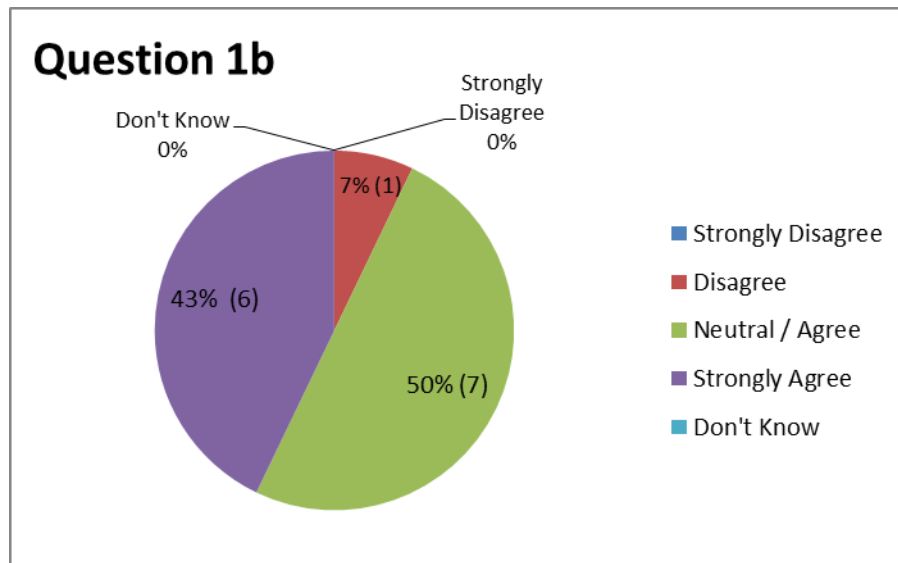
- a. The Board sets a clear strategy/purpose and objectives for the ARB.



**Comments:**

There were no additional comments to this question.

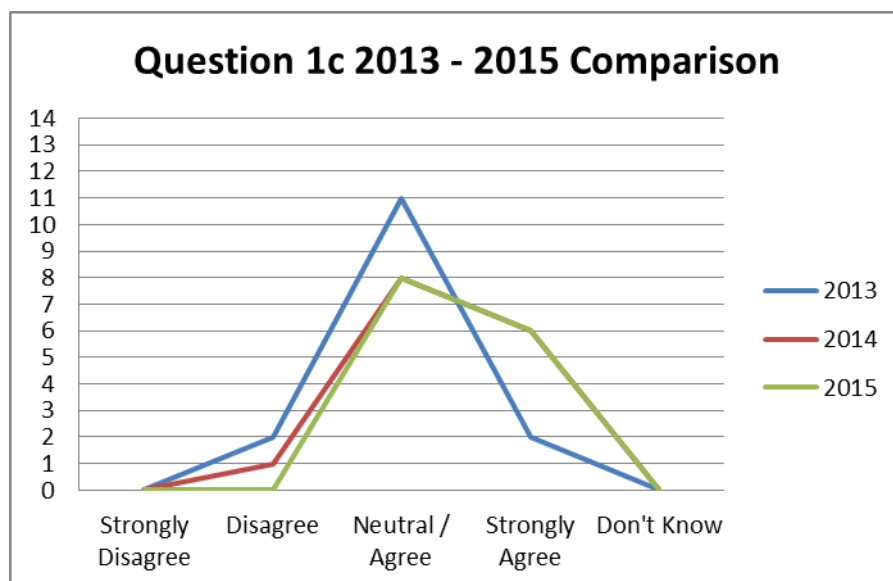
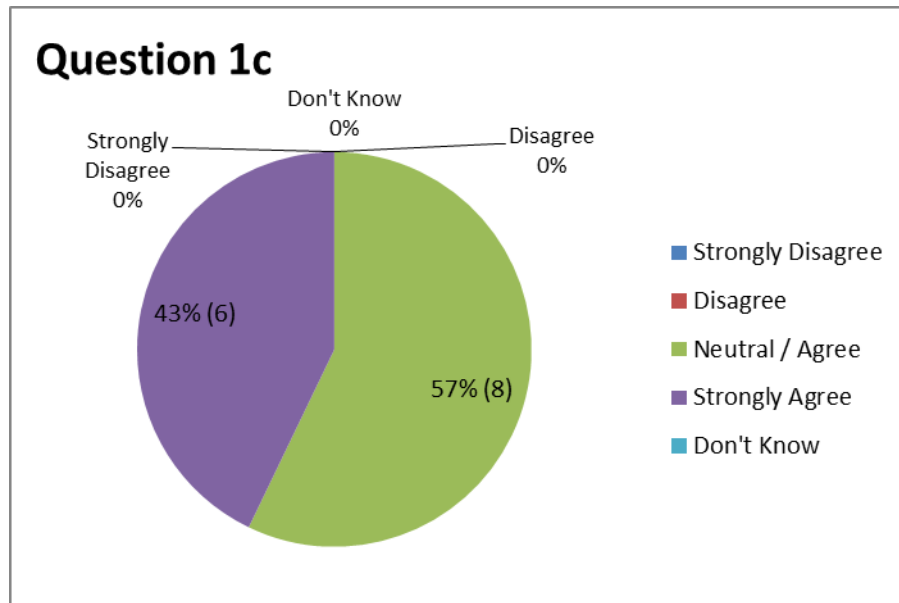
b. The Board understands its statutory responsibilities.



**Comments:**

There were no additional comments to this question.

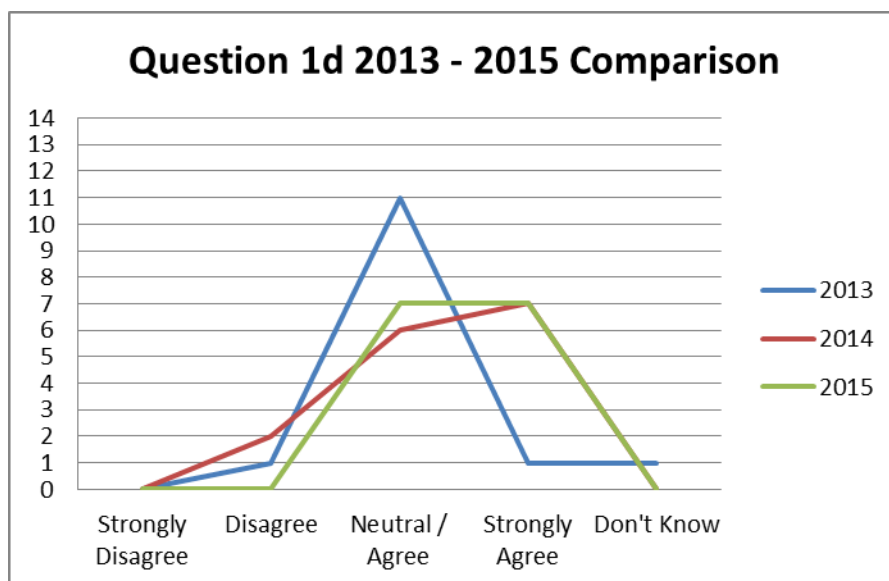
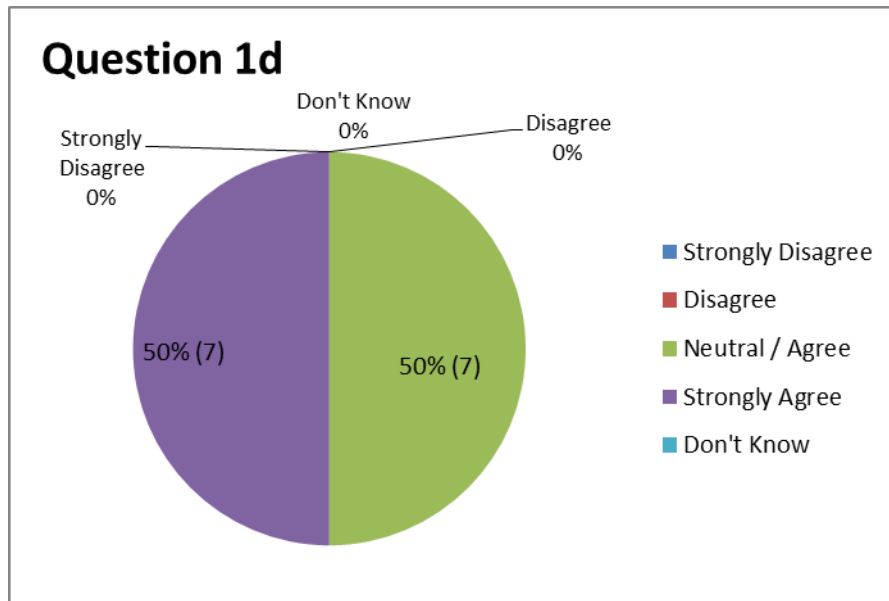
c. The Board understands its obligation for corporate collective responsibility.



**Comments:**

There were no additional comments to this question.

d. The Board is cohesive and combines support of management with appropriate challenge.

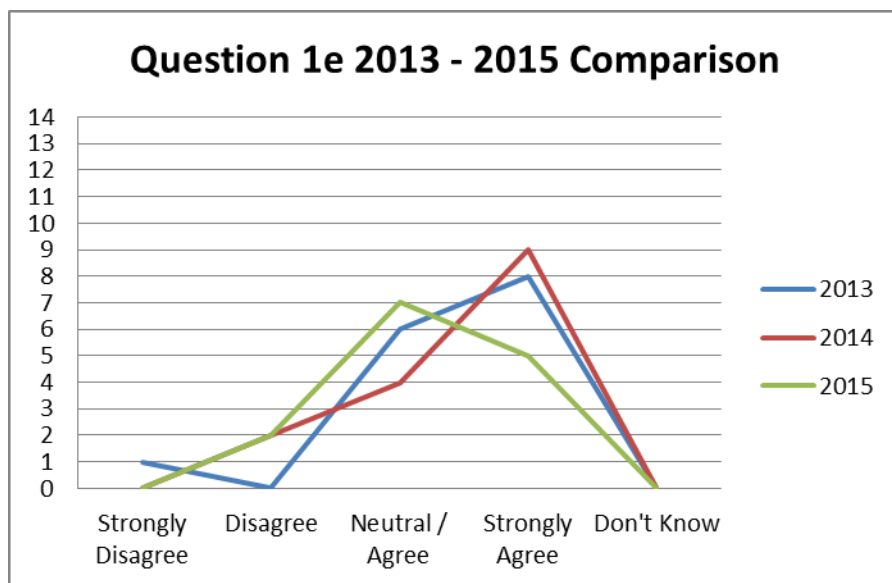
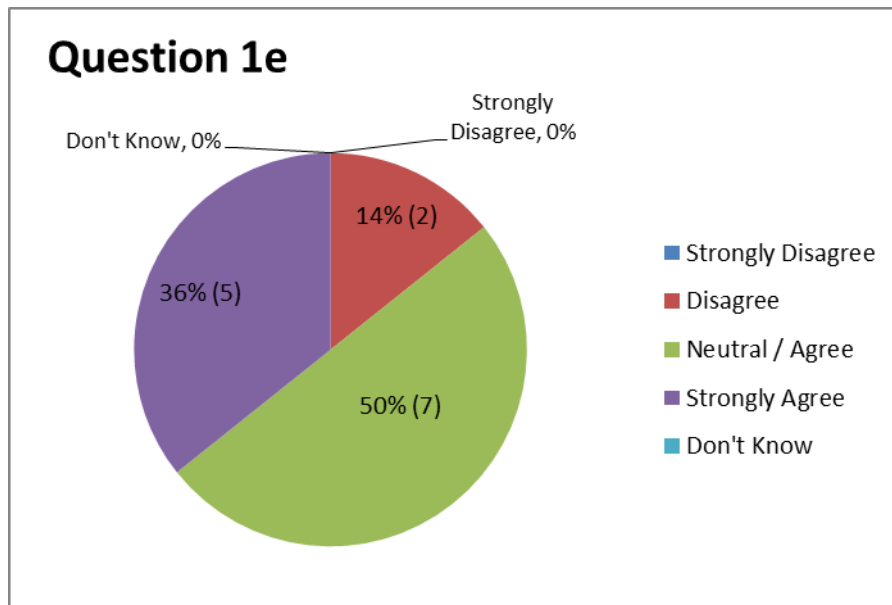


**(Please note there were only 14 Board member responses for this question in 2013)**

**Comments:**

There were no additional comments to this question.

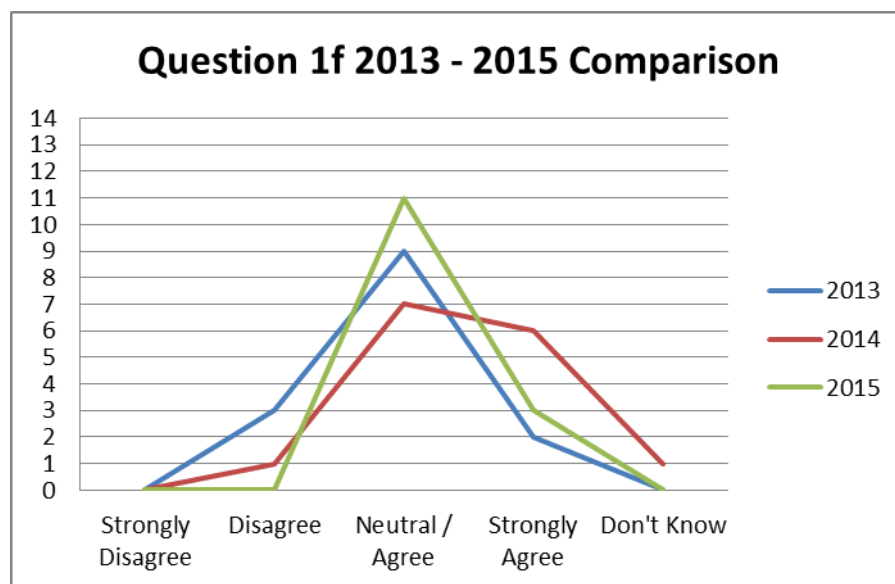
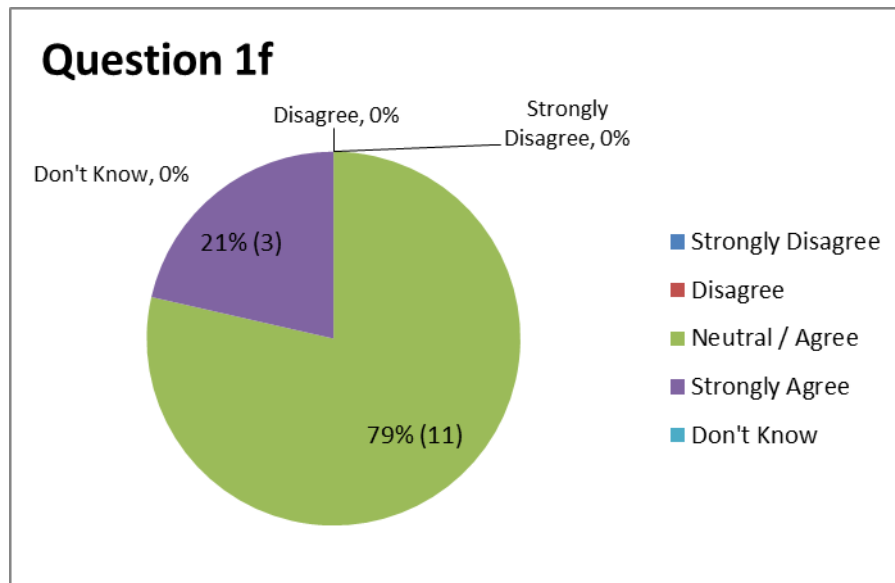
e. Significant programmes of work are aligned to ARB's Purpose and Objectives.



**Comments:**

There were no additional comments to this question.

f. Board members understand their individual roles and what is expected of them.

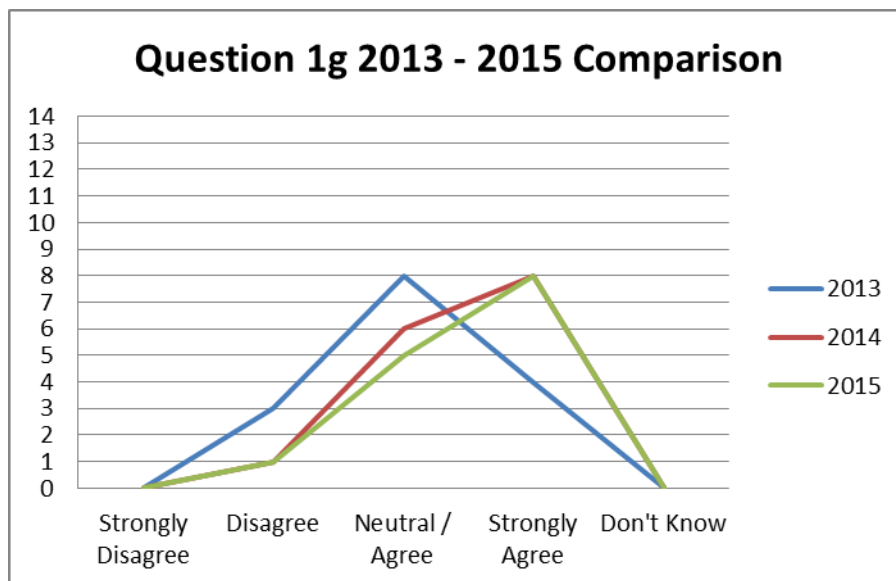
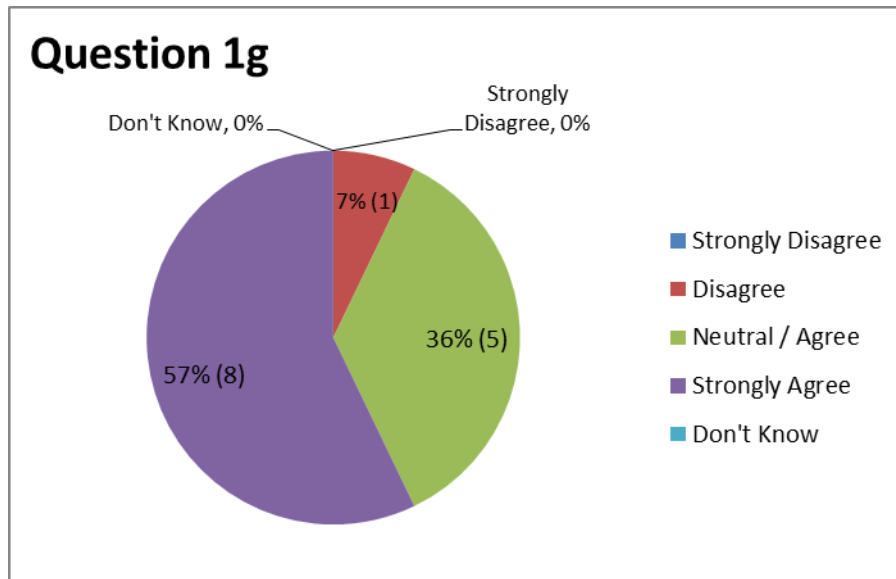


**(Please note there were only 14 Board member responses for this question in 2013)**

**Comments:**

There were no additional comments to this question.

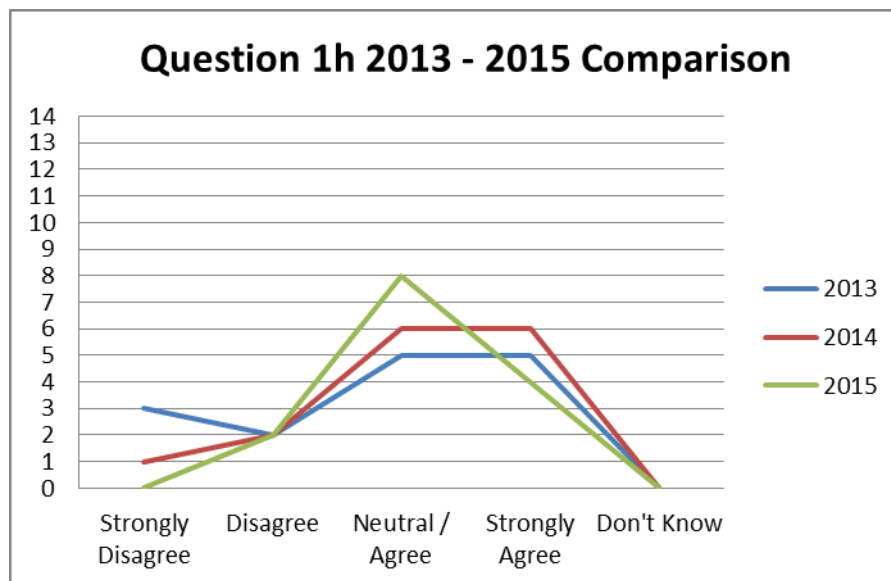
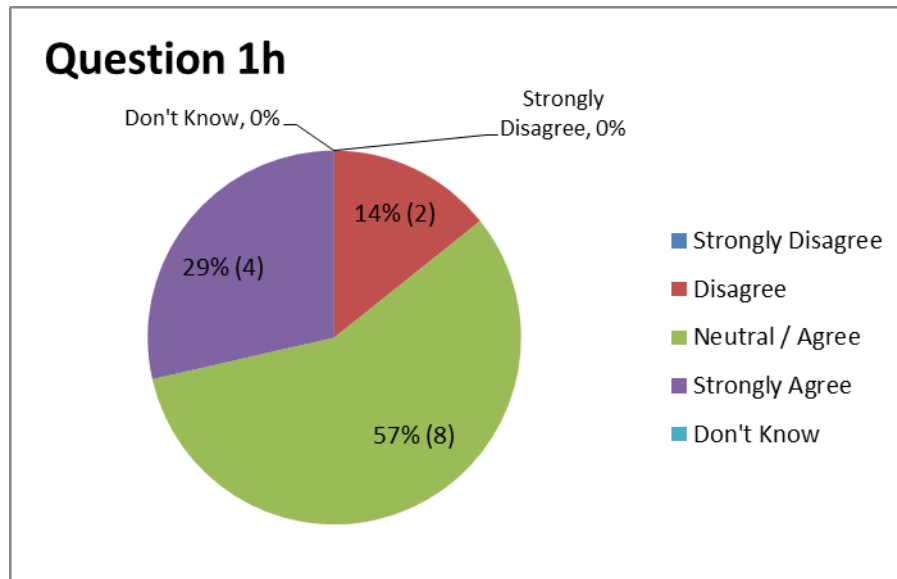
g. The Board understands the distinction between the roles of the Board and the staff of ARB.



**Comments:**

There were no additional comments to this question.

h. The Board devotes quality time to reviewing the implementation of the Purpose and Objectives.

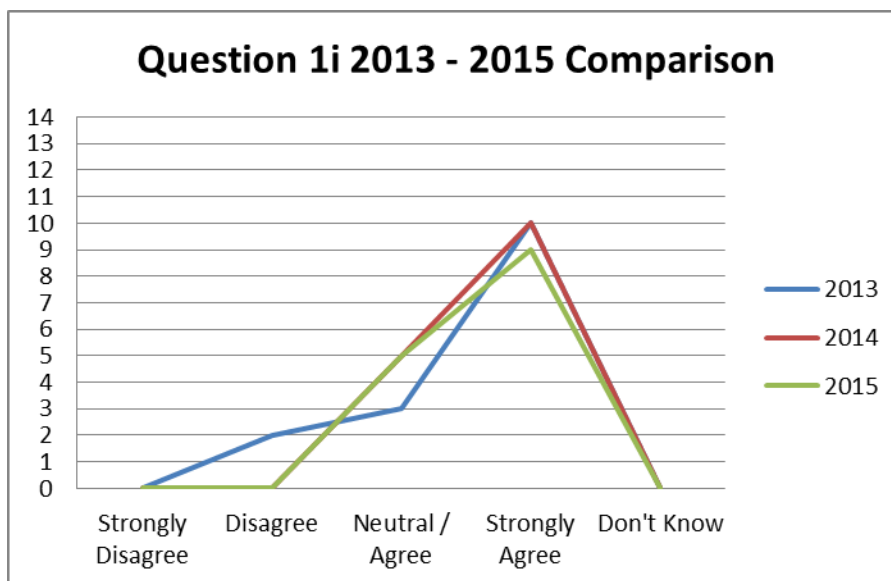
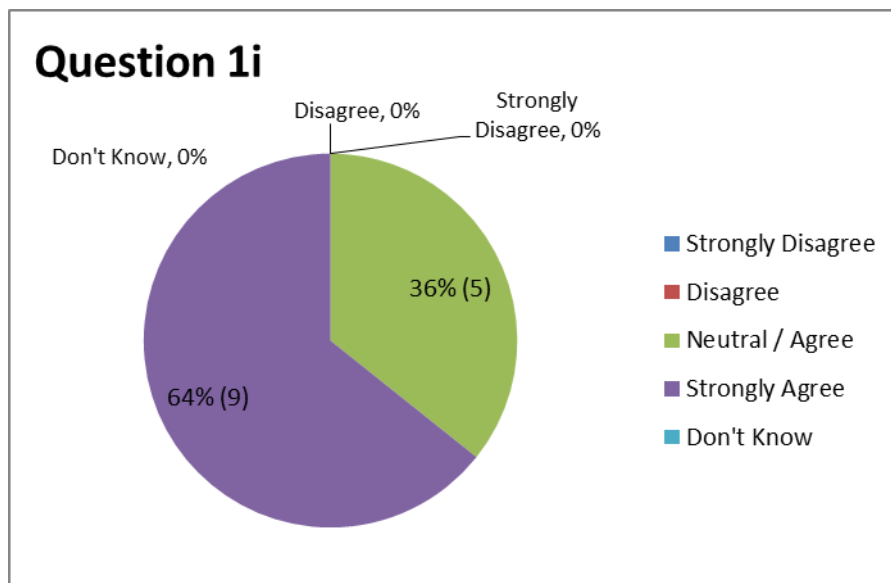


**Comments:**

There were no additional comments to this question.



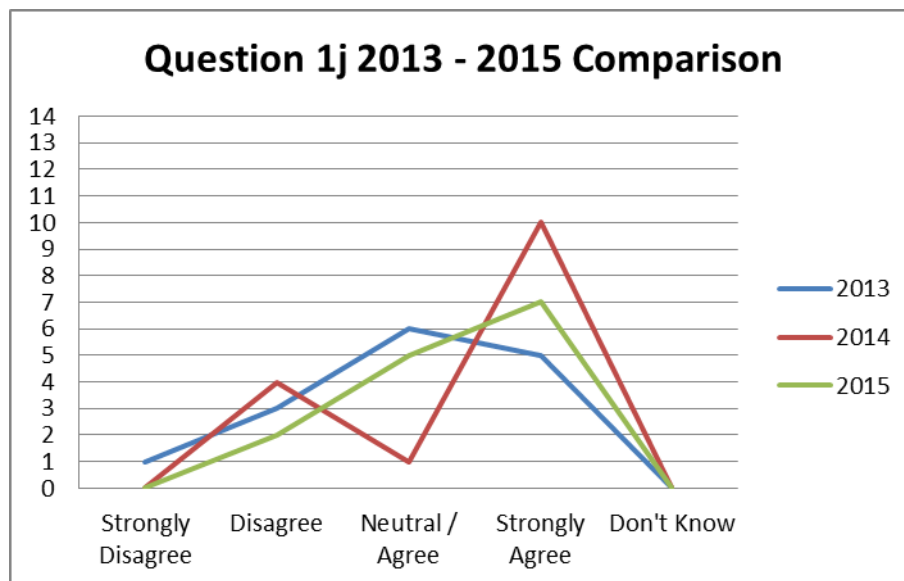
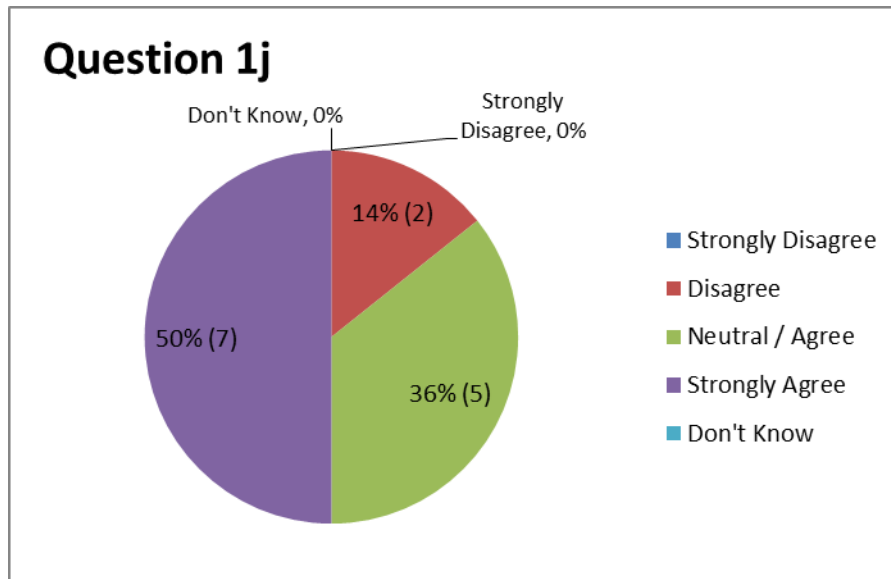
- i. The roles of Board members and the Chair and Vice Chair are sufficiently clear in the Handbook.



**Comments:**

There were no additional comments to this question.

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

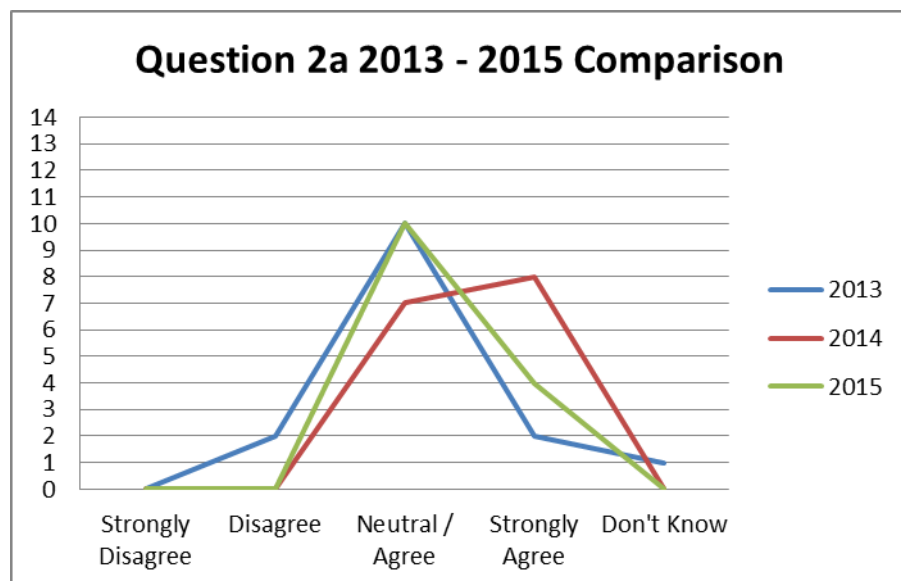
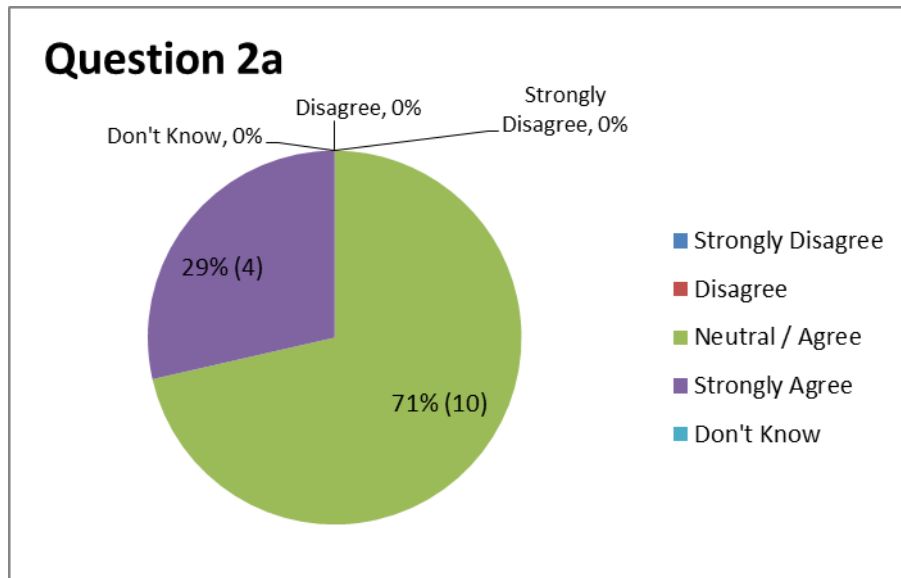


**Comments:**

There were no additional comments to this question.

## 2. Board Ethos and Approach

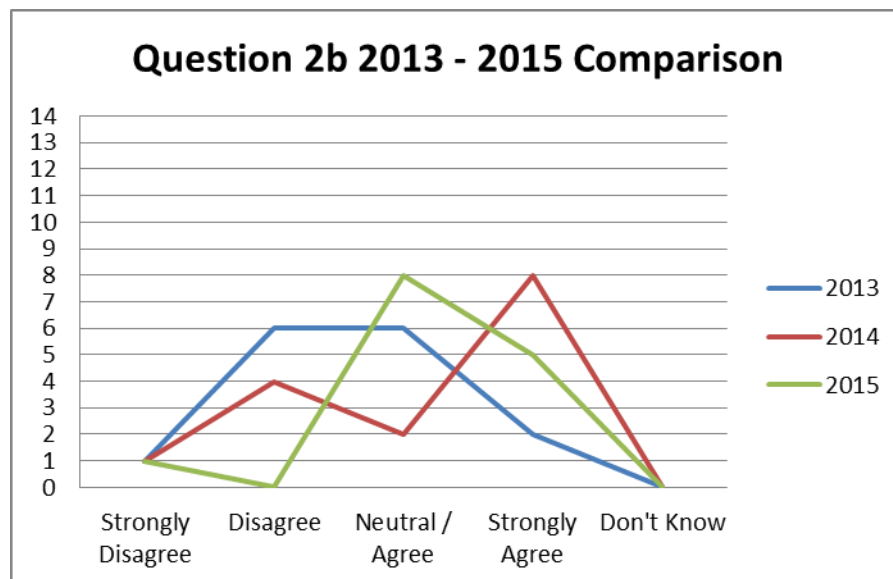
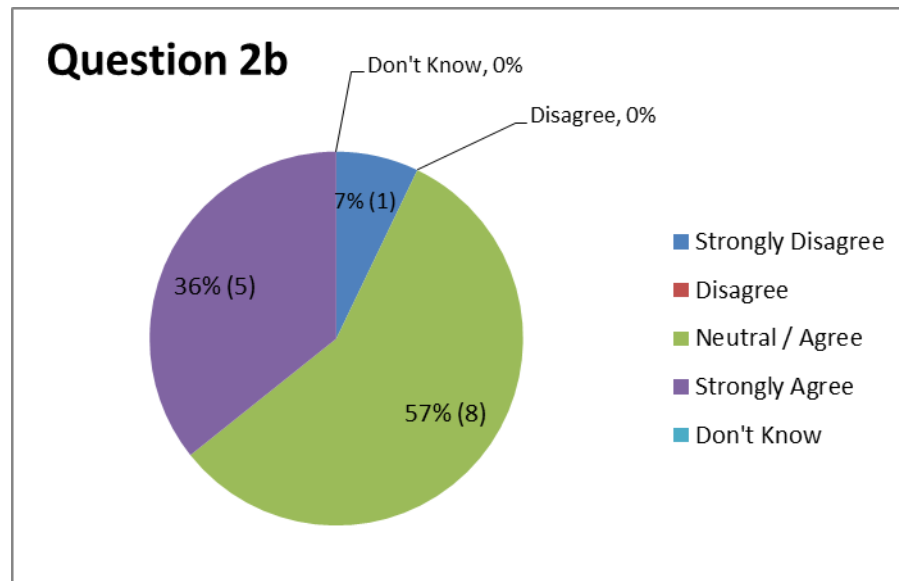
- a. Board members demonstrate compliance with the Board Members Code and the Principles of Public Life.



**Comments:**

There were no additional comments to this question.

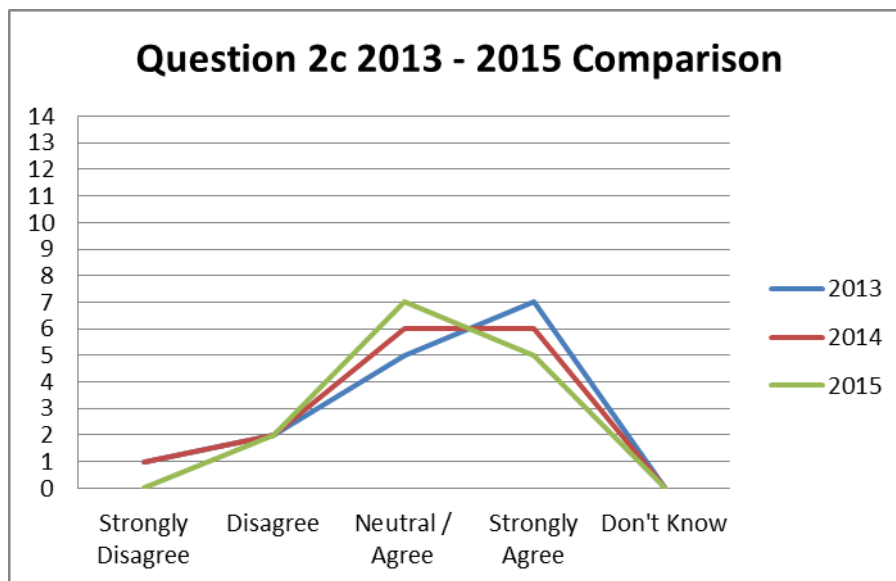
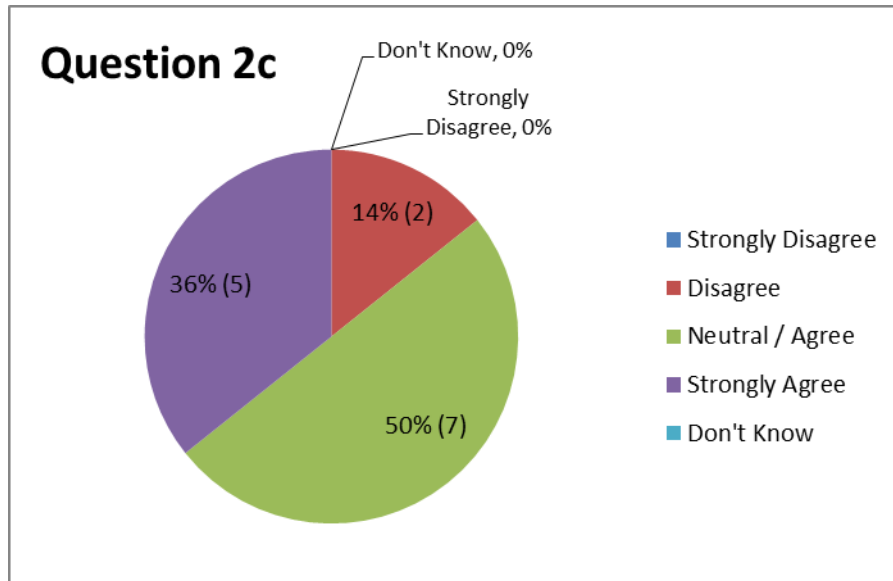
- b. The Board reflects ARB's values, Proportionality, Objectivity, Openness, Transparency, Integrity and Consistency in its work.



**Comments:**

There were no additional comments to this question.

c. The Board understands the need to constructively challenge.

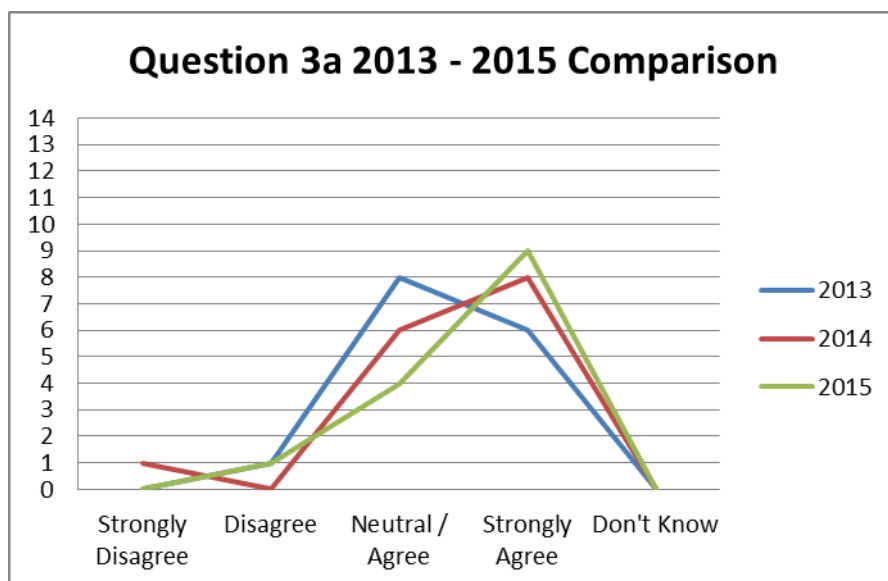
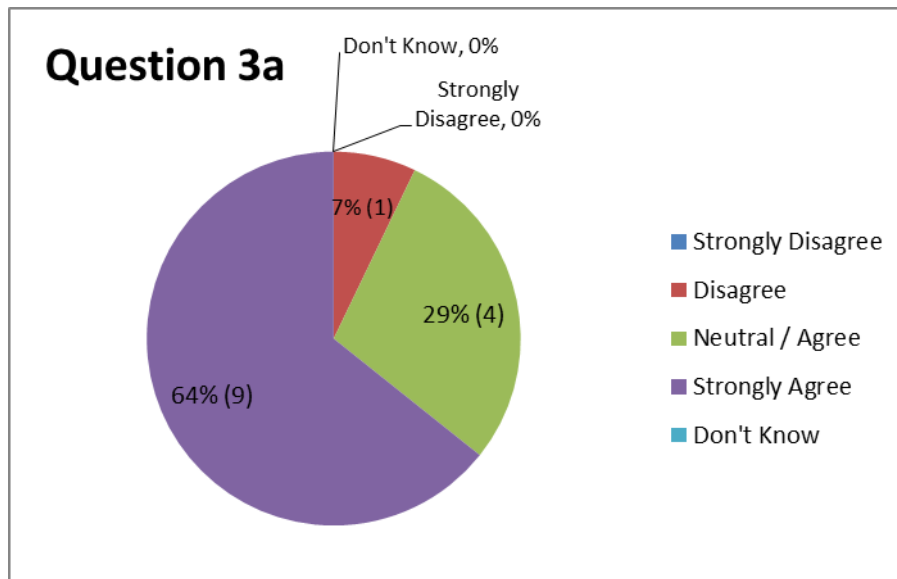


**Comments:**

There were no additional comments to this question.

### 3. Risk Management

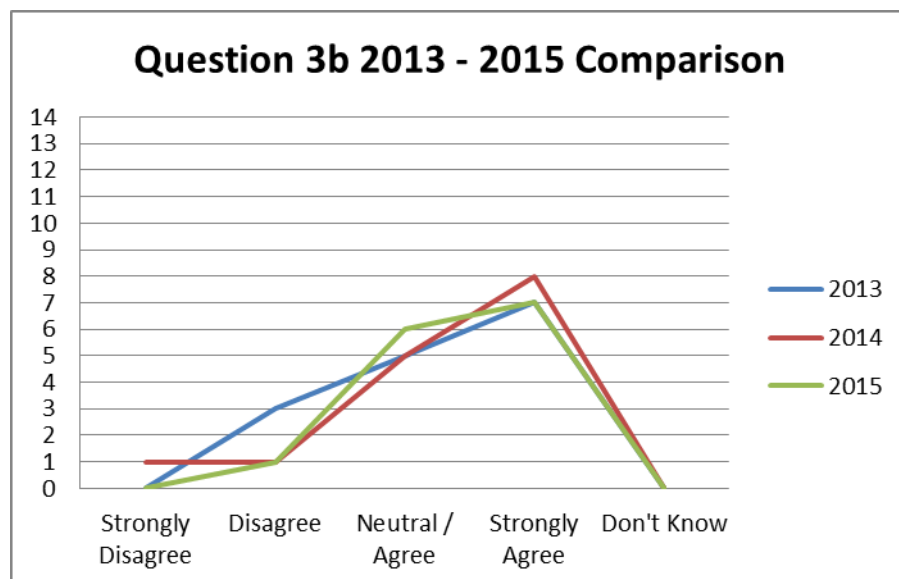
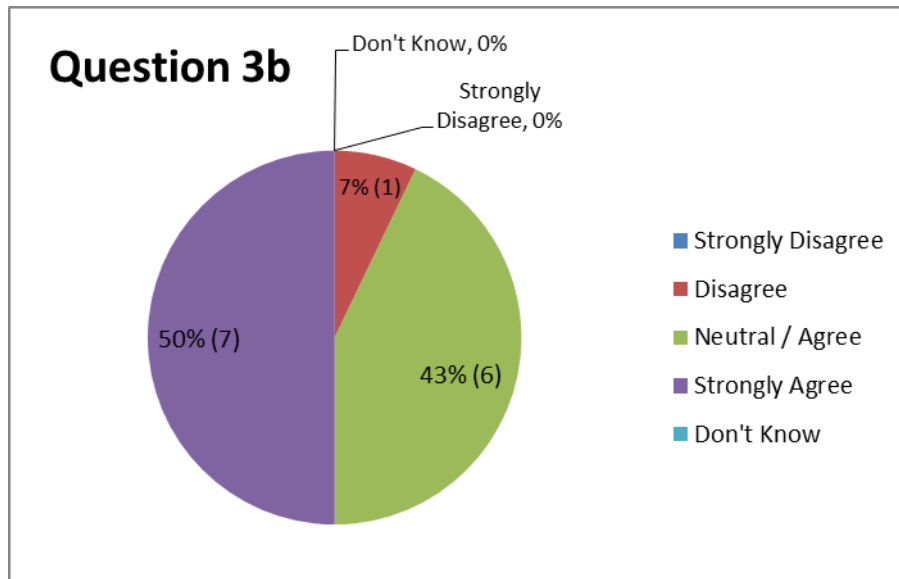
- a. The Board devotes sufficient time to determining the risk strategy of the ARB.



**Comments:**

There were no additional comments to this question.

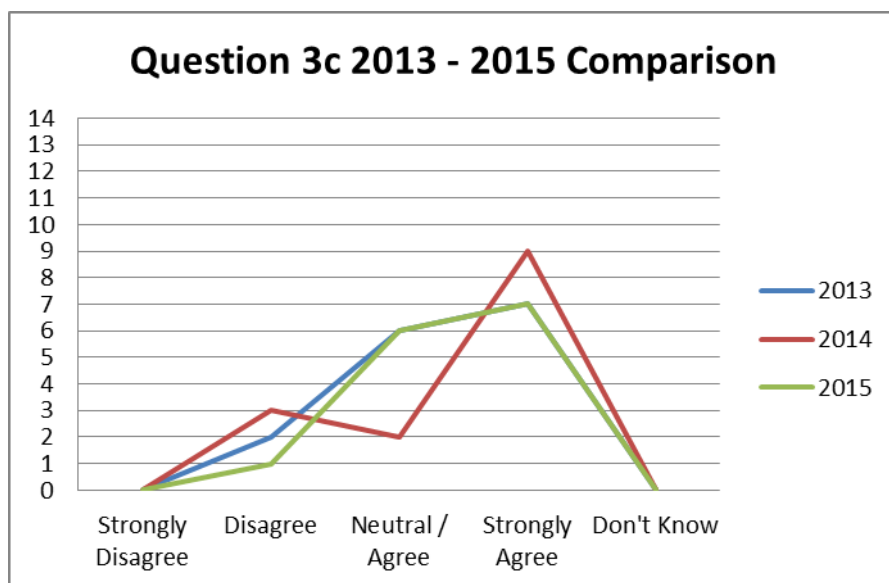
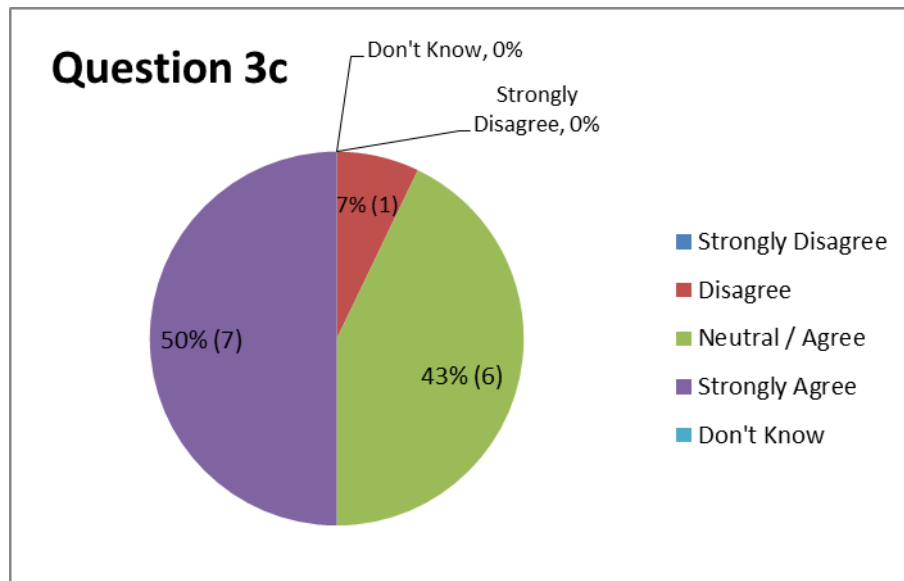
- b.** The Board scrutinises risk and gains sufficient assurance that risk is appropriately managed before reaching and implementing decisions.



**Comments:**

There were no additional comments to this question.

c. The Board considers risk appetite in taking decisions.



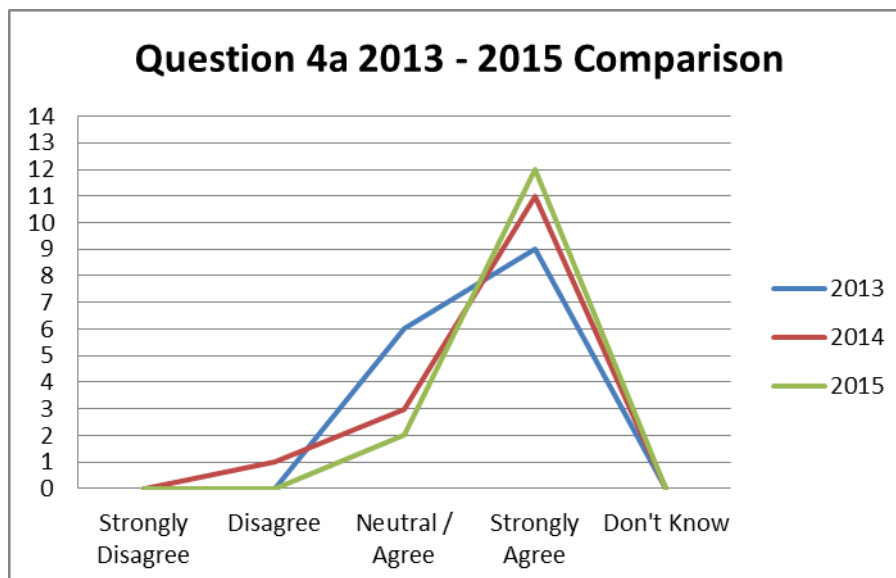
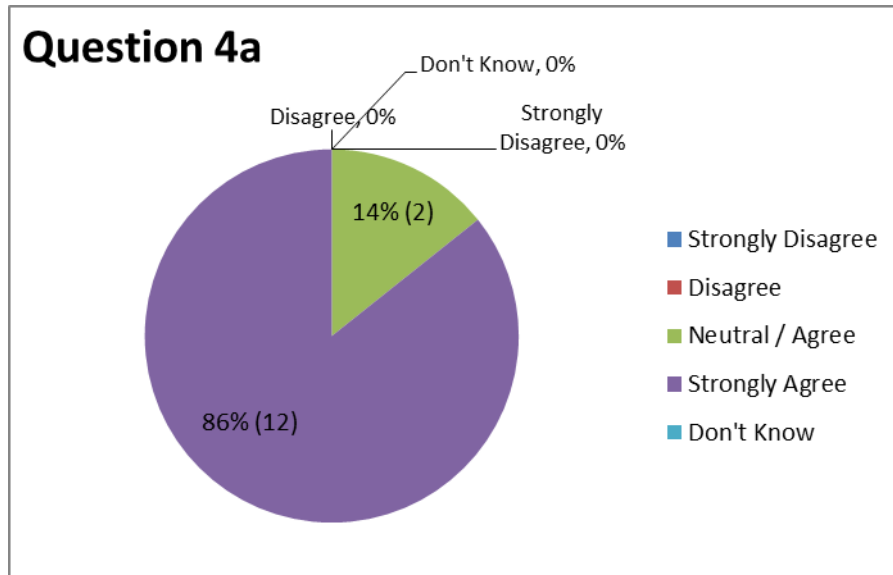
**Comments:**

There were no additional comments to this question.



#### 4. Performance Management

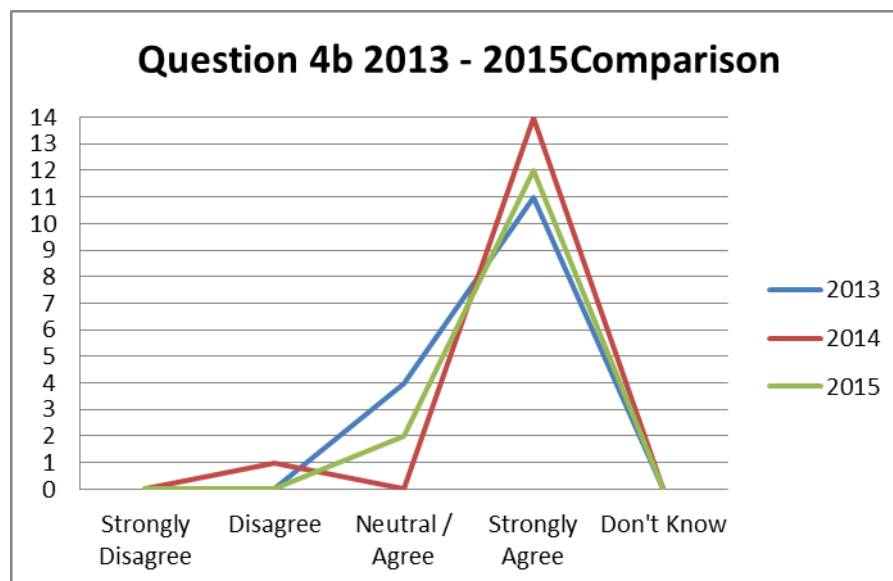
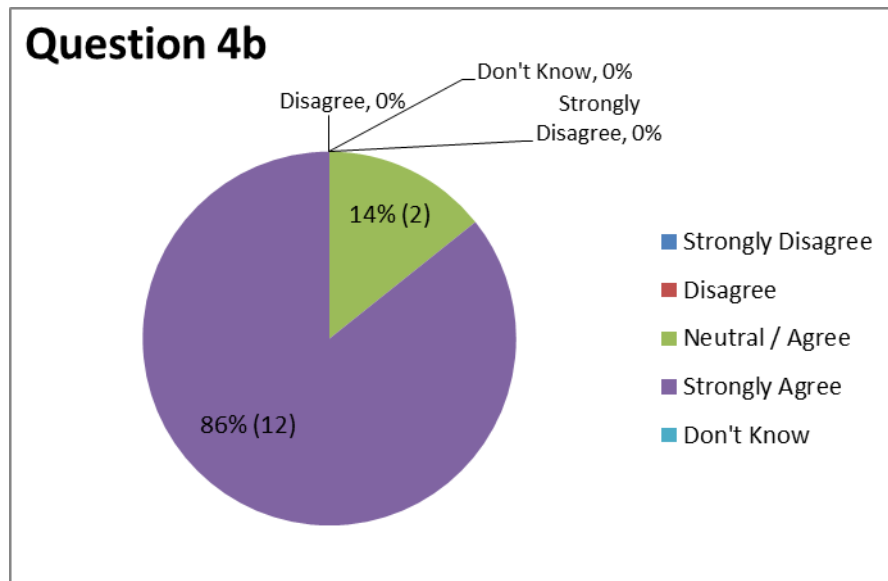
- a. The Board is fully informed on the performance and delivery of ARB's statutory obligations through regular, high quality information.



**Comments:**

There were no additional comments to this question.

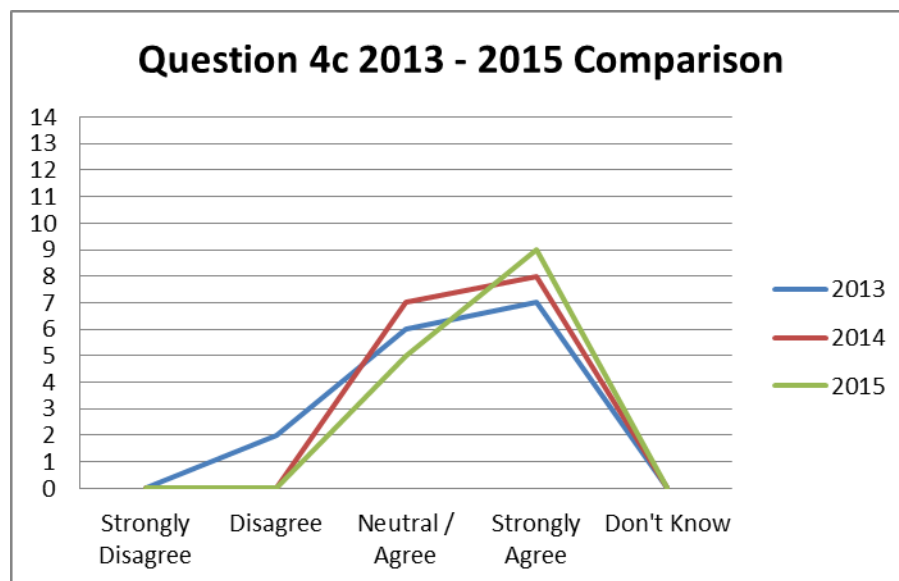
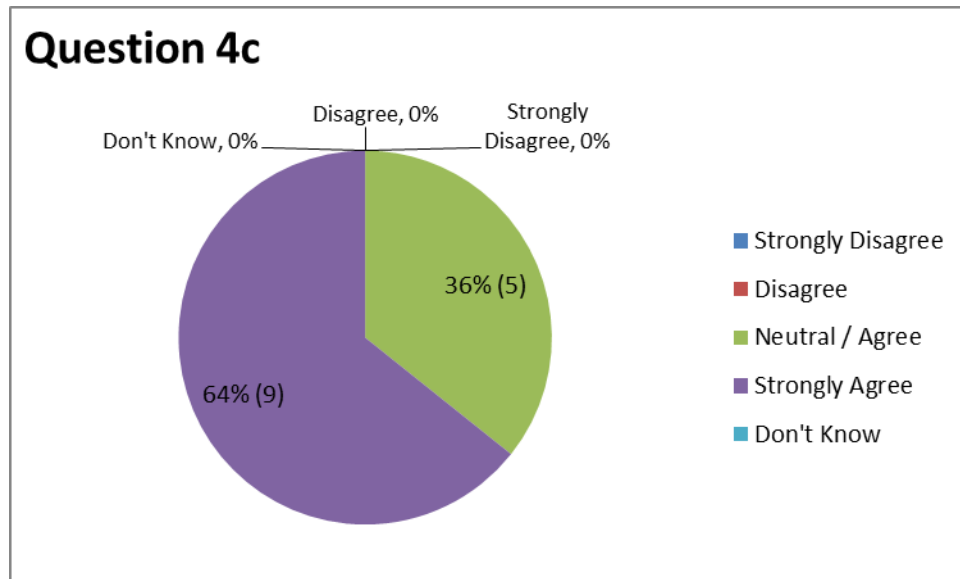
b. The Board receives sufficient and timely reports on financial management.



**Comments:**

There were no additional comments to this question.

- c. The Board receives early warning of problems which may impact on the delivery of ARB's Business Plan and statutory duties.

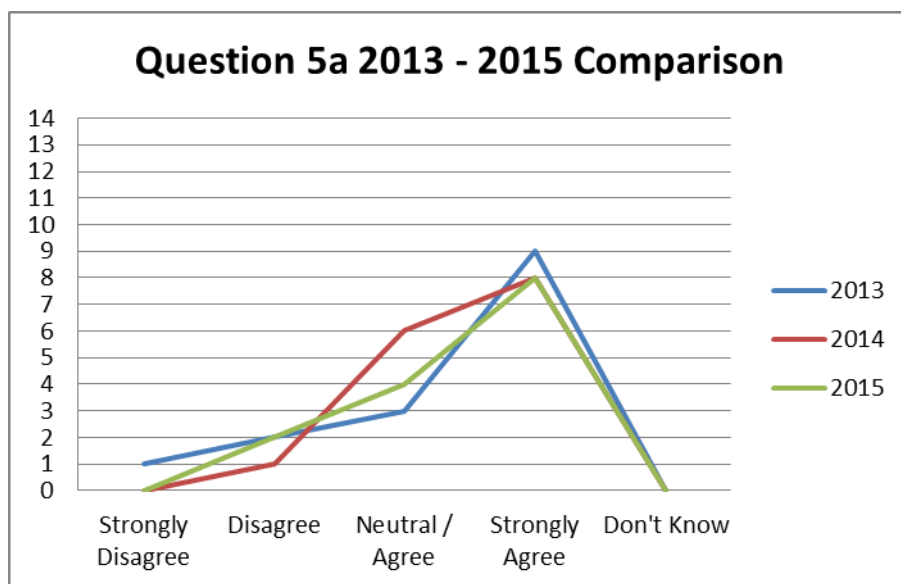
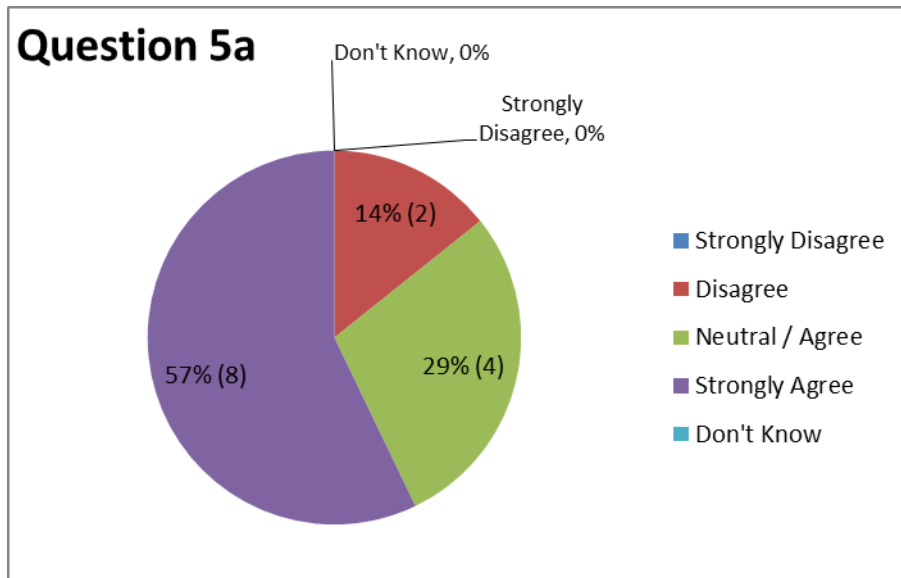


**Comments:**

There were no additional comments to this question.

## 5. Board Effectiveness

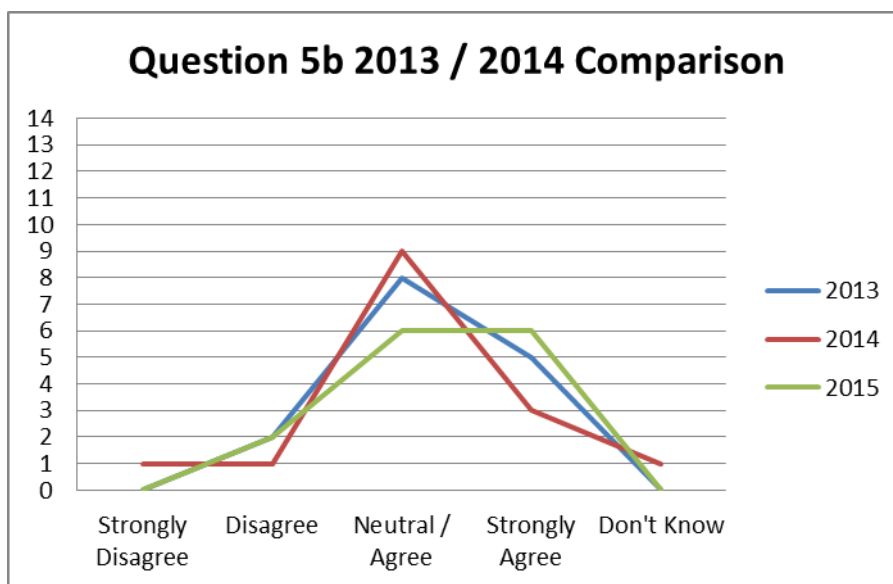
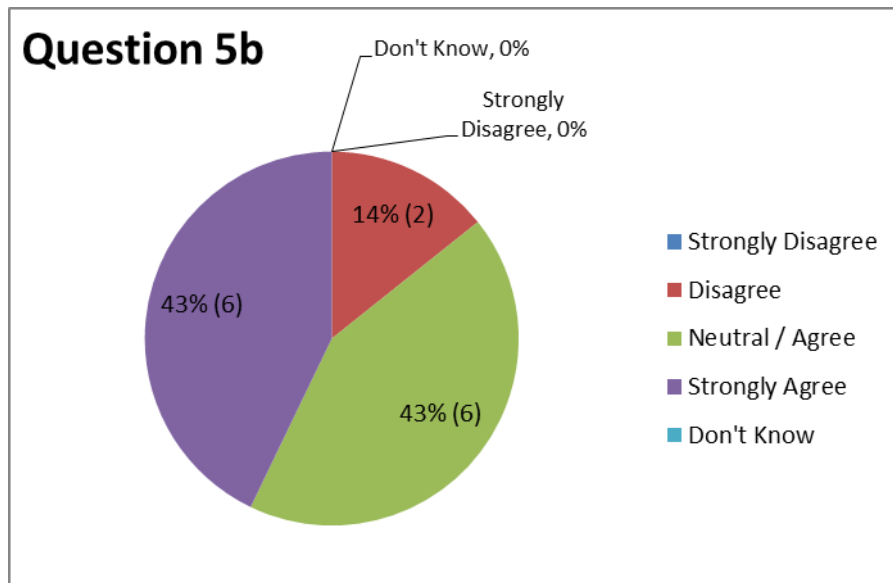
a. The work of the Board is transparent and open to public scrutiny.



**Comments:**

There were no additional comments to this question.

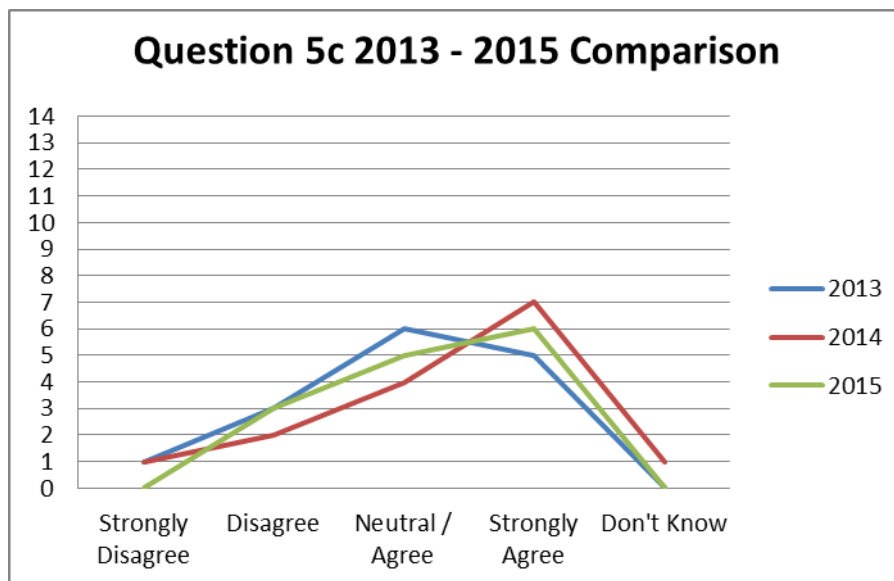
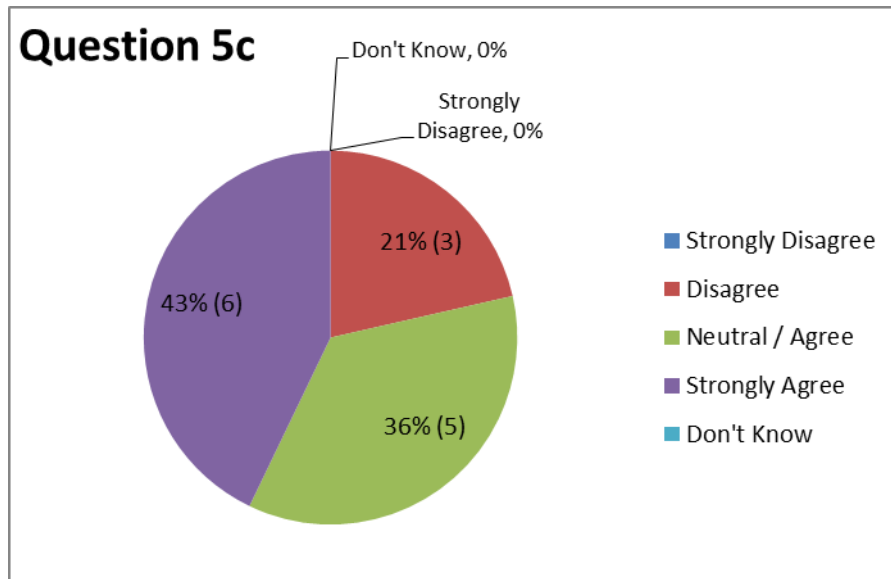
**b. Conflicts of interest and potential conflicts of interest are declared and managed properly.**



**Comments:**

There were no additional comments to this question.

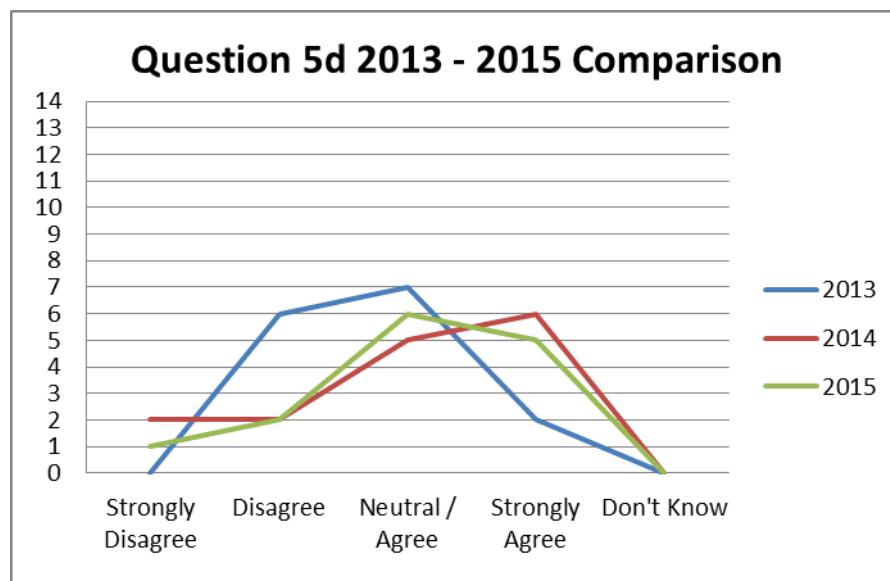
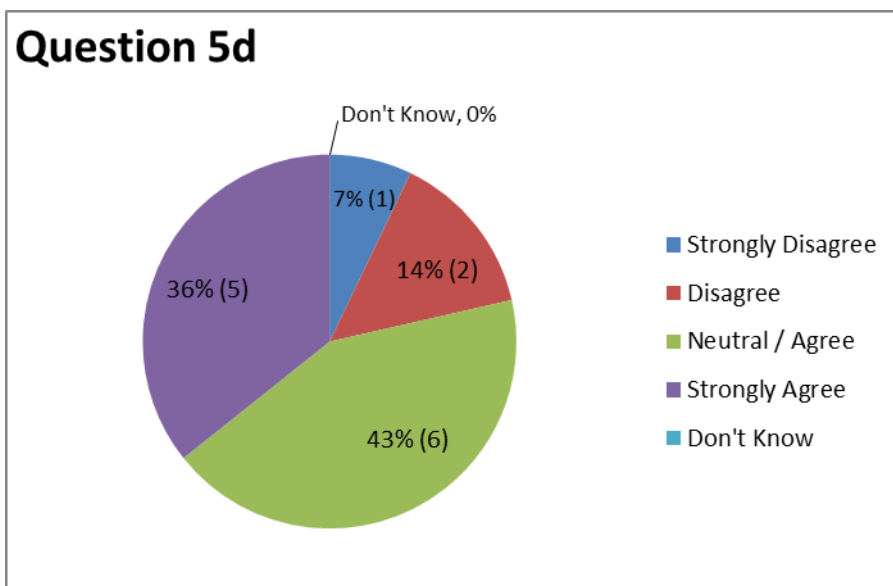
c. The Board focuses its discussions on the future rather than the past.



**Comments:**

There were no additional comments to this question.

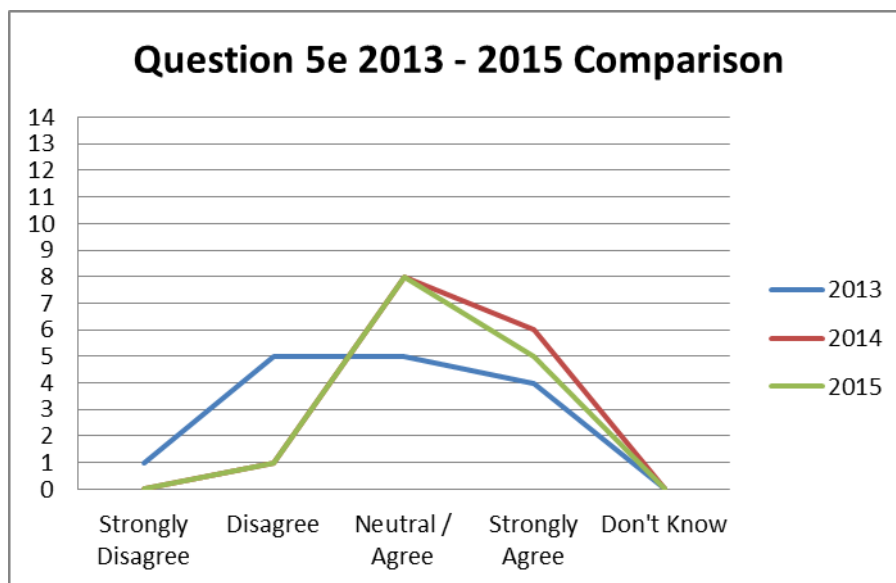
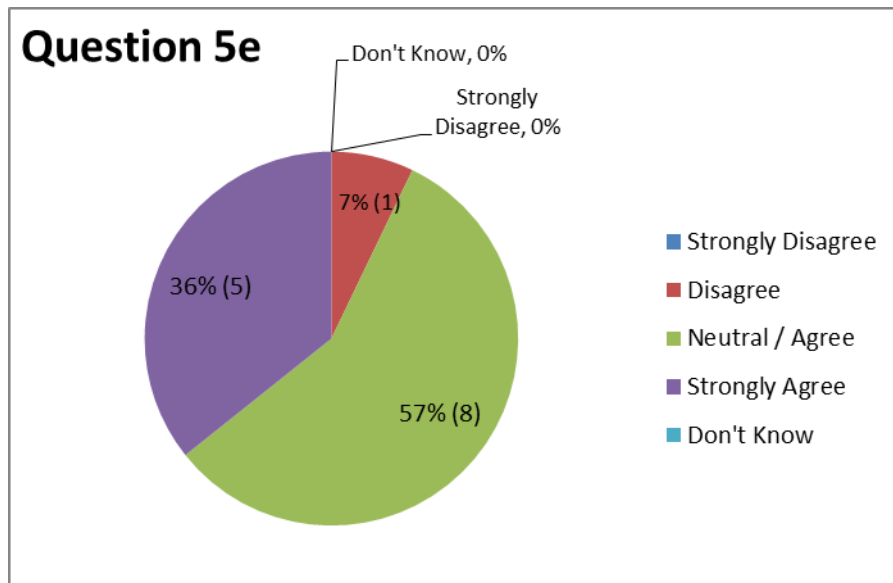
d. The Board deals comprehensively with difficult issues.



**Comments:**

There were no additional comments to this question.

e. The Board demonstrates collaborative leadership rather than the interests of particular groups.



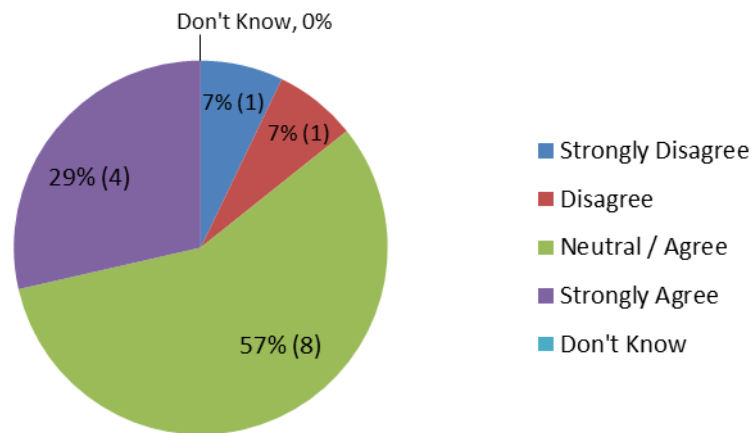
**Comments:**

There were no additional comments to this question.

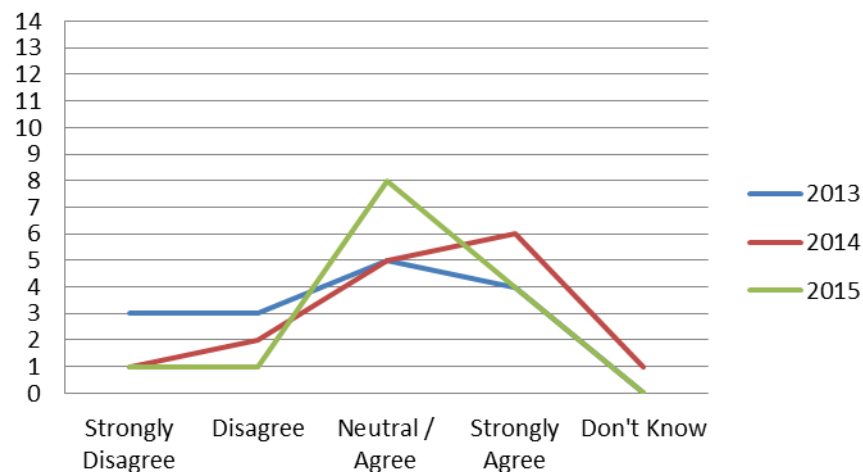


f. The Board understands the issues which are on the horizon for ARB over the next three years.

### Question 5f



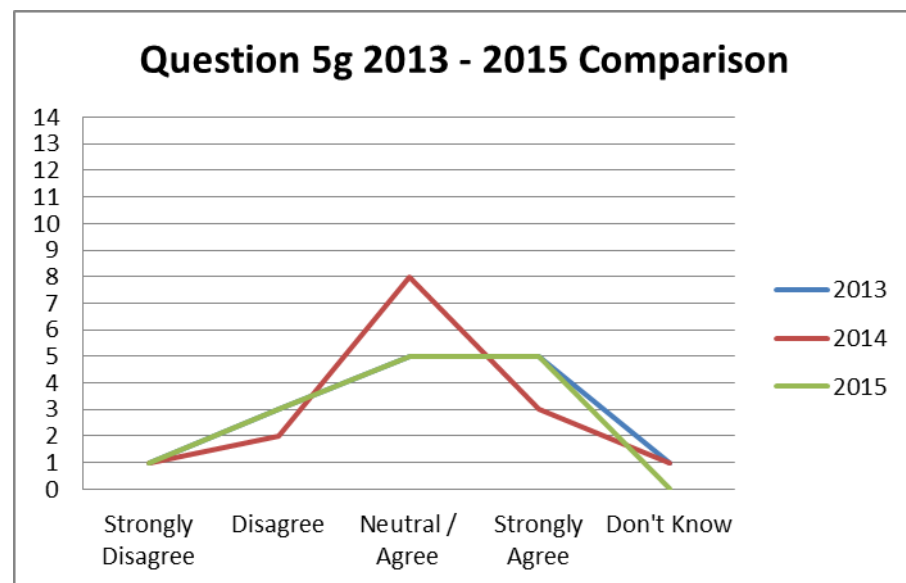
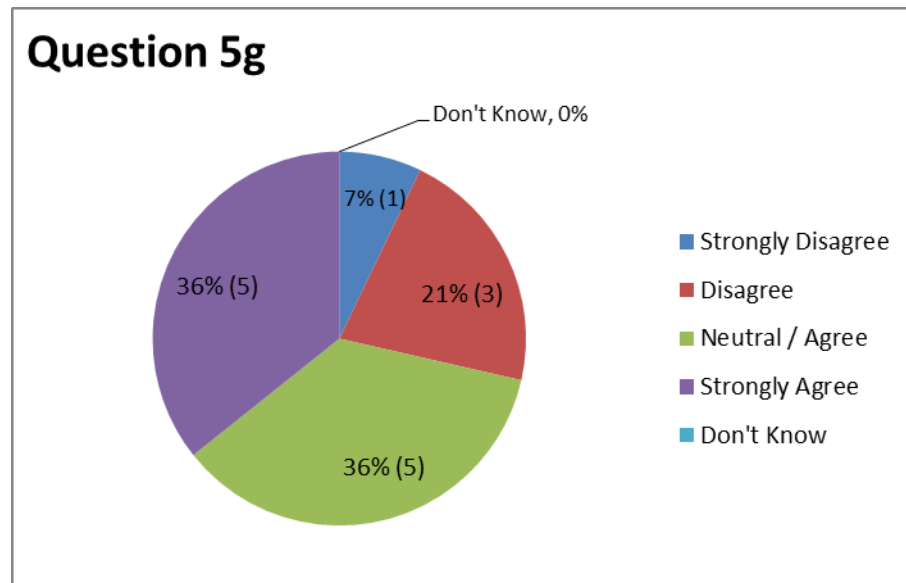
### Question 5f 2013 - 2015 Comparison



#### Comments:

There were no additional comments to this question.

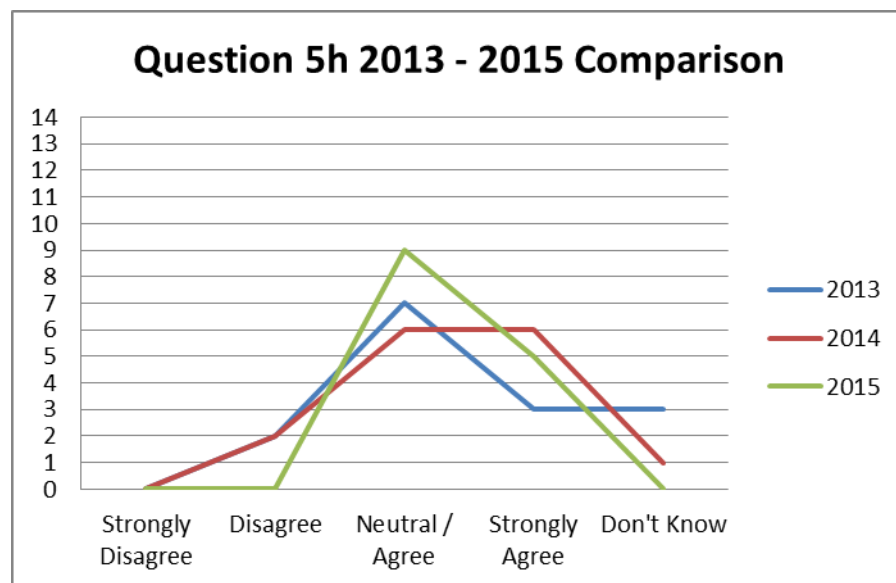
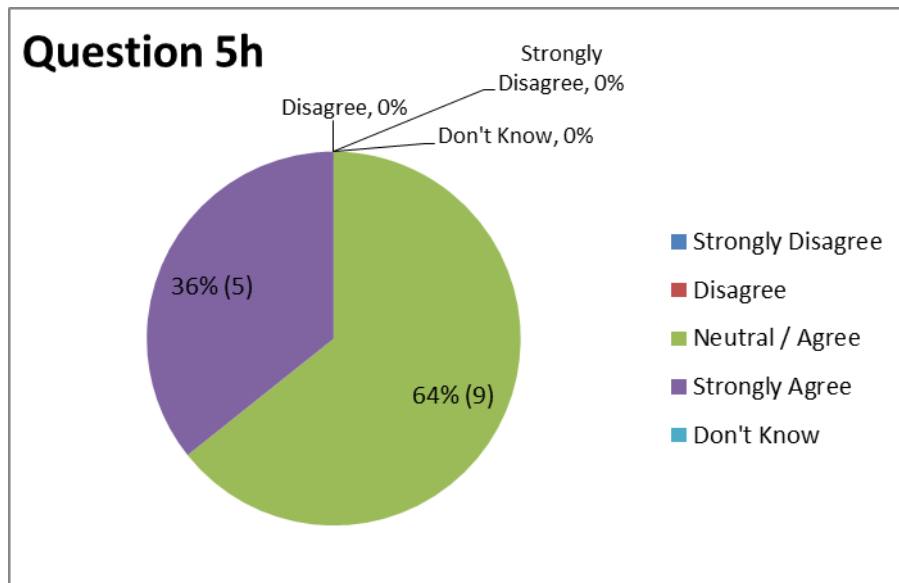
g. The Board evaluates the effectiveness of its decisions.



**Comments:**

There were no additional comments to this question.

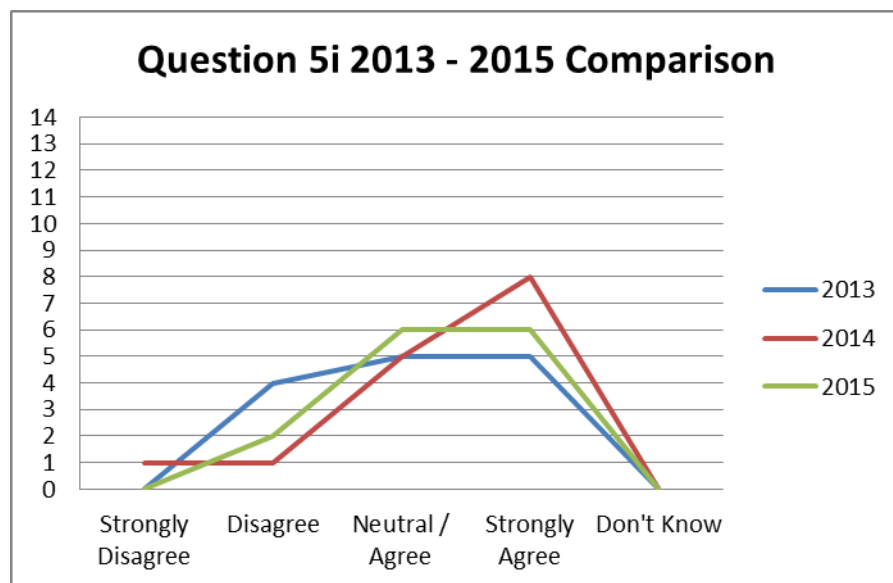
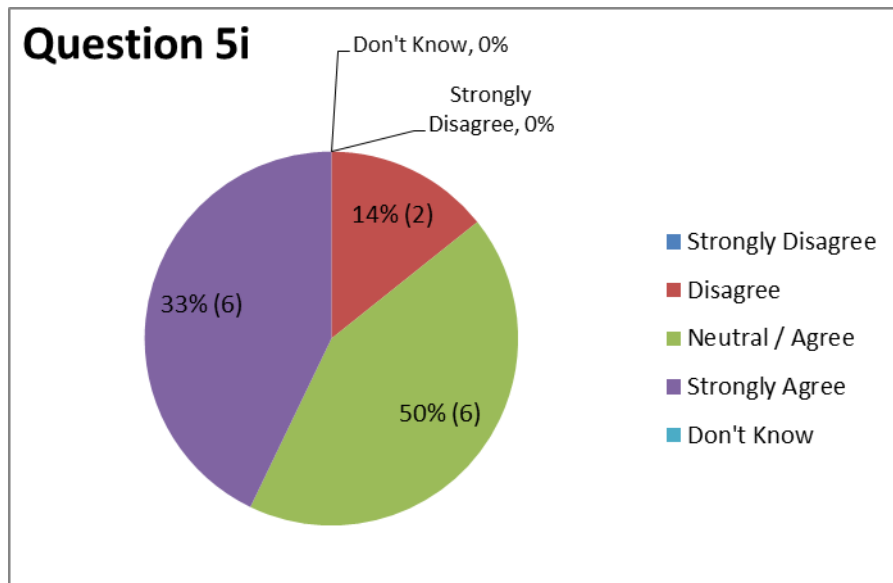
**h. The Board is aware of and takes account of the Scheme of Decision making.**



**Comments:**

**There were no additional comments to this question.**

- i. The Board allows sufficient time to discharge its collective responsibilities.

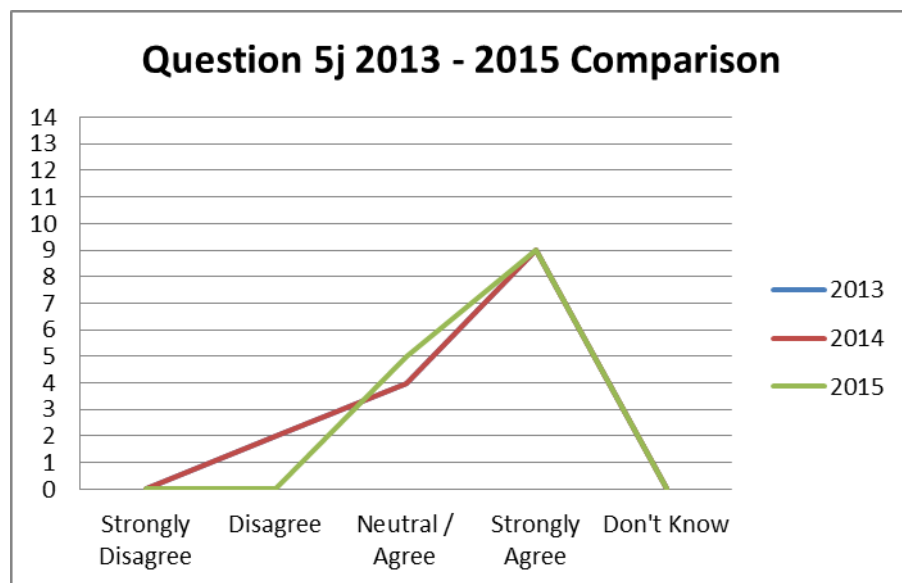
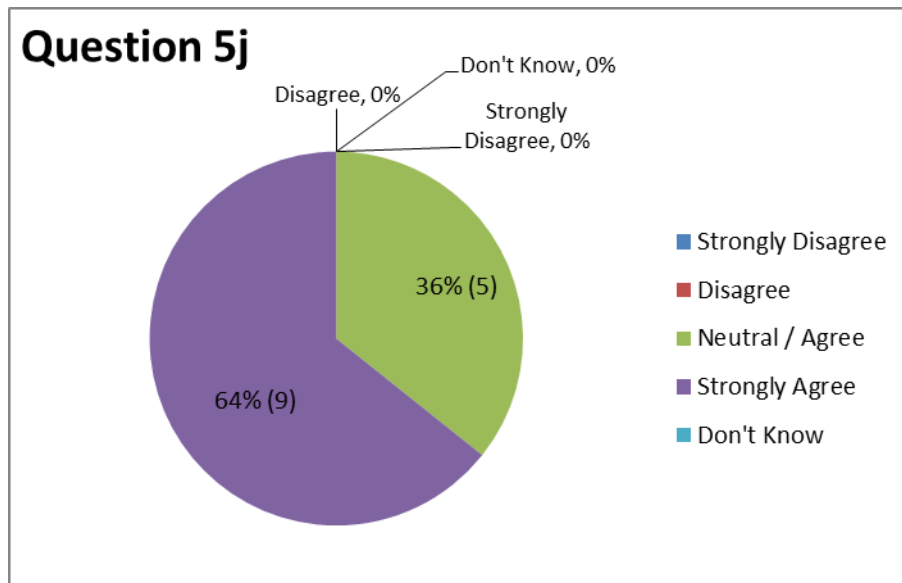


**(Please note there were only 14 Board member responses for this question in 2013)**

**Comments:**

There were no additional comments to this question.

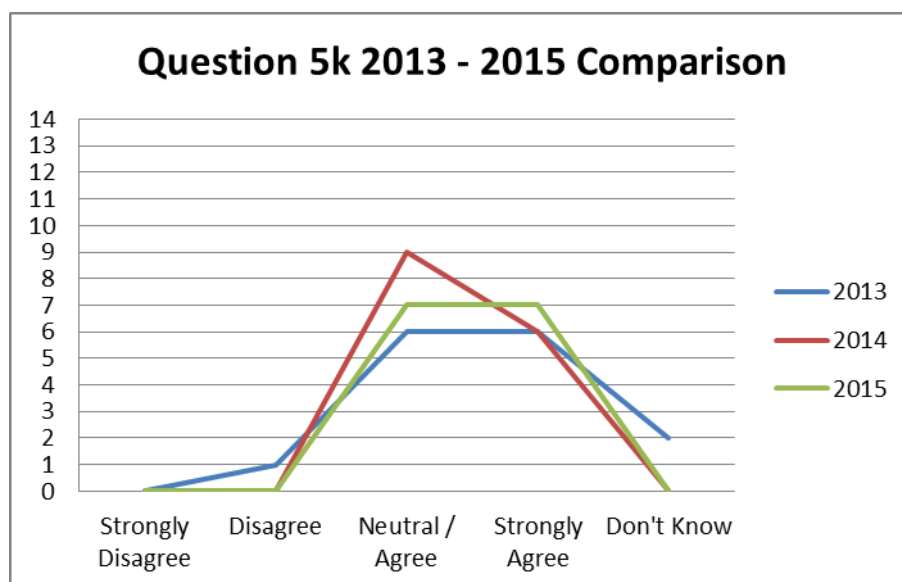
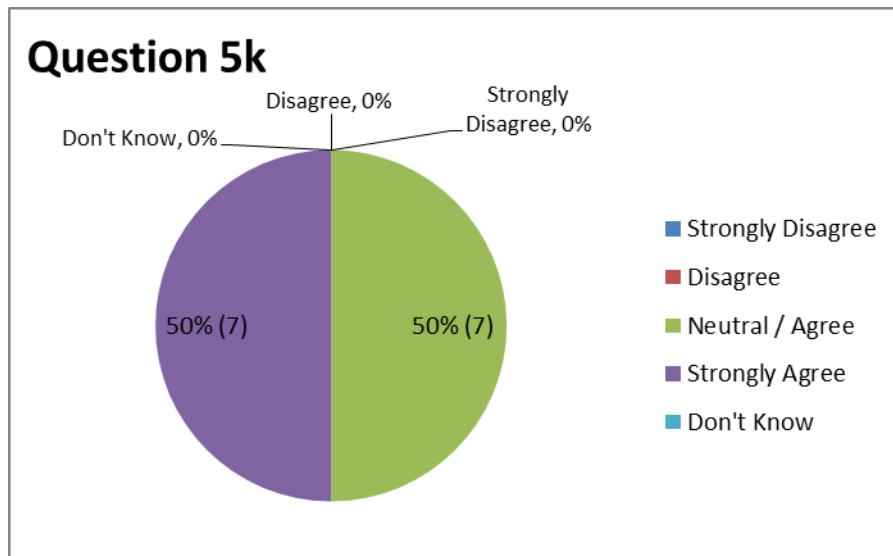
- j. Board members are given equal opportunity to contribute to discussions on agenda items.



**Comments:**

There were no additional comments to this question.

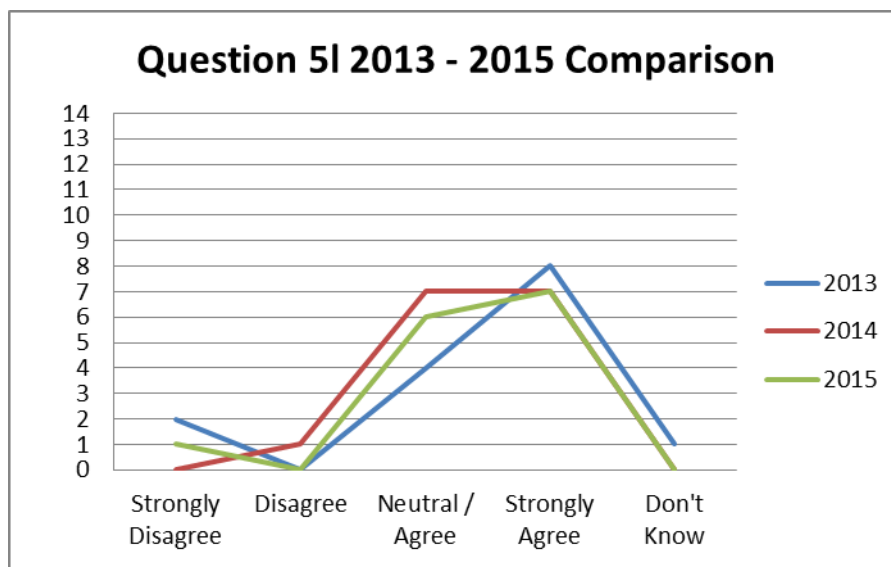
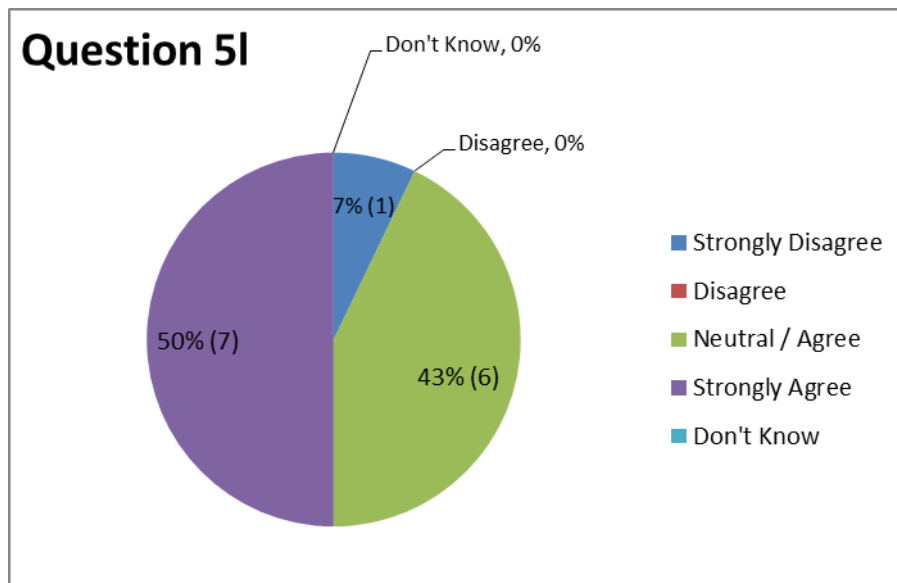
k. The Board receives appropriate advice on legal matters.



**Comments:**

There were no additional comments to this question.

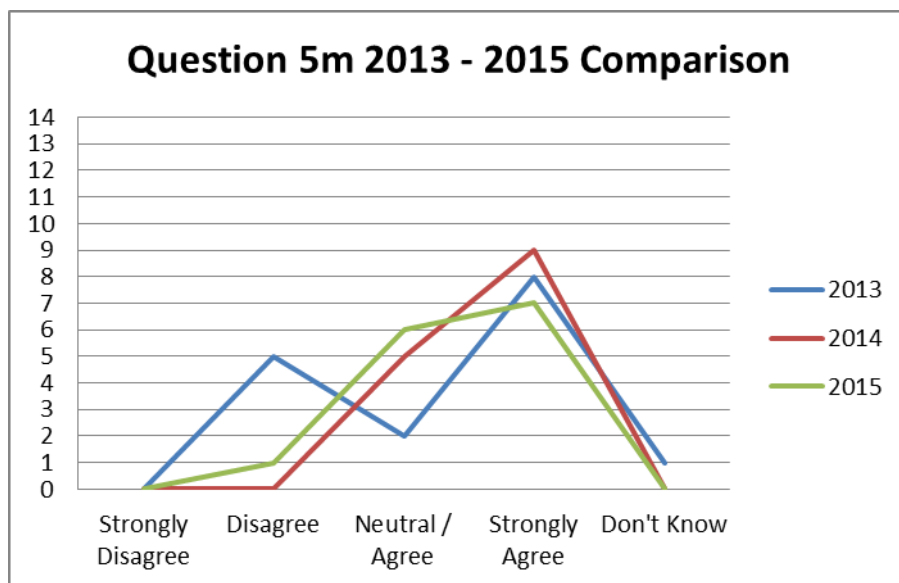
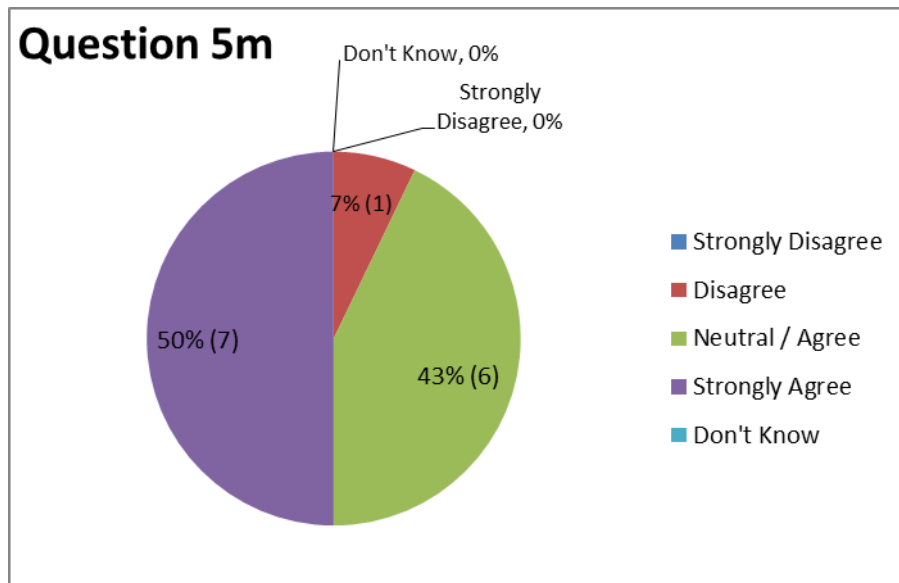
I. The Board receives appropriate advice on issues impacting on regulation.



**Comments:**

There were no additional comments to this question.

m. The Board receives sufficient, timely, good quality information on which to base its decisions.

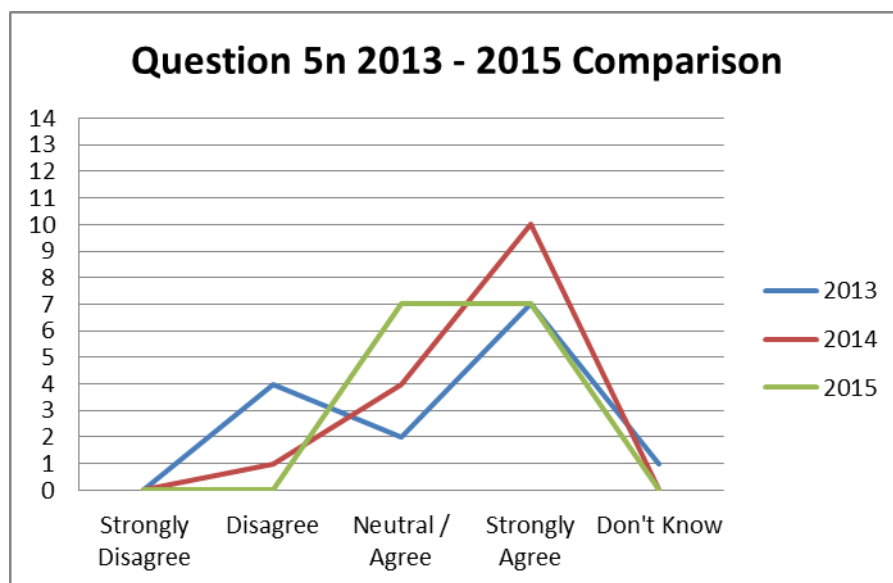
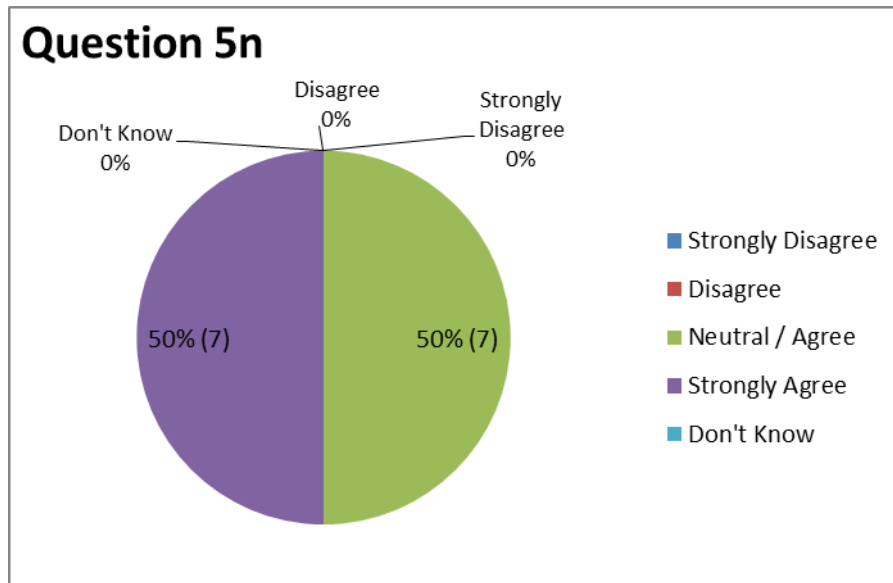


**Comments:**

There were no additional comments to this question.



- n. Papers prepared by the Executive are clear and contain sufficient good quality information on which to base decisions.



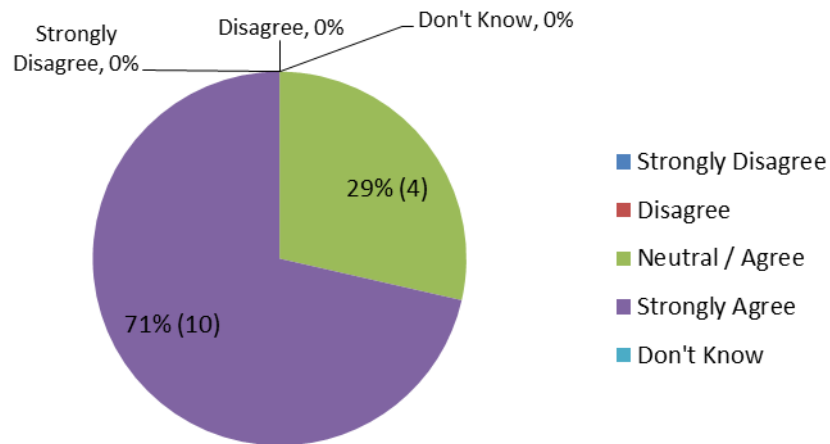
**(Please note there were only 14 Board member responses for this question in 2013)**

**Comments:**

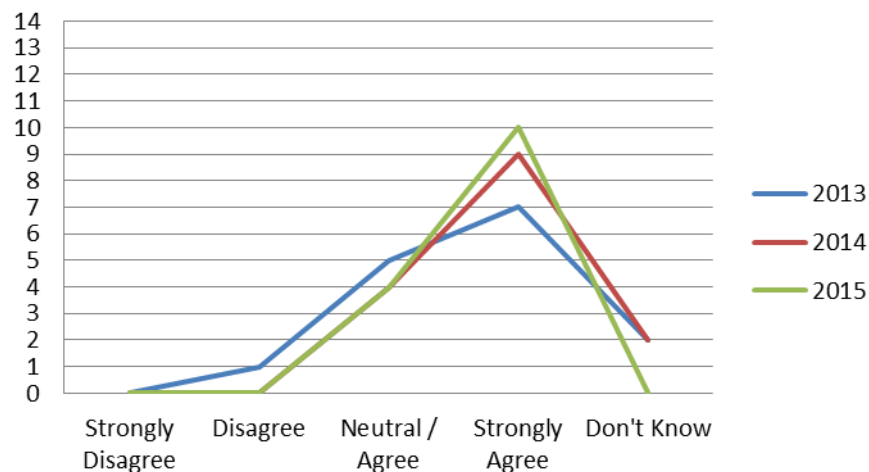
There were no additional comments to this question.

- o. There is sufficient annual evaluation of the Board's, Board members' and Committees' performance.

### Question 5o



### Question 5o 2013 - 2015 Comparison

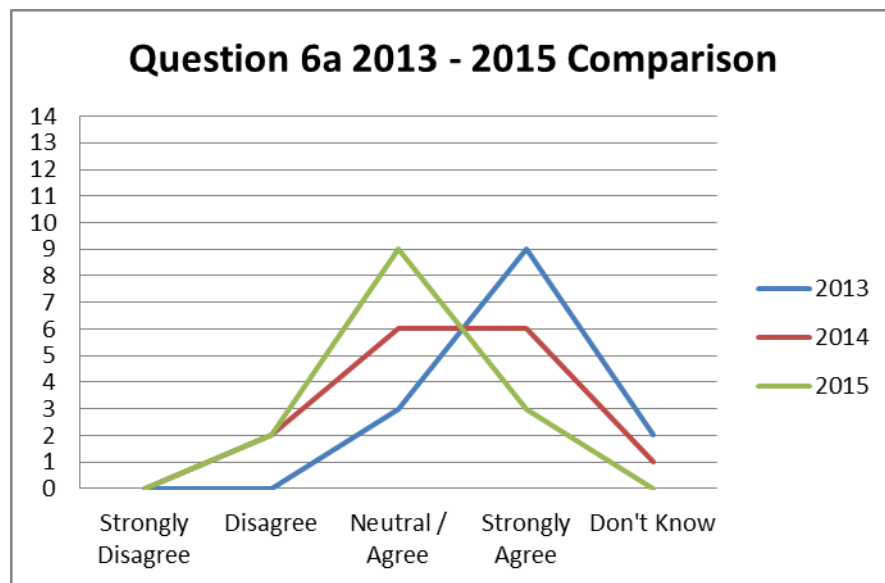
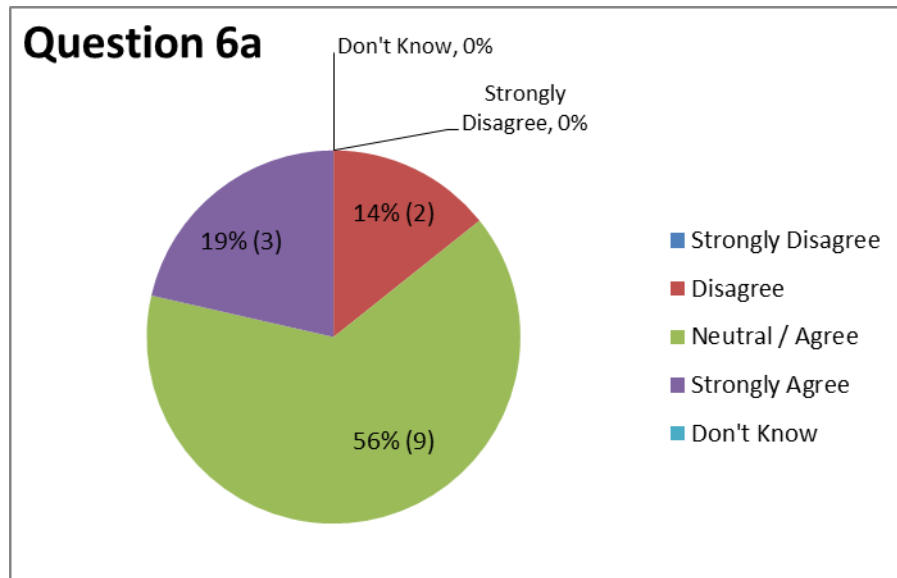


#### Comments:

There were no additional comments to this question.

## 6. Relationships with Stakeholders

- a. ARB has a defined relationship with its sponsoring Government Department, the Department of Communities and Local Government.

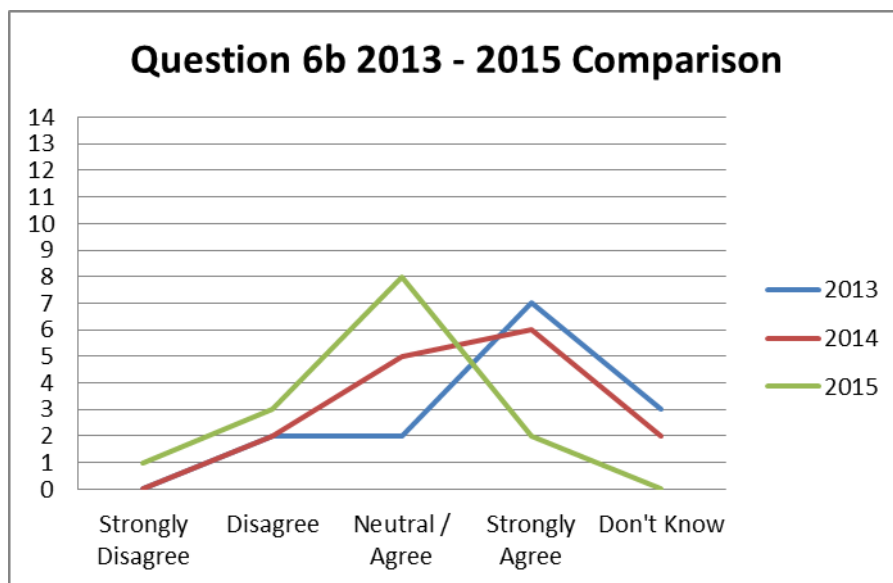
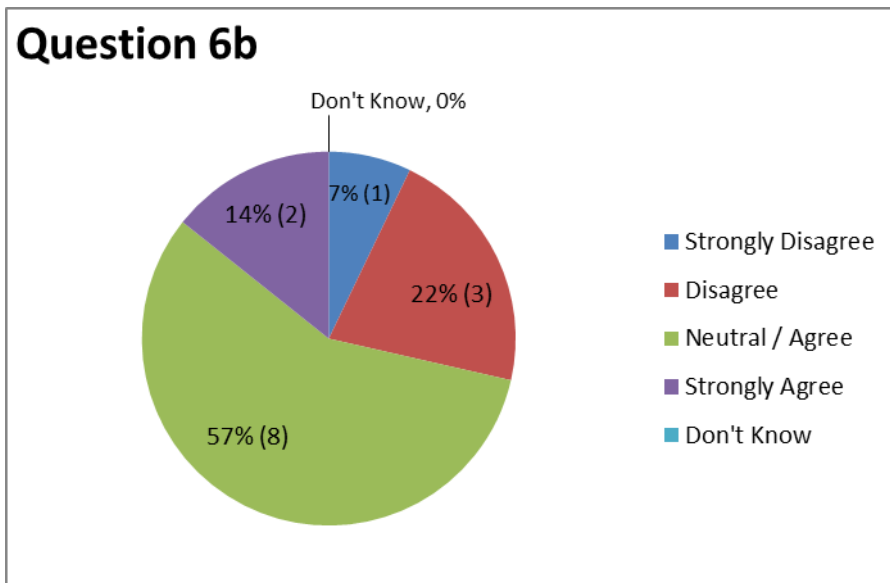


**(Please note there were only 14 Board member responses for this question in 2013)**

### Comments:

There were no additional comments to this question.

**b. Relationships with the DCLG are productive and supported by regular communication.**

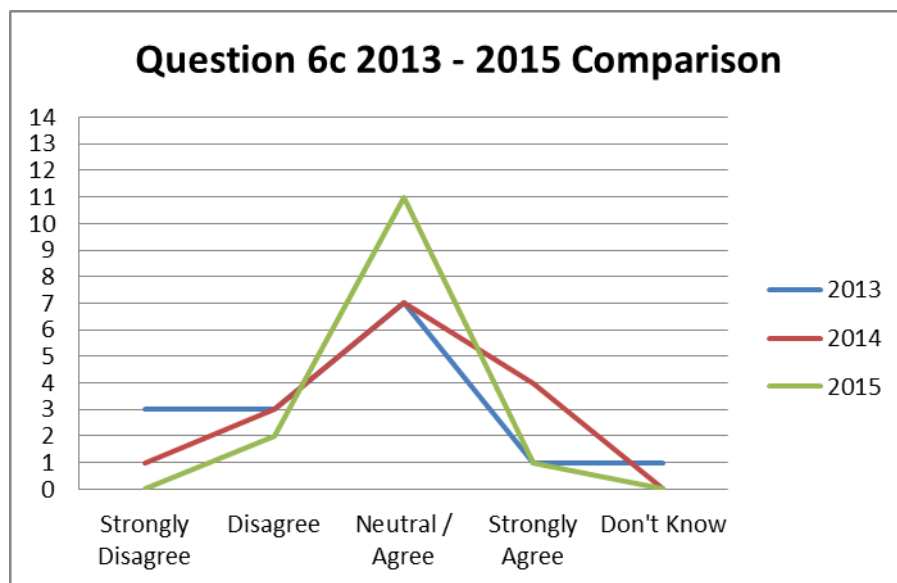
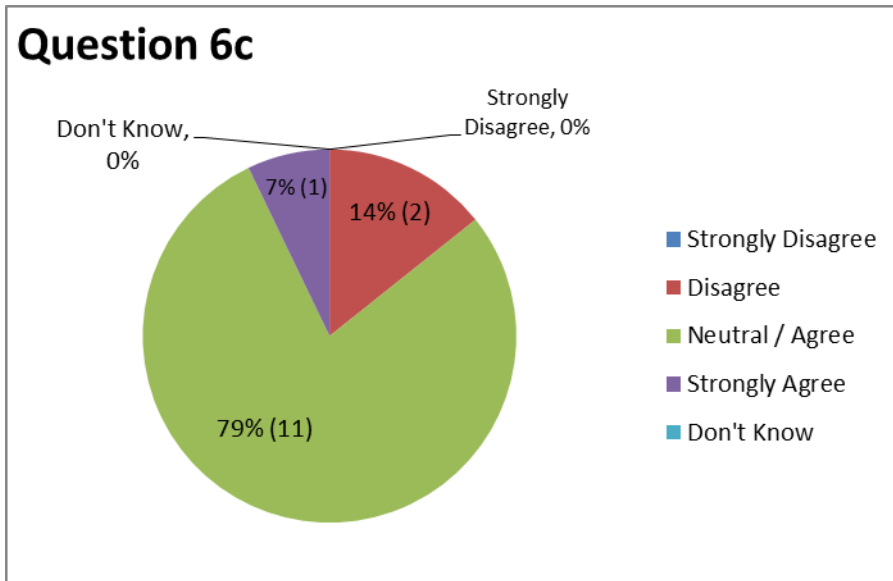


**(Please note there were only 14 Board member responses for this question in 2013)**

**Comments:**

**There were no additional comments to this question.**

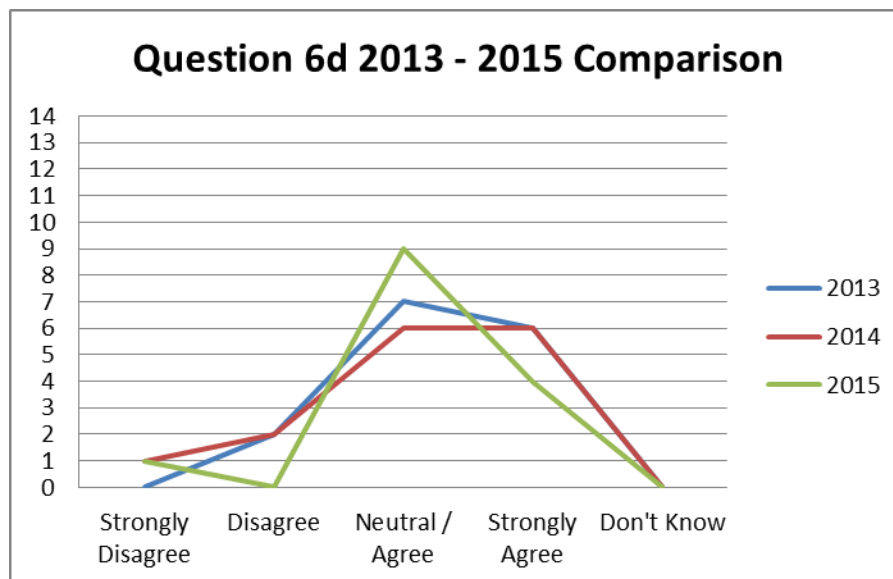
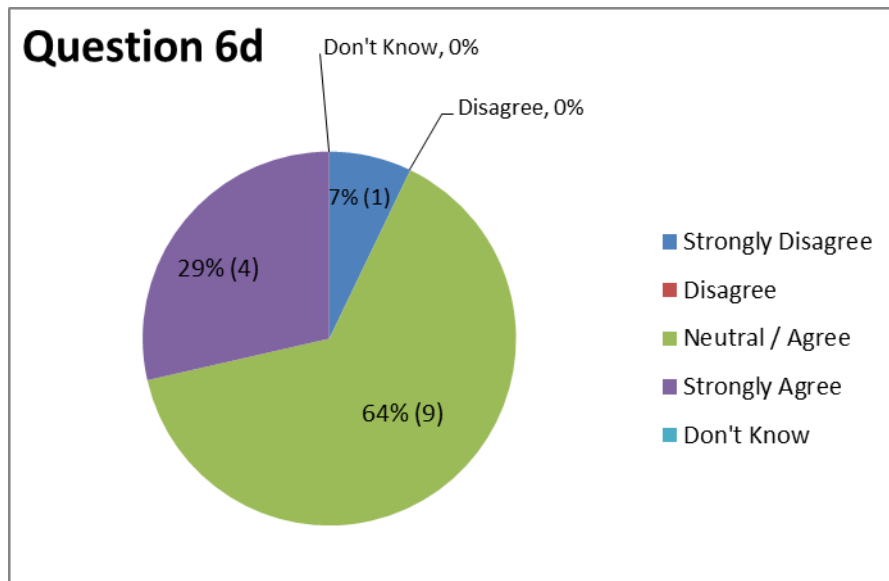
c. There is appropriate clear communication between the Board and ARB's stakeholders.



**Comments:**

There were no additional comments to this question.

- d. The Board receives regular information with regard to key contacts and initiatives with major stakeholders.

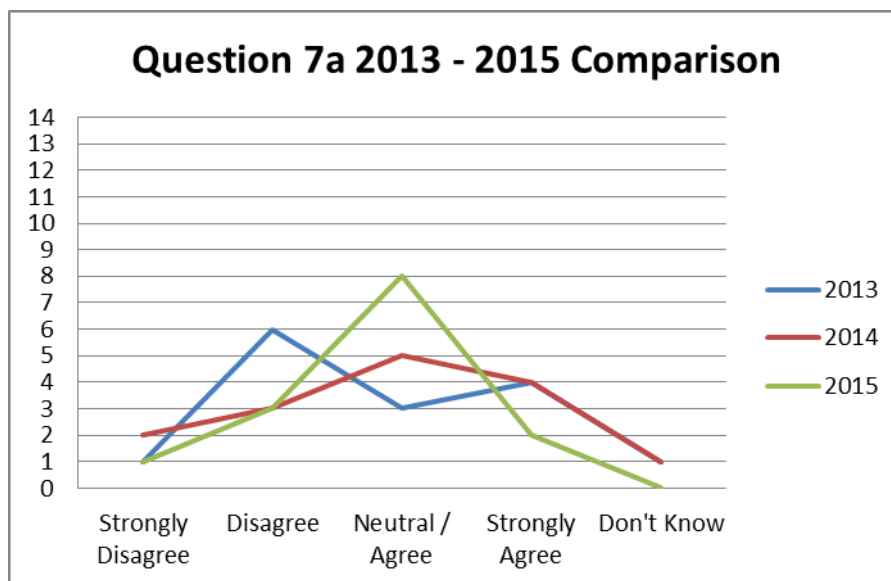
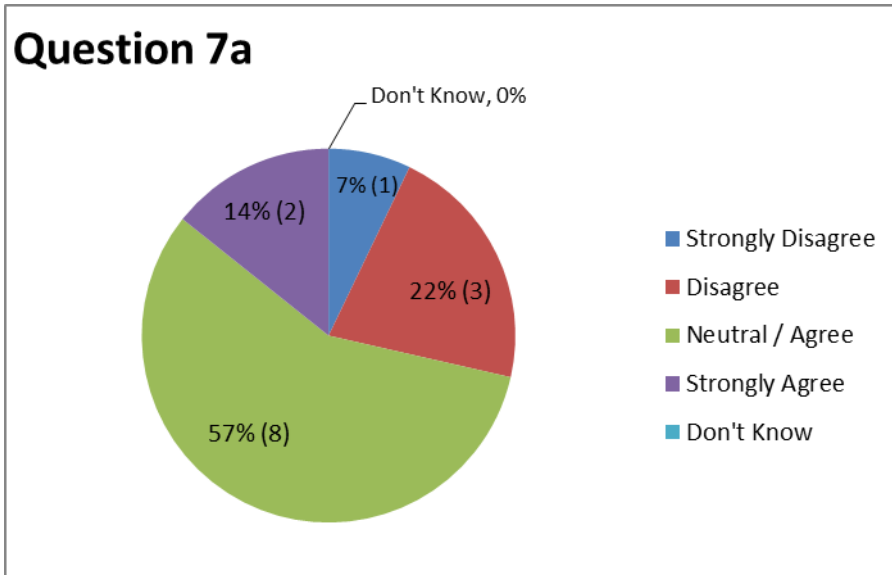


**Comments:**

There were no additional comments to this question.

## 7. Board Composition

- a. The Board is sufficiently diverse, for example, in terms of age, gender and ethnicity.

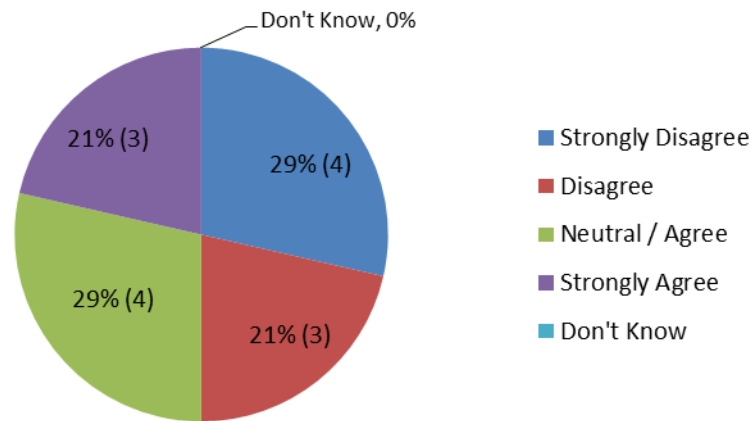


**Comments:**

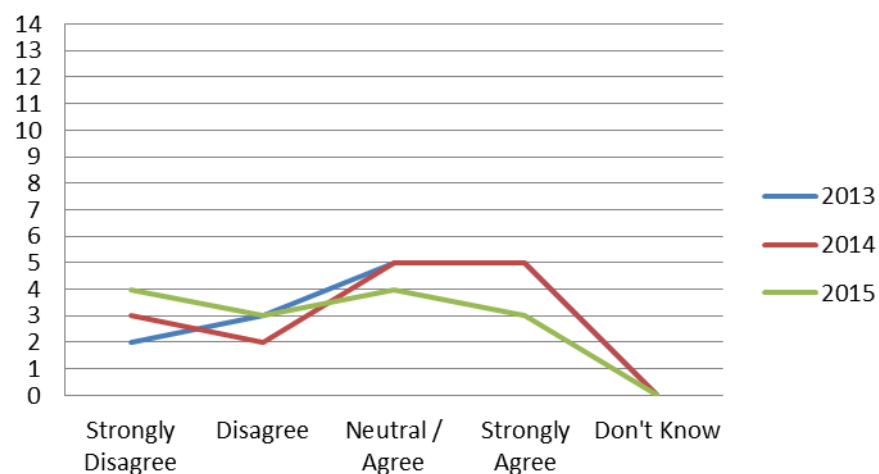
There were no additional comments to this question.

**b. The Board is the right size to ensure effective decision making.**

### Question 7b



### Question 7b 2013 - 2015 Comparison

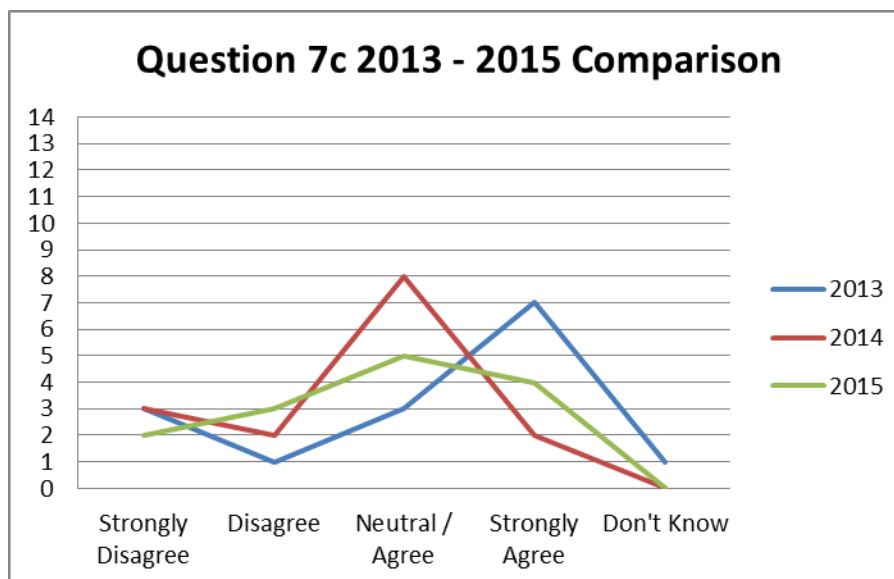
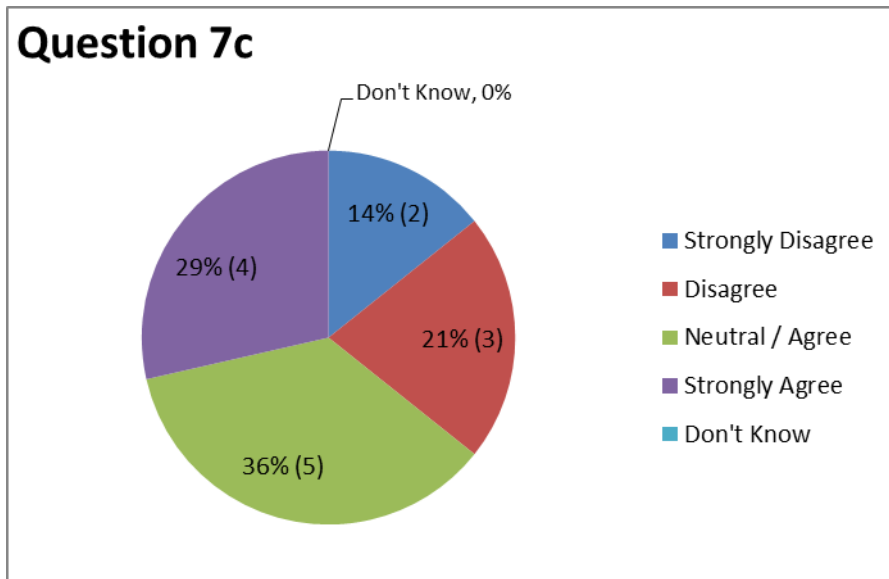


#### Comments:

There were no additional comments to this question.



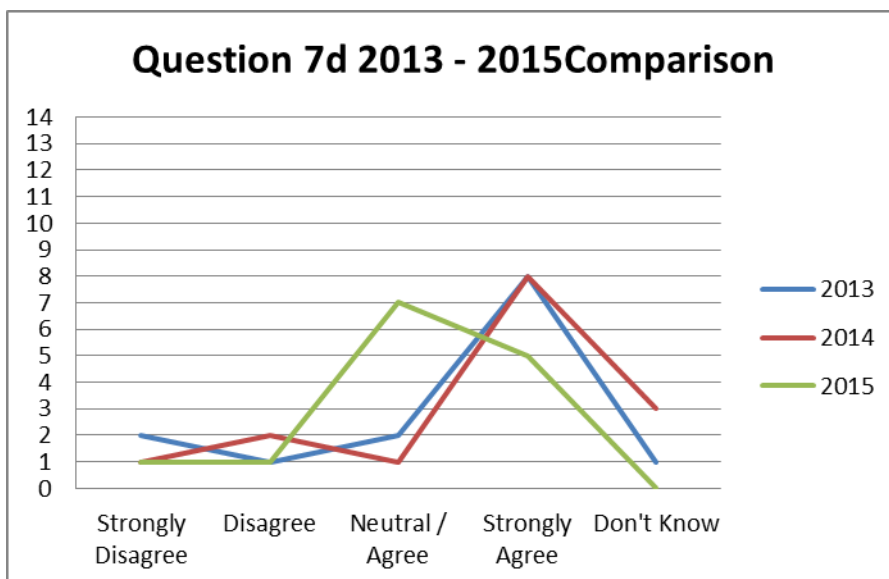
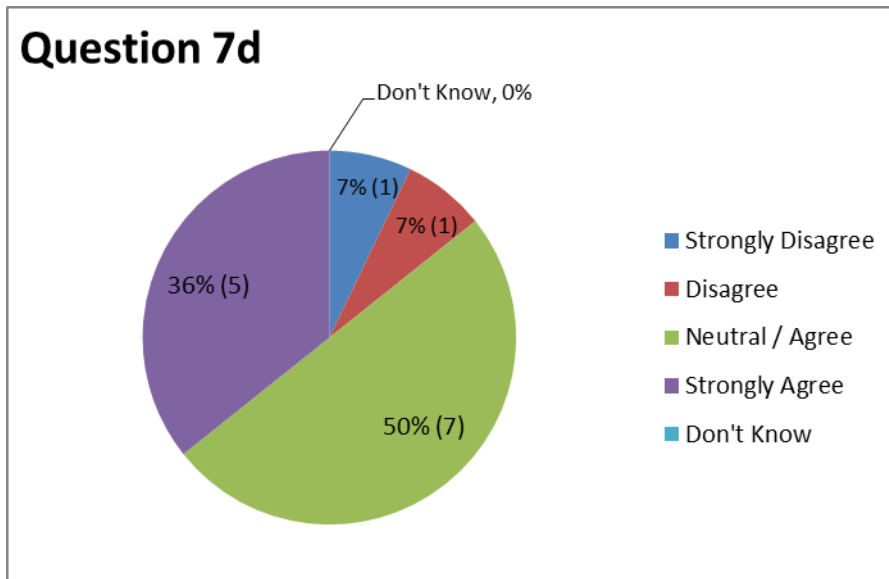
c. The Board has the right mix of skills and experience.



**Comments:**

There were no additional comments to this question.

- d. The appointment process for lay members to the Board is an open process based on competence and experience.

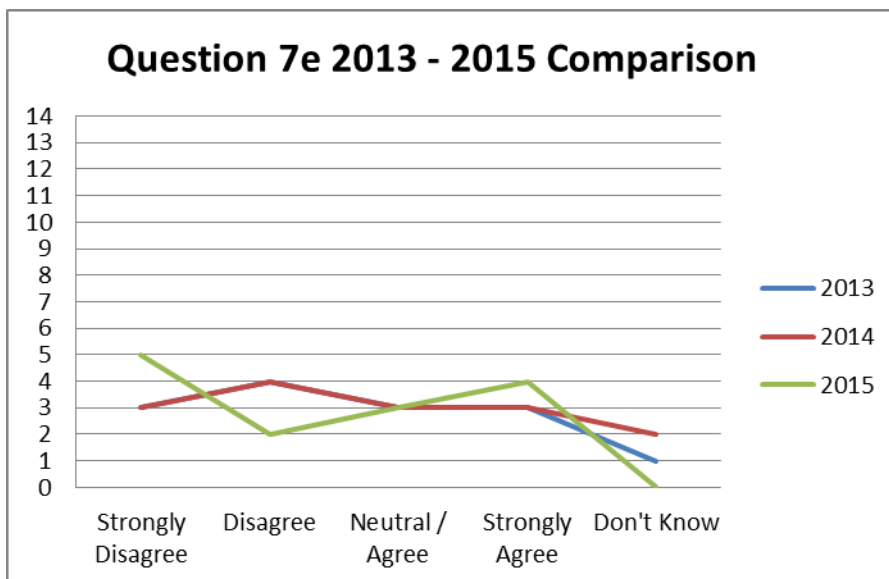
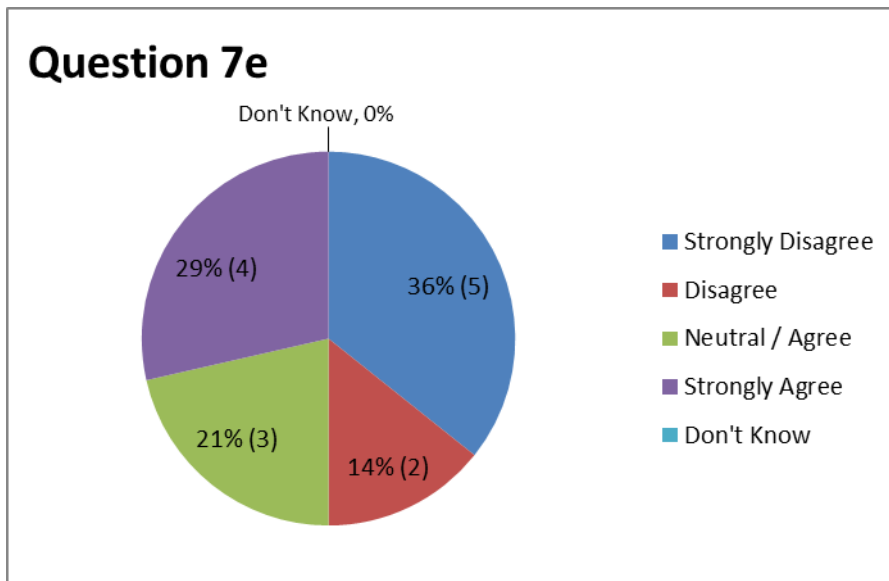


**(Please note there were only 14 Board member responses for this question in 2013)**

**Comments:**

There were no additional comments to this question.

- e. The election process for architects is appropriate, ensuring that the Board is diverse and has the right mix of skills and experience.

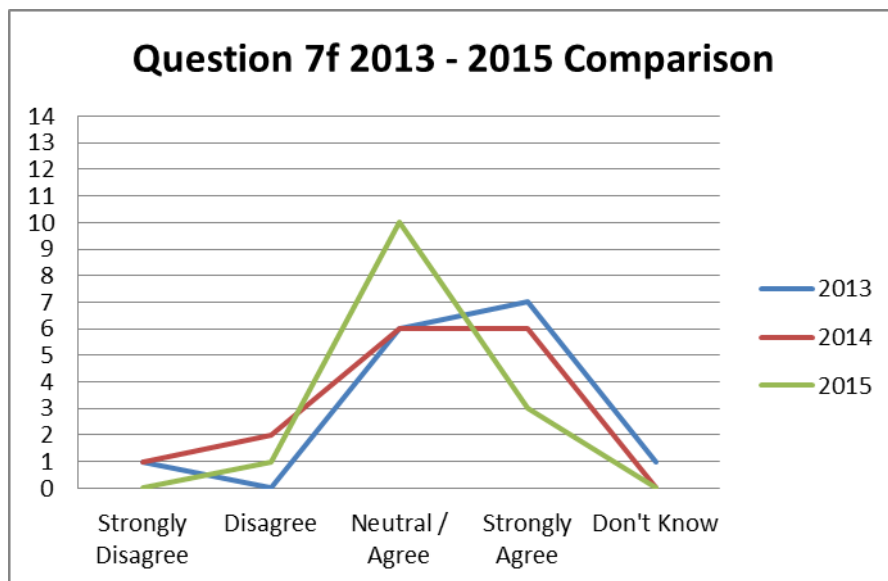
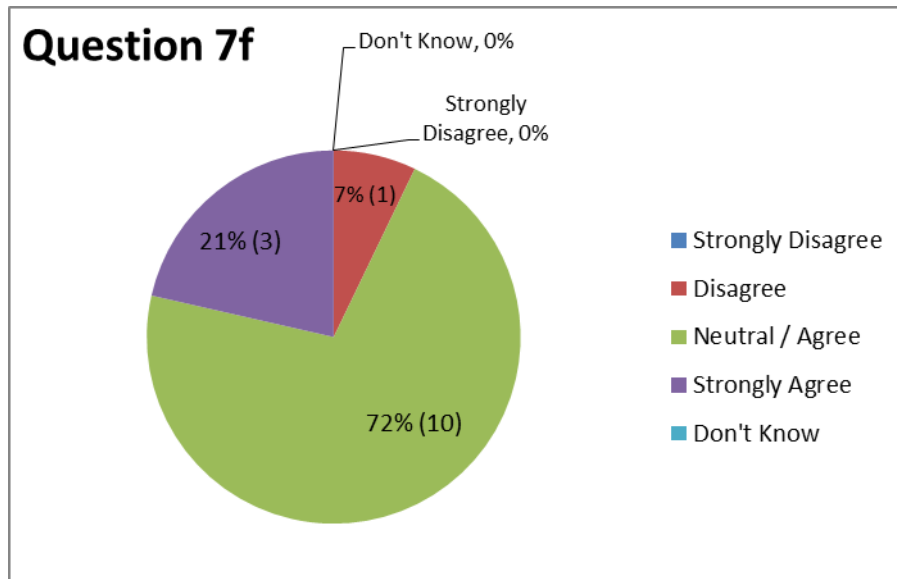


**(Please note there were only 14 Board member responses for this question in 2013)**

**Comments:**

There were no additional comments to this question.

- f. The Board has sufficient expertise for informed decision making and for meeting its statutory responsibilities.

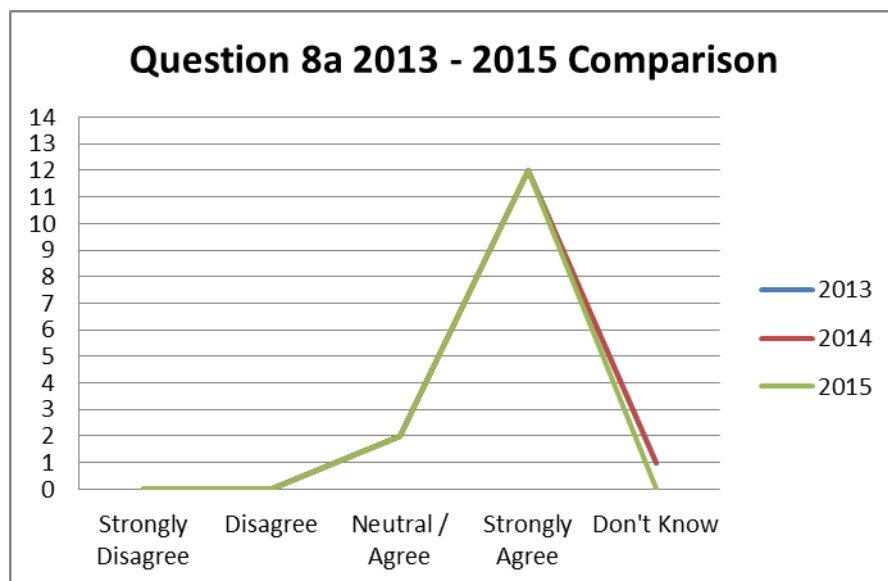
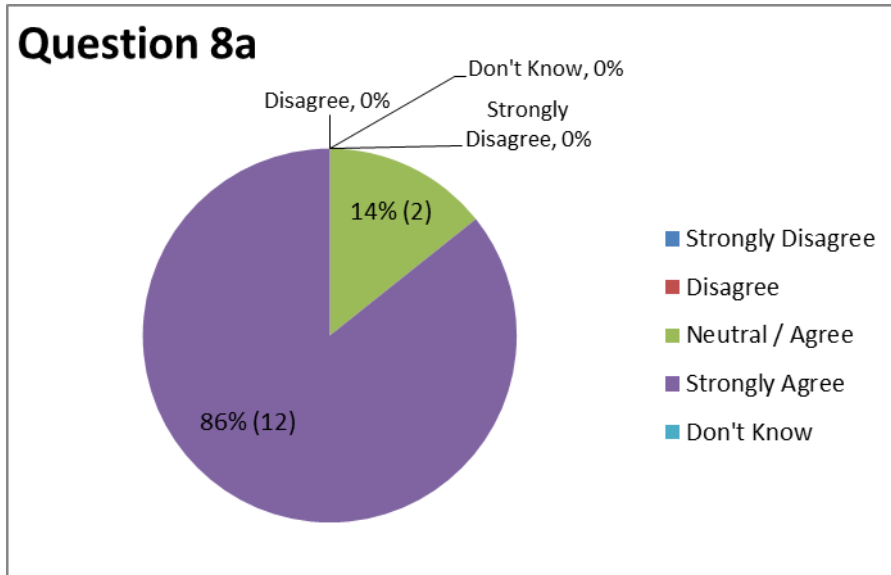


**Comments:**

There were no additional comments to this question.

## 8. Corporate Reporting

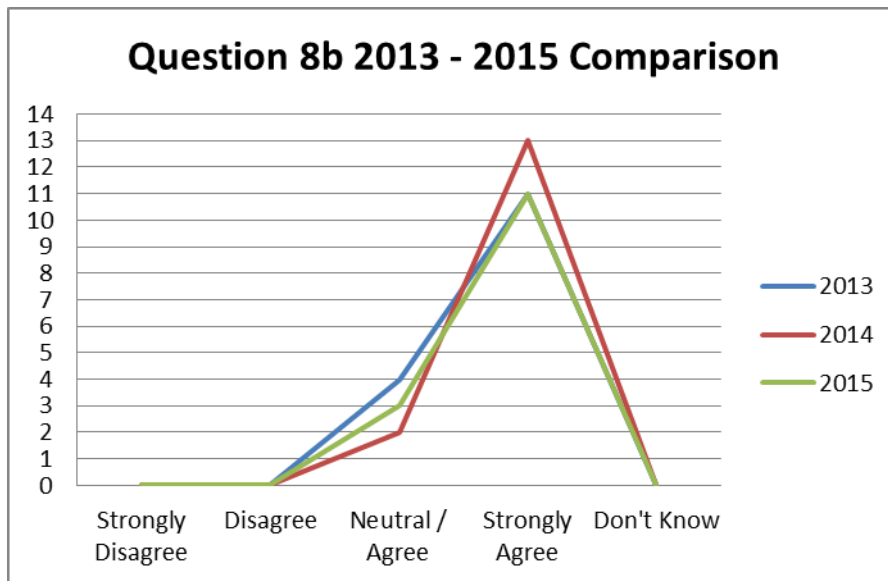
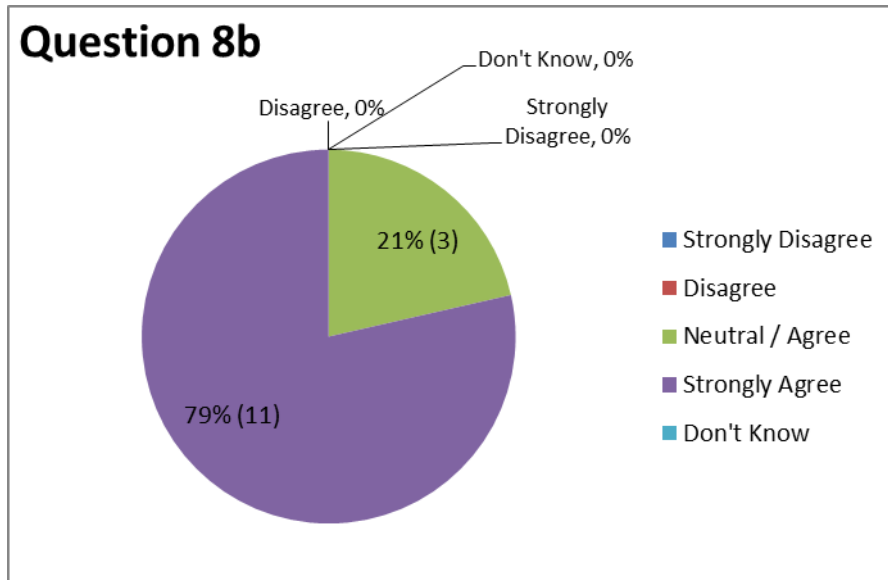
a. The Board is adequately supported by the Audit Committee.



**Comments:**

There were no additional comments to this question.

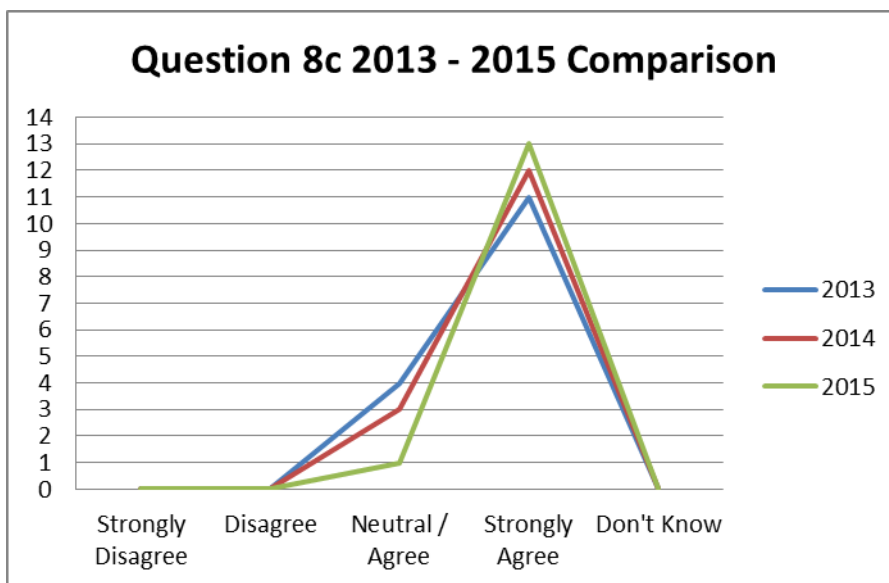
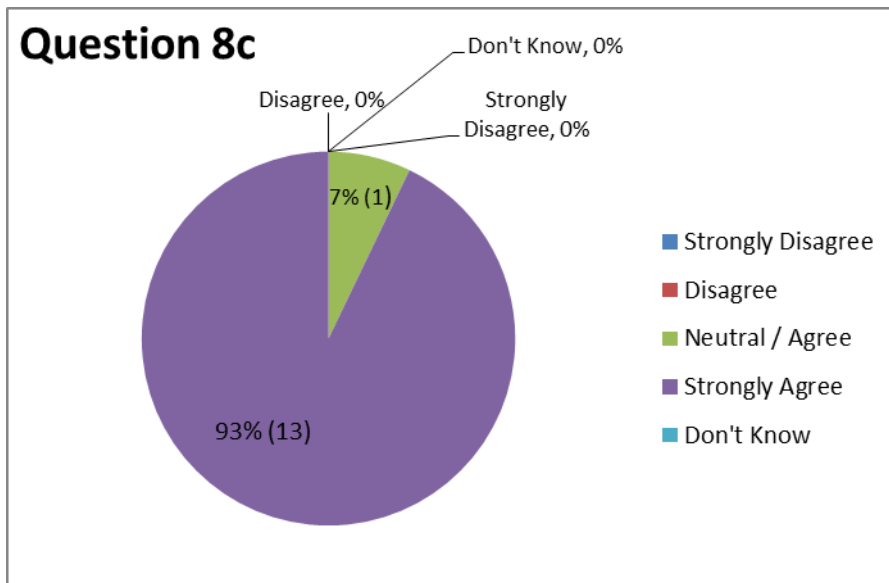
- b. The Board receives sufficient information on the work of the Prescription Committee via papers, minutes and the annual report.



**Comments:**

There were no additional comments to this question.

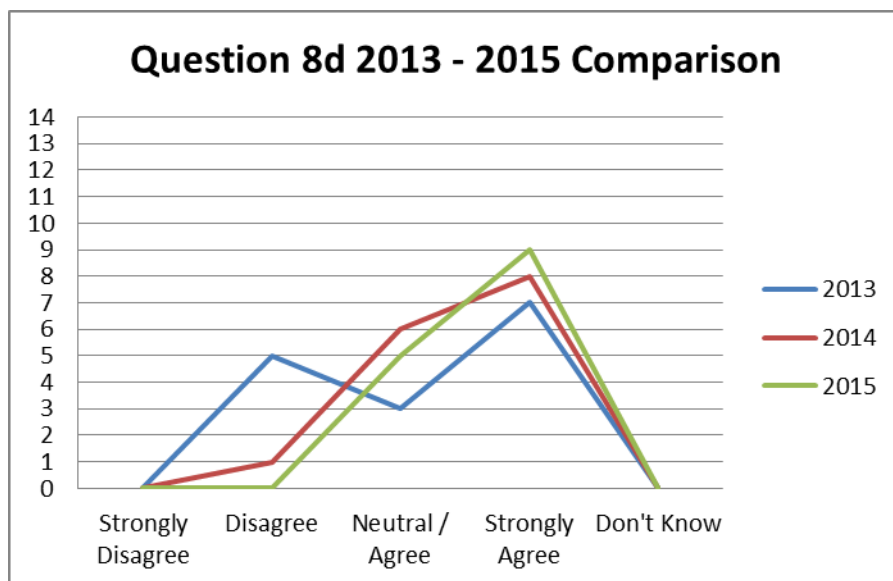
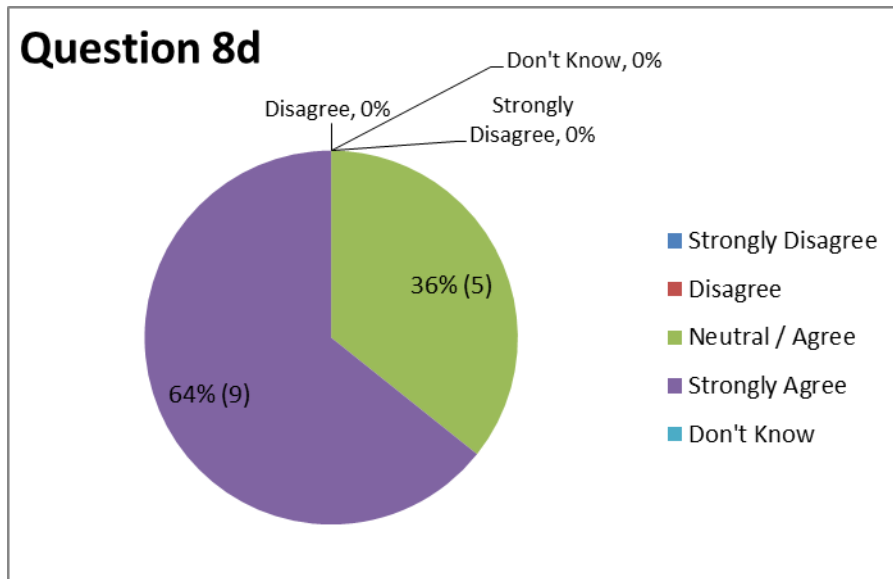
- c. The Board receives sufficient information on the work of the Audit Committee via papers, minutes and annual report.



**Comments:**

There were no additional comments to this question.

- d. The Board receives sufficient information on the work of the Remuneration Committee via papers, minutes and the annual report.

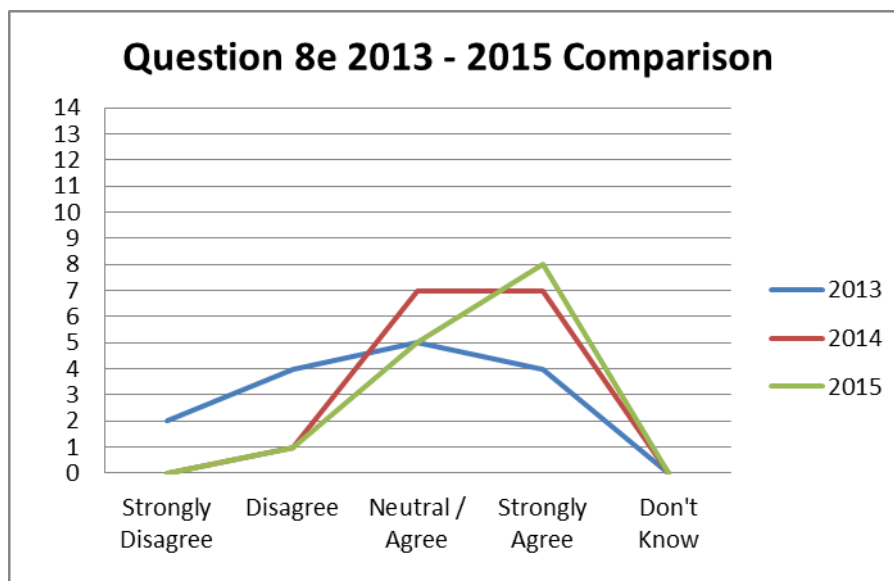
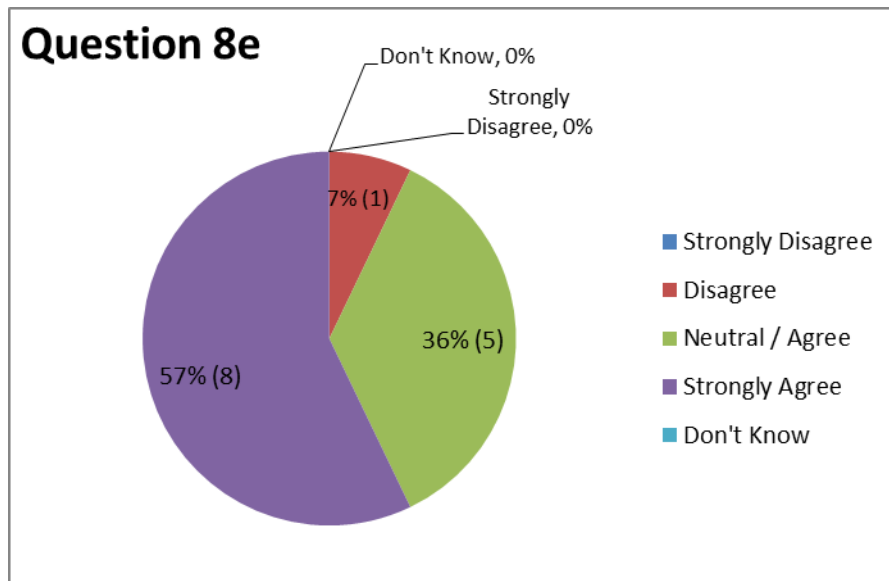


**Comments:**

There were no additional comments to this question.



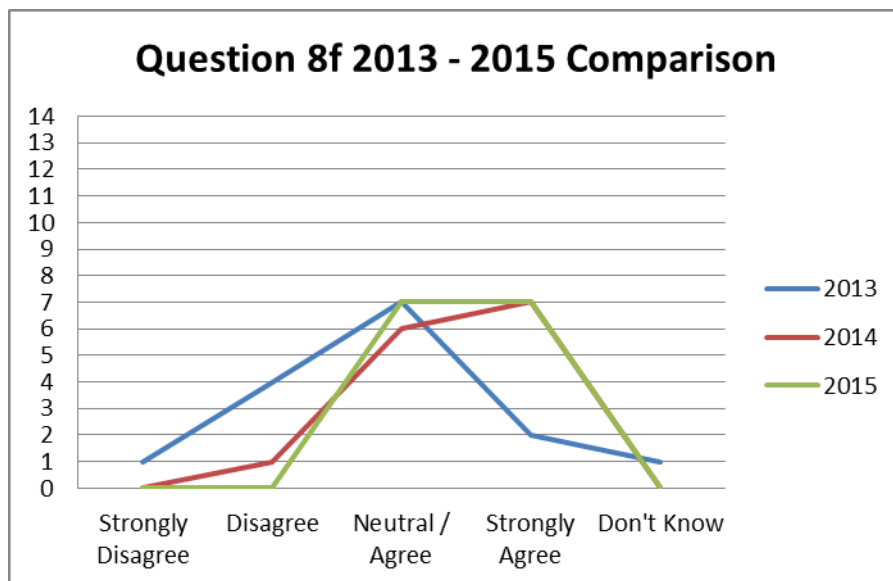
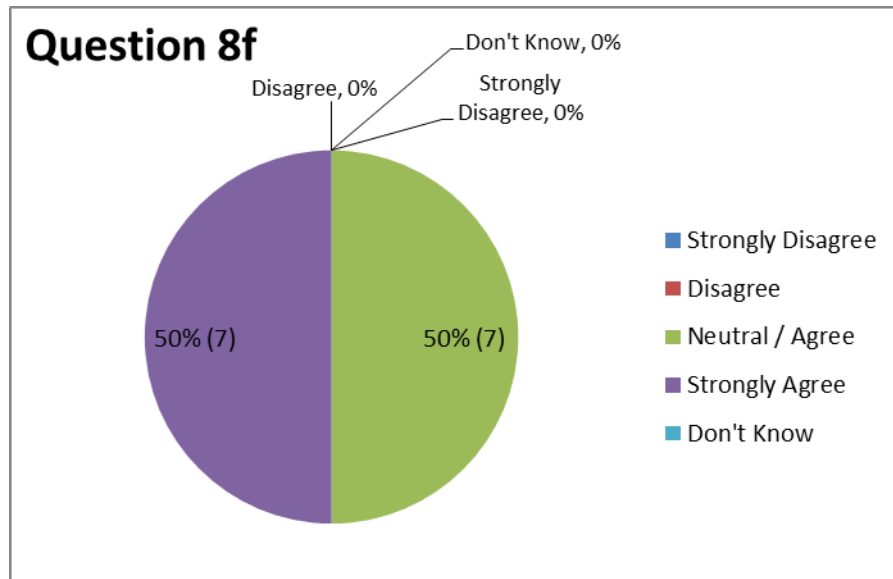
- e. The Board receives sufficient information on the work of the Professional Conduct Committee via press releases and the Chair of the Committee's annual report and presentation to the Board.



**Comments:**

There were no additional comments to this question.

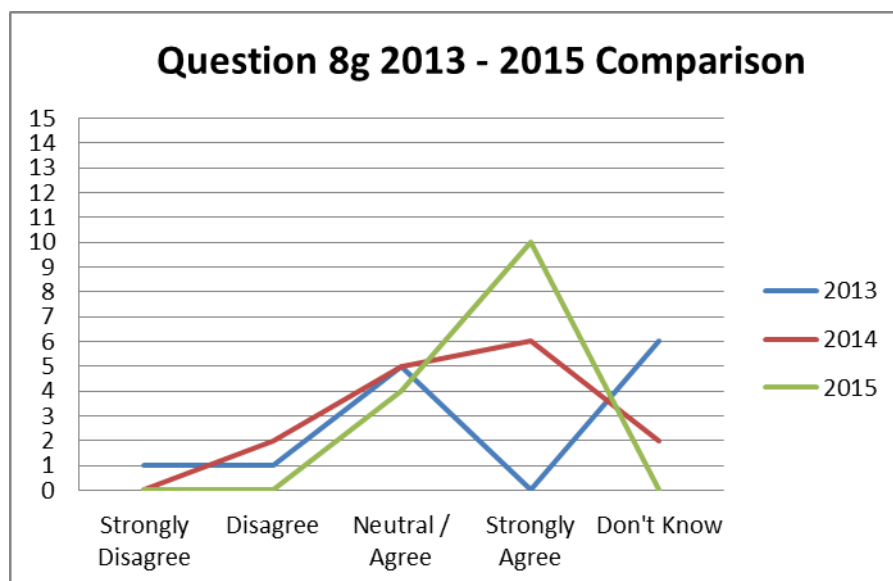
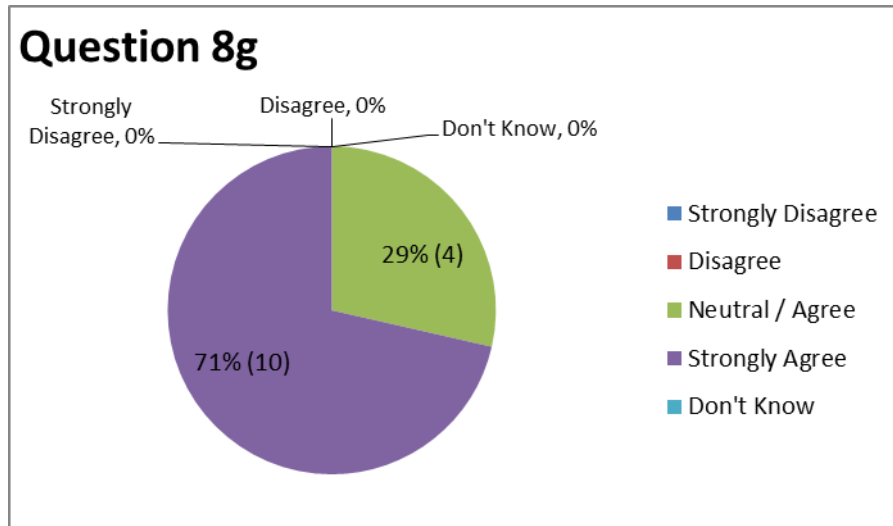
- f. The Board receives sufficient information on the work of the Investigations Panels via papers, minutes and the biannual general report to the Board.



**Comments:**

There were no additional comments to this question.

- g.** The Board receives sufficient information on the work of the Investigations Oversight Committee papers and minutes.  
 (Note: the IOC only commenced work in mid-2013 and therefore little has been reported to the Board as yet. An annual report is anticipated.)



**(Please note there were only 13 Board member responses for this question in 2013)**

**Comments:**

There were no additional comments to this question.