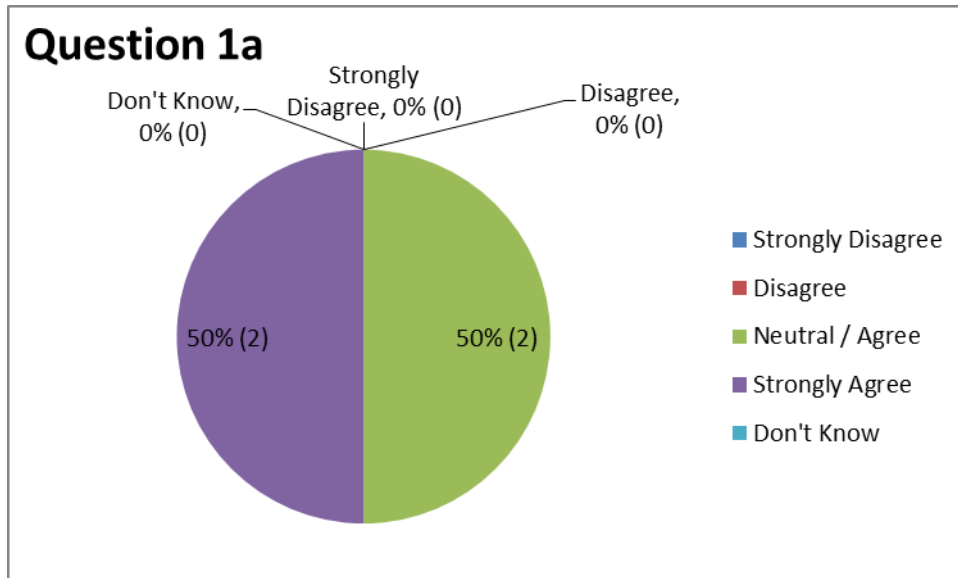


## Board Effectiveness Review OMG Questionnaire

### 1. The Role of the Board

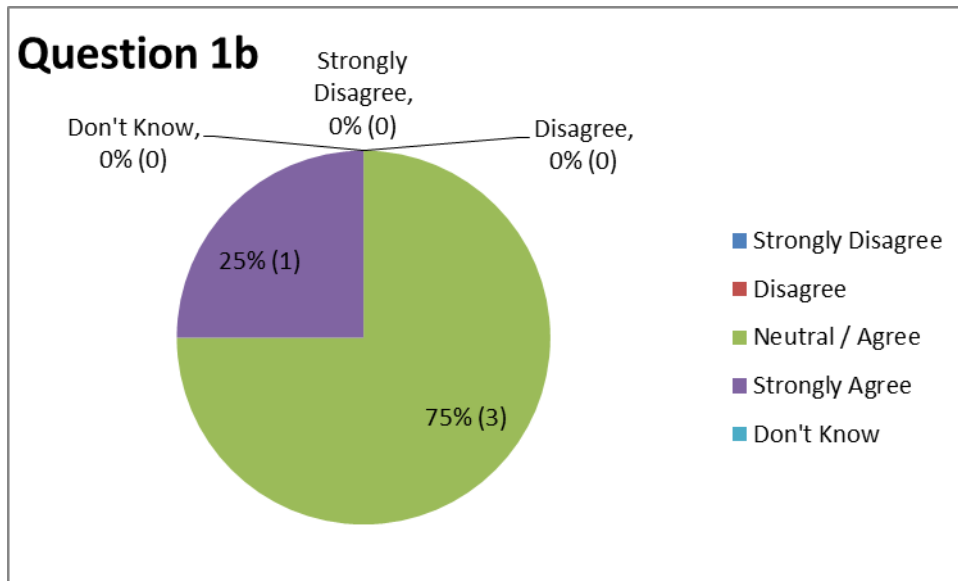
- a. The Board sets a clear strategy/purpose and objectives for the ARB.



**Comments:**

- I feel that the Board could focus more on setting a clear strategy and less on more operational matters. It would be helpful to have clear aims and objectives from the Board vis-à-vis specific areas of the Business Plan so we are clearer on what we are seeking to achieve. This is moving in the right direction as reporting to the Board continues to improve and more time can be freed up for this purpose.
- Developed by OMG and challenged by the Board.

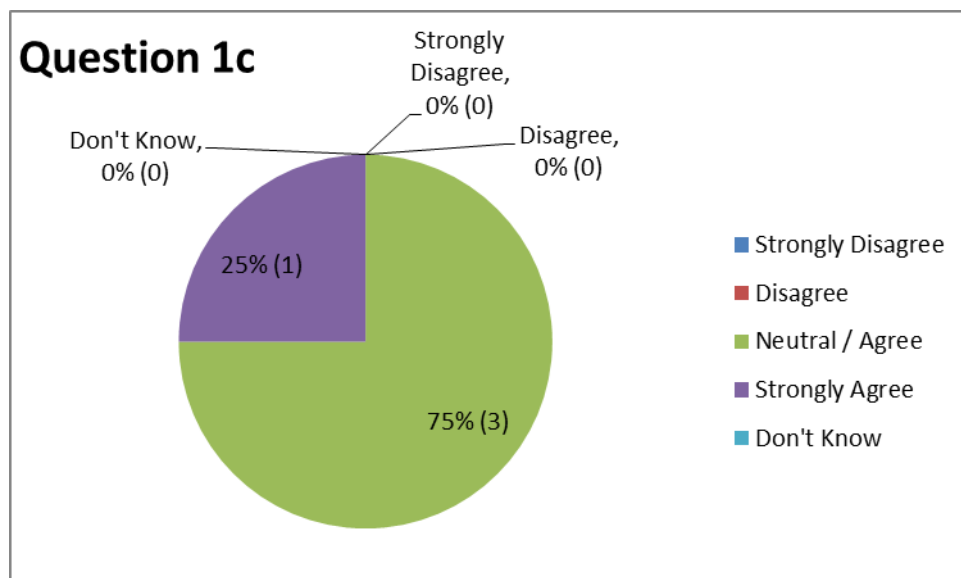
b. The Board understands its statutory responsibilities.



**Comments:**

- Collectively I feel that the Board has an adequate knowledge and understanding of its responsibilities but that a deeper understanding of the Board's obligations in some areas, e.g., prescription, discipline, should continue to be developed.
- Varied understanding, especially around professional standards and PCC.
- Sometimes I sense the frustration of some Board members when areas they would like to explore or change are not within the Board's gift to change, due to the organisations statutory role.

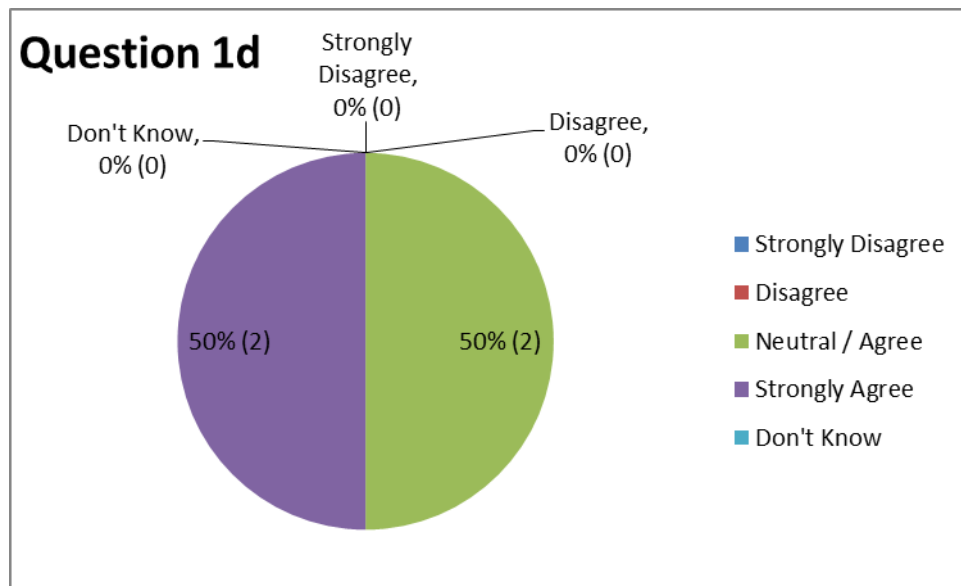
c. The Board understands its obligation for corporate collective responsibility.



**Comments:**

- This is improving year on year.

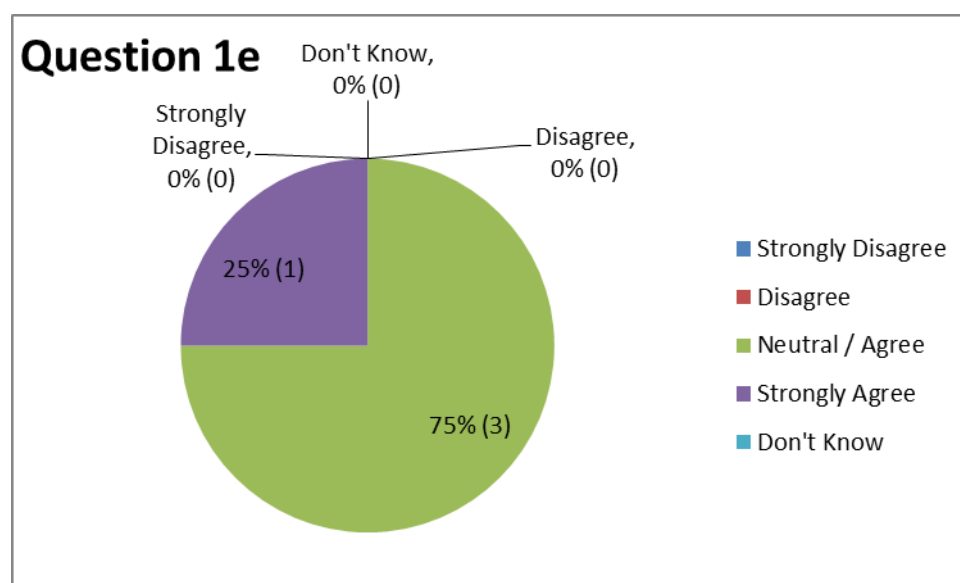
d. The Board is cohesive and combines support of management with appropriate challenge.



**Comments:**

- \*In relation to 'appropriate challenge' – this is an area where the Board could develop its skills as we expect this from the Board – further questioning and testing of the information brought forward by Staff could be incorporated into meetings (some papers go through with little discussion or questioning).
- Very supportive, but sometimes get involved in the day to day operations.
- The approach of the Board has changed over the last 12 months, challenge takes place but in a much more constructive way.

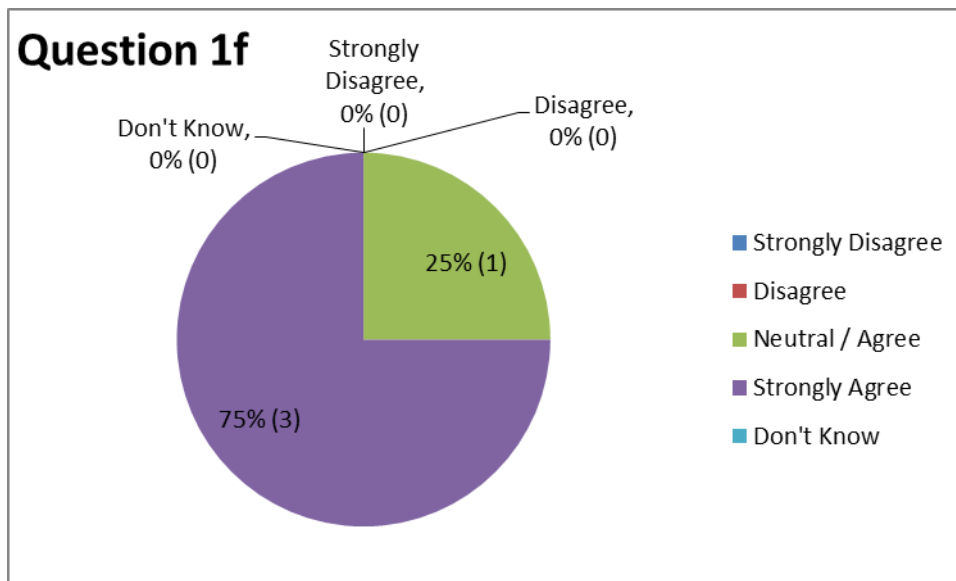
e. Board members understand their individual roles and what is expected of them.



**Comments:**

- Some members struggle with this due to being elected but having the act to deliver.

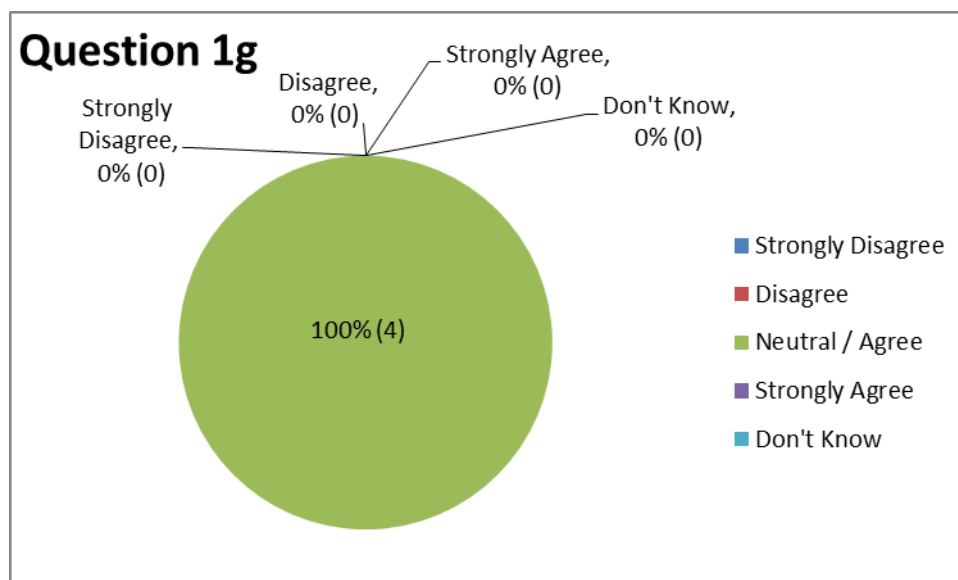
f. The Board understands the distinction between the roles of the Board and the staff of ARB.



**Comments:**

- Sometimes they focus on the detail, which should be left to staff.

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

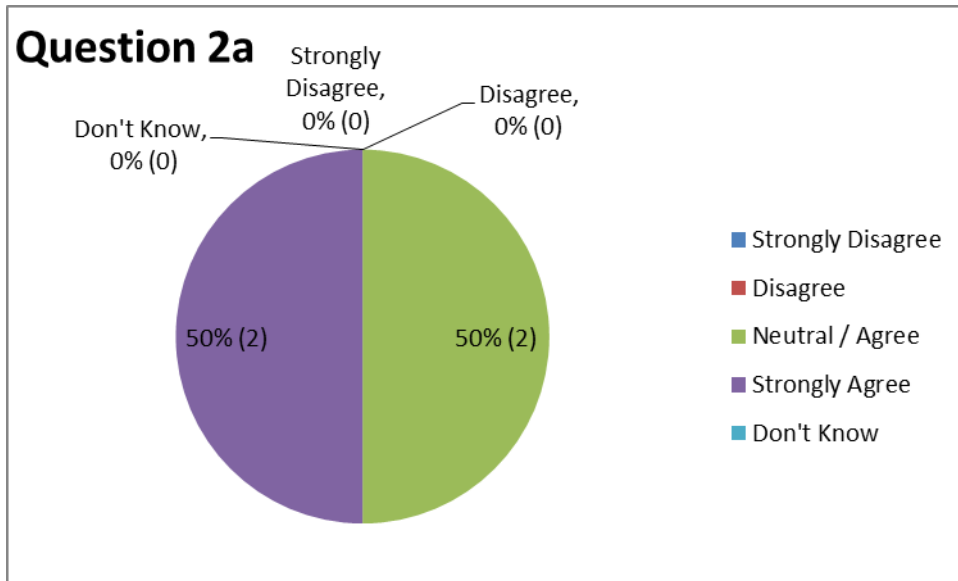


**Comments:**

- I occasionally feel that this is seen as an 'add on' rather than as a core part of the Board's responsibilities. Ways to embed this further within the Board's routine discussions could be developed.
- Some members stronger than others – issues around EU often comes out.
- Sometimes the organisations responsibility to publish data has been questioned, but I think it is becoming more widely understood as to what is required of a public body. We as a staff team need to highlight the impact of E & D more clearly in our reports. This is an area we will be working on during 2015 and beyond.

## 2. Board Ethos and Approach

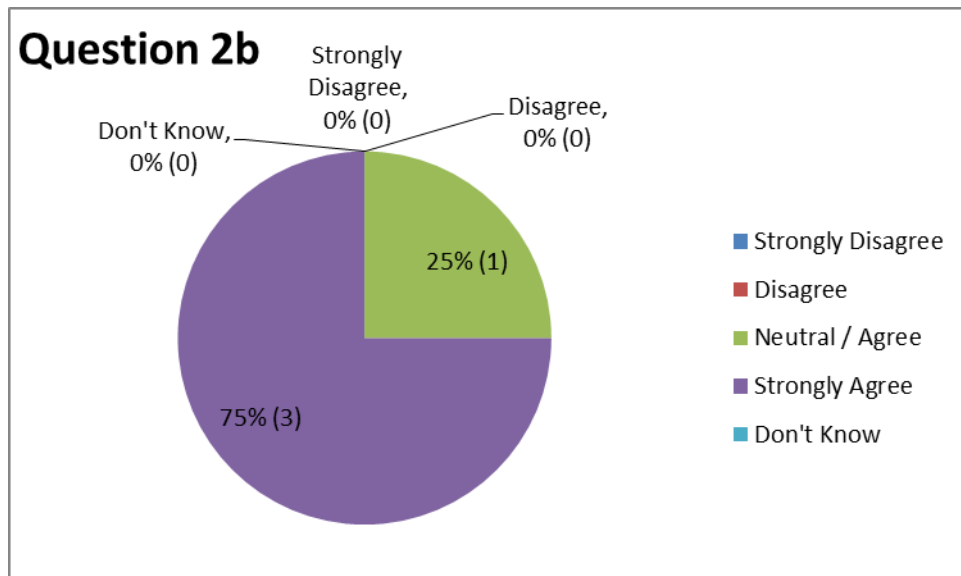
- a. Board members demonstrate compliance with the Board Members Code and the Principles of Public Life.



**Comments:**

There were no additional comments to this question.

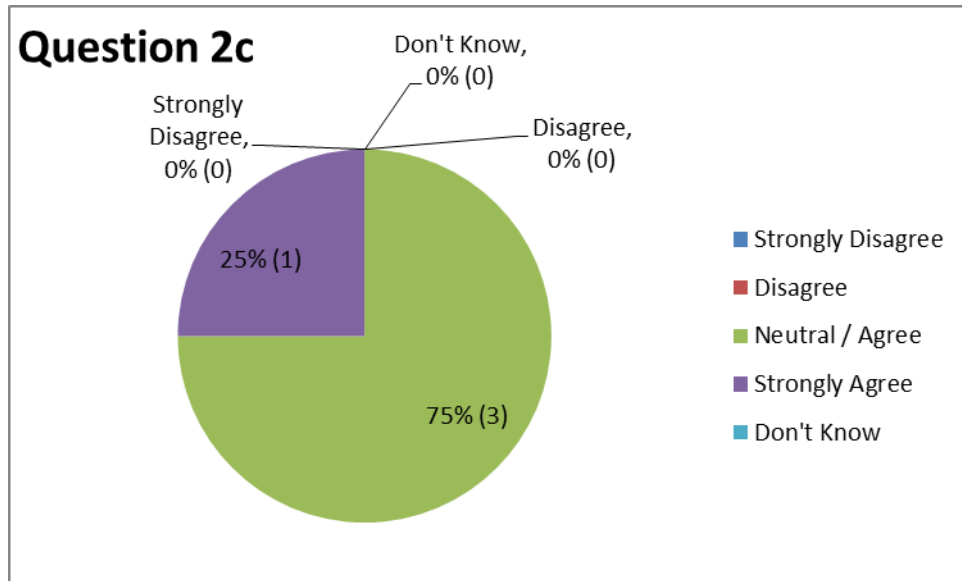
- b. The Board reflects ARB's values, Proportionality, Objectivity, Openness, Transparency, Integrity and Consistency in its work.



**Comments:**

There were no additional comments to this question.

c. The Board understands the need to constructively challenge.

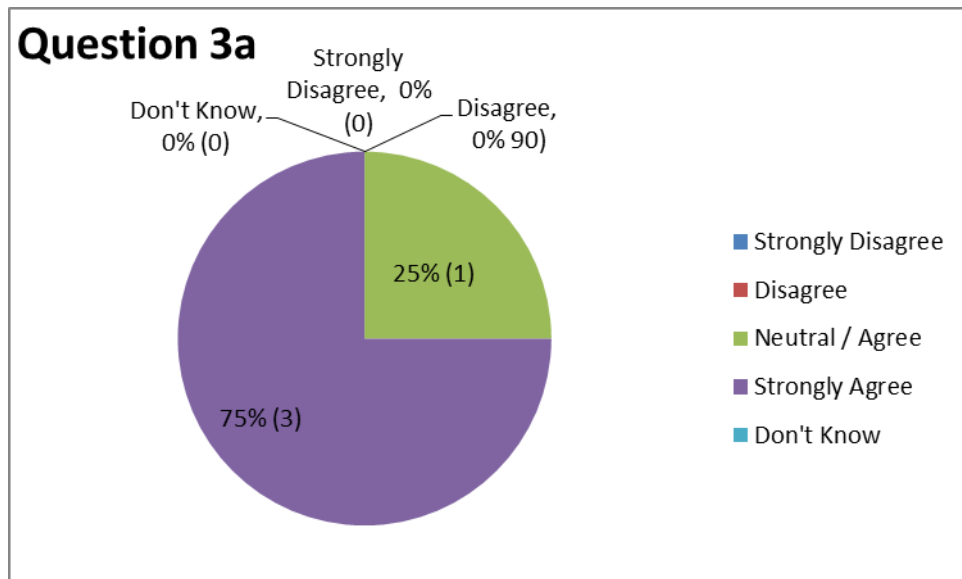


**Comments:**

- \*As 1d above.
- Some Board members do this, not all – however, a lot of reliance is placed on the Audit Committee.

**3. Risk Management**

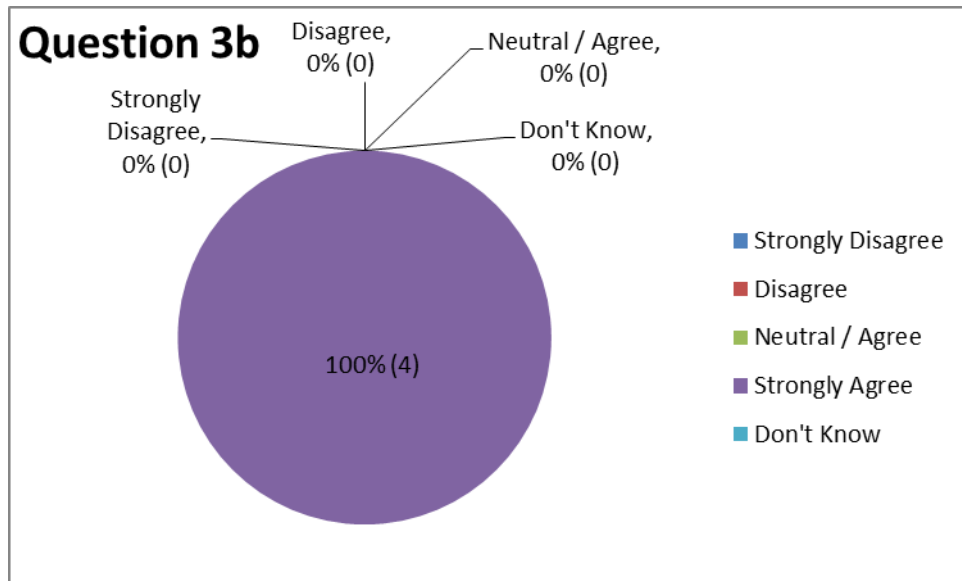
a. The Board scrutinises risk and gains sufficient assurance that risk is appropriately managed before reaching and implementing decisions.



**Comments:**

- This is a growing strength of the Board.
- Given confidence via the Audit Committee.

b. The Board considers risk appetite in taking decisions.

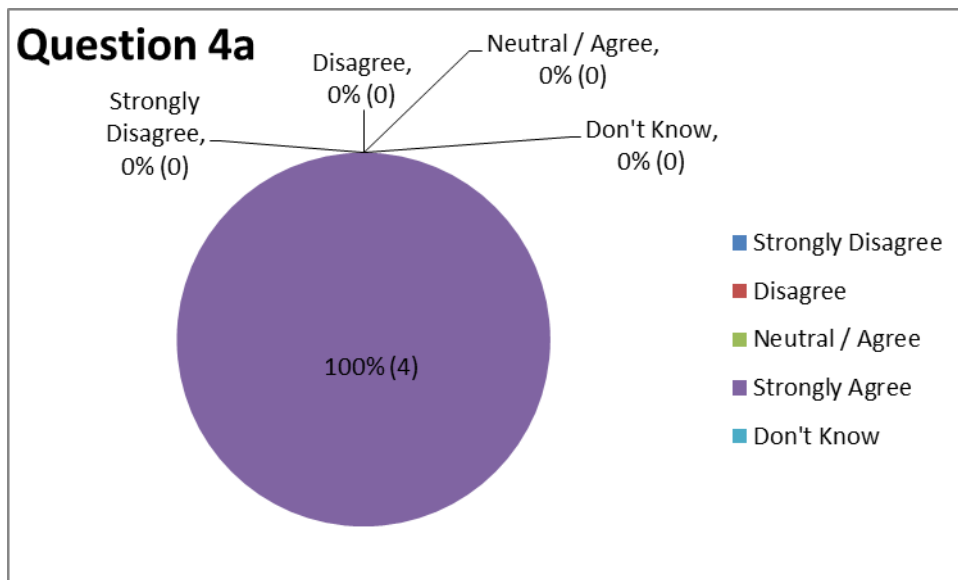


**Comments:**

- Consideration appears to be given, especially around reputational risk.

**4. Board Effectiveness**

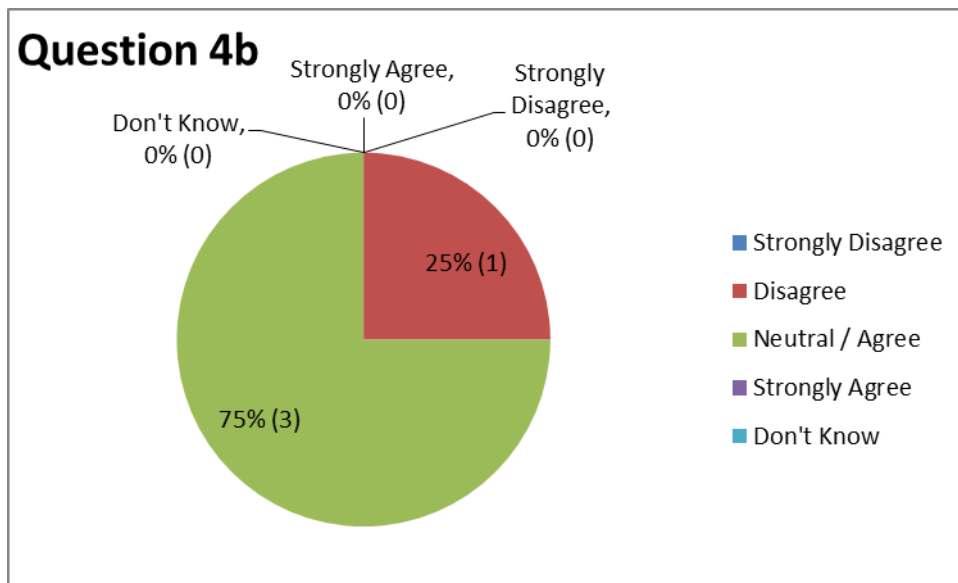
a. The work of the Board is transparent and open to public scrutiny.



**Comments:**

There were no additional comments to this question.

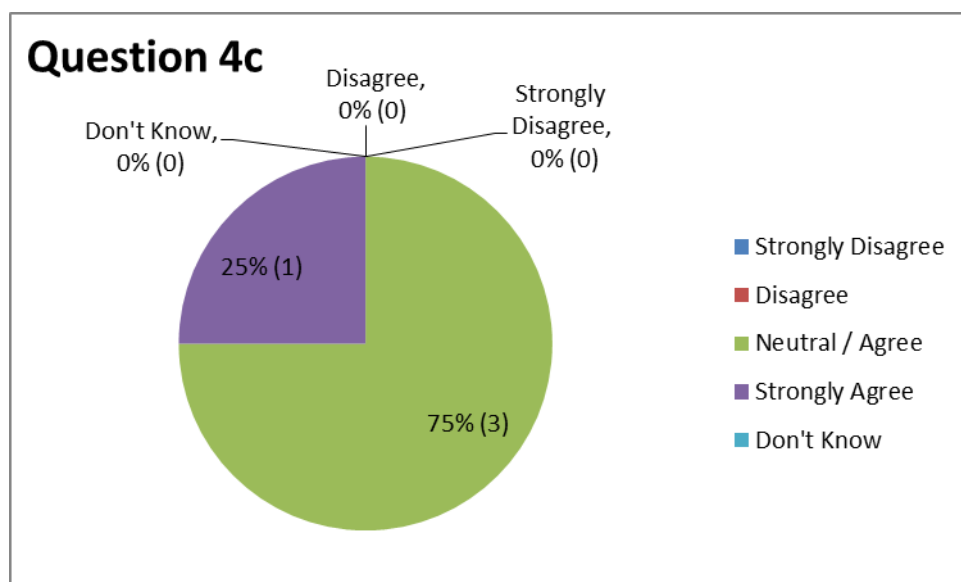
b. Conflicts of interest and potential conflicts of interest are declared and managed properly.



**Comments:**

- This area needs further work and Board members (particularly the elected members) need to develop a greater understanding in relation to this.
- Maybe over cautious and declare more than required.
- This is an area that Board members are very mindful of. A speaker is planned for this year, which will assist in further exploring this area.

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

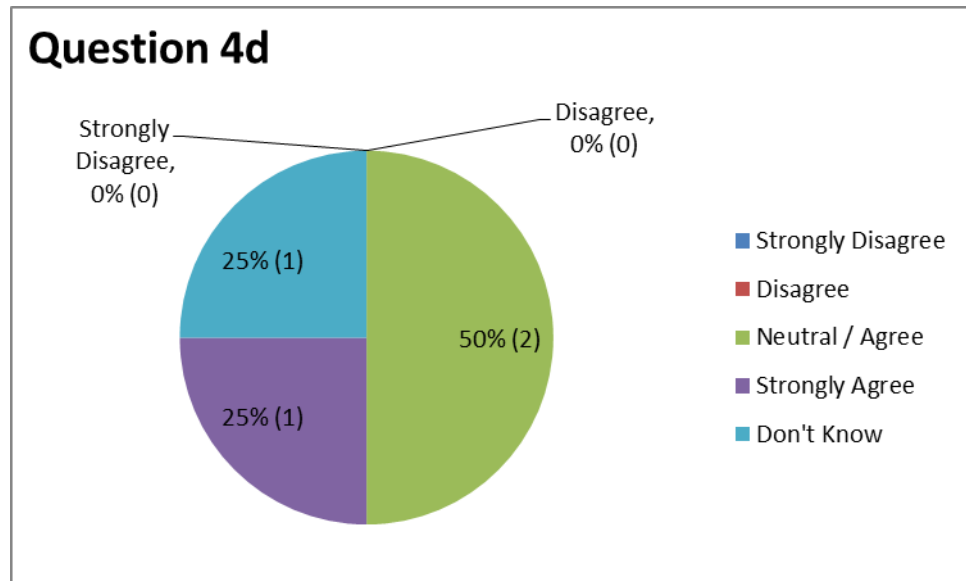


**Comments:**

- This has been difficult during 2014 due to the Periodic Review. But nonetheless the Board is improving year on year.
- The switch has changed significantly and historic knowledge held by individuals is used more positively to shape the future.



d. The Board deals comprehensively with difficult issues.



**Comments:**

- This is difficult to comment on; I am not sure there have been many difficult areas to deal with; I suspect however that there are difficult discussions ahead and the Board will deal with them appropriately.
- Still have to be careful to distinguish personal views from the facts to ensure ARB does not over step its remit.

**Additional Comments**

1. Following the departure of the registrar, the Board have become very supportive and it feels much more like we work together, listen and value each other's views.
2. The Board has settled and matured as a cohesive unit as it has grown into its term. There is a general feeling of mutual support that I have not previously experienced.
3. The Periodic Review has presented challenges and opportunities. The style in which we drew together the submission to the DCLG as a staff and Board team has improved relationships across the whole organisation.