

APPENDIX B

Self-assessment of good practice

This appendix provides a high-level review that incorporates the key principles set out in CIPFA's Position Statement and this publication. Where an audit committee has a high degree of performance against the good practice principles, it is an indicator that the committee is soundly based and has in place a knowledgeable membership. These are the essential factors in developing an effective audit committee.

A regular self-assessment should be used to support the planning of the audit committee work programme and training plans. It will also inform the annual report.

Good practice questions	Does not comply	Partially complies and extent of improvement needed*			Fully complies
	Major improvement	Significant improvement	Moderate improvement	Minor improvement	No further improvement
Weighting of answers	0	1	2	3	5

Audit committee purpose and governance

1	Does the authority have a dedicated audit committee that is not combined with other functions (eg standards, ethics, scrutiny)?	☐	☐	☐	☐	☐
2	Does the audit committee report directly to the governing body (PCC and chief constable/full council/full fire authority, etc)?	☐	☐	☐	☐	☐
3	Has the committee maintained its advisory role by not taking on any decision-making powers?	☐	☐	☐	☐	☐
4	Do the terms of reference clearly set out the purpose of the committee in accordance with CIPFA's 2022 Position Statement?	☐	☐	☐	☐	☐
5	Do all those charged with governance and in leadership roles have a good understanding of the role and purpose of the committee?	☐	☐	☐	☐	☐
6	Does the audit committee escalate issues and concerns promptly to those in governance and leadership roles?	☐	☐	☐	☐	☐
7	Does the governing body hold the audit committee to account for its performance at least annually?	☐	☐	☐	☐	☐

* Where the committee does not fully comply with an element, three options are available to allow distinctions between aspects that require significant improvement and those only requiring minor changes.

Good practice questions	Does not comply	Partially complies and extent of improvement needed			Fully complies
	Major improvement	Significant improvement	Moderate improvement	Minor improvement	No further improvement
Weighting of answers	0	1	2	3	5
8 Does the committee publish an annual report in accordance with the 2022 guidance, including:					
• compliance with the CIPFA Position Statement 2022	☐	☐	☐	☐	☐
• results of the annual evaluation, development work undertaken and planned improvements	☐	☐	☐	☐	☐
• how it has fulfilled its terms of reference and the key issues escalated in the year?	☐	☐	☐	☐	☐
Functions of the committee					
9 Do the committee's terms of reference explicitly address all the core areas identified in CIPFA's Position Statement as follows?					
Governance arrangements	☐	☐	☐	☐	☐
Risk management arrangements	☐	☐	☐	☐	☐
Internal control arrangements, including:	☐	☐	☐	☐	☐
• financial management					
• value for money					
• ethics and standards					
• counter fraud and corruption					
Annual governance statement	☐	☐	☐	☐	☐
Financial reporting	☐	☐	☐	☐	☐
Assurance framework	☐	☐	☐	☐	☐
Internal audit	☐	☐	☐	☐	☐
External audit	☐	☐	☐	☐	
10 Over the last year, has adequate consideration been given to all core areas?	☐	☐	☐	☐	☐
11 Over the last year, has the committee only considered agenda items that align with its core functions or selected wider functions, as set out in the 2022 guidance?	☐	☐	☐	☐	☐
12 Has the committee met privately with the external auditors and head of internal audit in the last year?	☐	☐	☐	☐	☐

Good practice questions	Does not comply	Partially complies and extent of improvement needed			Fully complies
	Major improvement	Significant improvement	Moderate improvement	Minor improvement	No further improvement
Weighting of answers	0	1	2	3	5

Membership and support

13 Has the committee been established in accordance with the 2022 guidance as follows?					
• Separation from executive	☐	☐	☐	☐	☐
• A size that is not unwieldy and avoids use of substitutes	☐	☐	☐	☐	☐
• Inclusion of lay/co-opted independent members in accordance with legislation or CIPFA's recommendation	☐	☐	☐	☐	☐
14 Have all committee members been appointed or selected to ensure a committee membership that is knowledgeable and skilled?	☐	☐	☐	☐	☐
15 Has an evaluation of knowledge, skills and the training needs of the chair and committee members been carried out within the last two years?	☐	☐	☐	☐	☐
16 Have regular training and support arrangements been put in place covering the areas set out in the 2022 guidance?	☐	☐	☐	☐	☐
17 Across the committee membership, is there a satisfactory level of knowledge, as set out in the 2022 guidance?	☐	☐	☐	☐	☐
18 Is adequate secretariat and administrative support provided to the committee?	☐	☐	☐	☐	☐
19 Does the committee have good working relations with key people and organisations, including external audit, internal audit and the CFO?	☐	☐	☐	☐	☐

Effectiveness of the committee

20 Has the committee obtained positive feedback on its performance from those interacting with the committee or relying on its work?	☐	☐	☐	☐	☐
21 Are meetings well chaired, ensuring key agenda items are addressed with a focus on improvement?	☐	☐	☐	☐	☐
22 Are meetings effective with a good level of discussion and engagement from all the members?	☐	☐	☐	☐	☐
23 Has the committee maintained a non-political approach to discussions throughout?	☐	☐	☐	☐	☐

Good practice questions	Does not comply	Partially complies and extent of improvement needed			Fully complies
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Weighting of answers	0	1	2	3	5
24 Does the committee engage with a wide range of leaders and managers, including discussion of audit findings, risks and action plans with the responsible officers?	☐	☐	☐	☐	☐
25 Does the committee make recommendations for the improvement of governance, risk and control arrangements?	☐	☐	☐	☐	☐
26 Do audit committee recommendations have traction with those in leadership roles?	☐	☐	☐	☐	☐
27 Has the committee evaluated whether and how it is adding value to the organisation?	☐	☐	☐	☐	☐
28 Does the committee have an action plan to improve any areas of weakness?	☐	☐	☐	☐	☐
29 Has this assessment been undertaken collaboratively with the audit committee members?	☐	☐	☐	☐	☐
Subtotal score	☐	☐	☐	☐	☐
Total score					
Maximum possible score	200**				

** 40 questions/sub-questions multiplied by five.