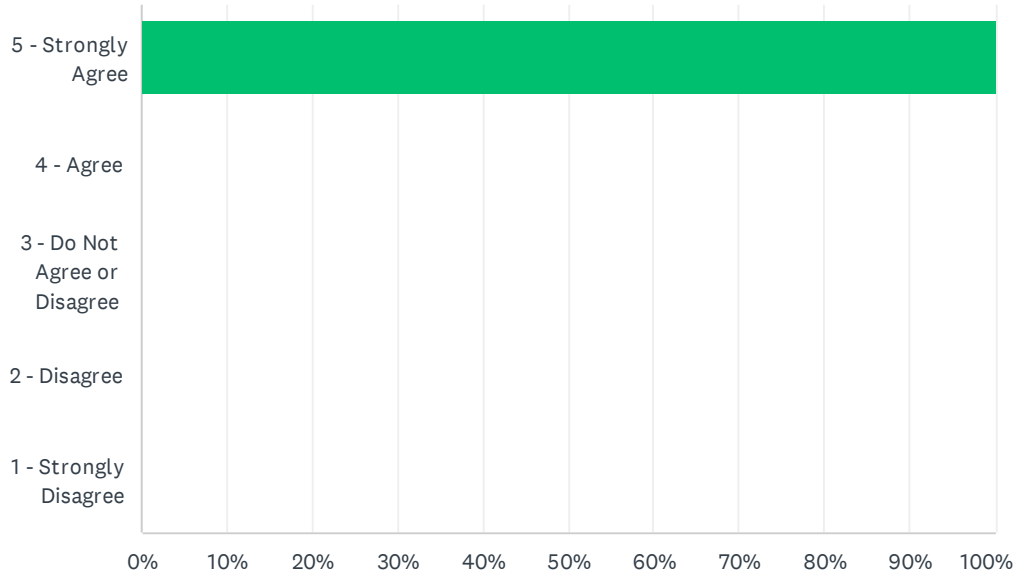


## Q1 The chair is a non-executive Board member and possesses an appropriate level of relevant experience.

Answered: 9 Skipped: 0

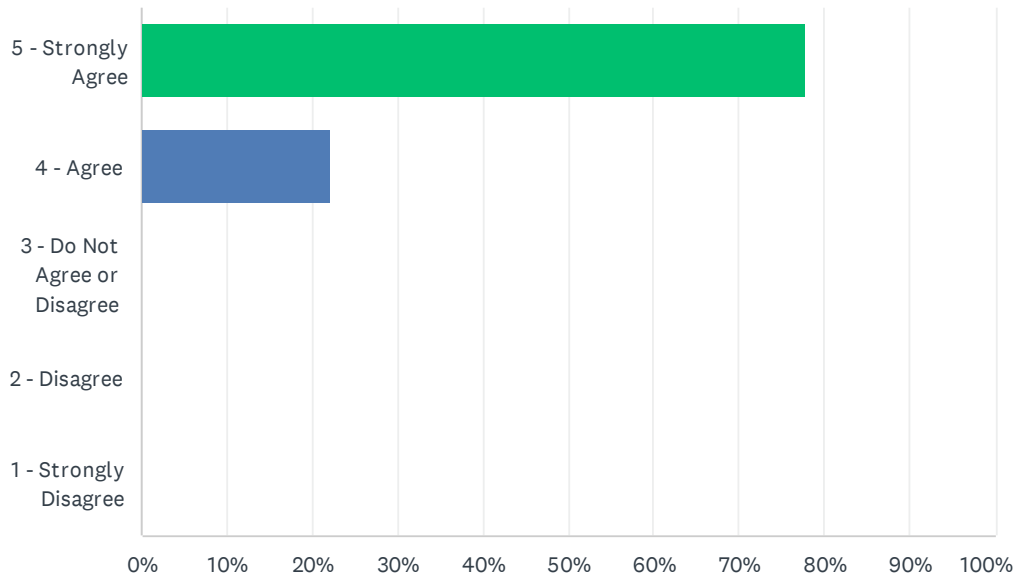


| ANSWER CHOICES               | RESPONSES |   |
|------------------------------|-----------|---|
| 5 - Strongly Agree           | 100.00%   | 9 |
| 4 - Agree                    | 0.00%     | 0 |
| 3 - Do Not Agree or Disagree | 0.00%     | 0 |
| 2 - Disagree                 | 0.00%     | 0 |
| 1 - Strongly Disagree        | 0.00%     | 0 |
| TOTAL                        |           | 9 |

| # | COMMENTS AND/REASONS FOR THE RATING:   | DATE                |
|---|--|---------------------|
| 1 | The chair is a NED director with considerable experience of chairing meetings. | 12/30/2024 12:57 PM |
| 2 | Experienced chair who has done the role for some time                          | 12/23/2024 11:01 PM |

## Q2 The Committee terms of reference clearly, adequately & realistically set out the Committee's role and the scope of its responsibilities and have been approved by the Committee and the Board of Directors.

Answered: 9 Skipped: 0

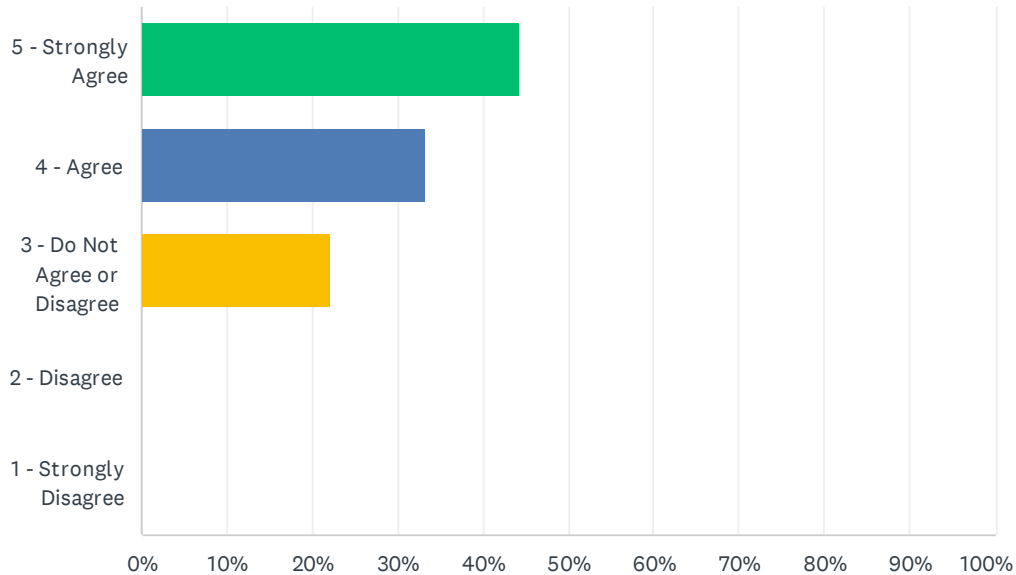


| ANSWER CHOICES               | RESPONSES |          |
|------------------------------|-----------|----------|
| 5 - Strongly Agree           | 77.78%    | 7        |
| 4 - Agree                    | 22.22%    | 2        |
| 3 - Do Not Agree or Disagree | 0.00%     | 0        |
| 2 - Disagree                 | 0.00%     | 0        |
| 1 - Strongly Disagree        | 0.00%     | 0        |
| <b>TOTAL</b>                 |           | <b>9</b> |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE                |
|---|--------------------------------------|---------------------|
| 1 | Reviewed 2024                        | 12/30/2024 12:57 PM |

## Q3 The Board was active in its consideration of Performance Committee composition.

Answered: 9 Skipped: 0

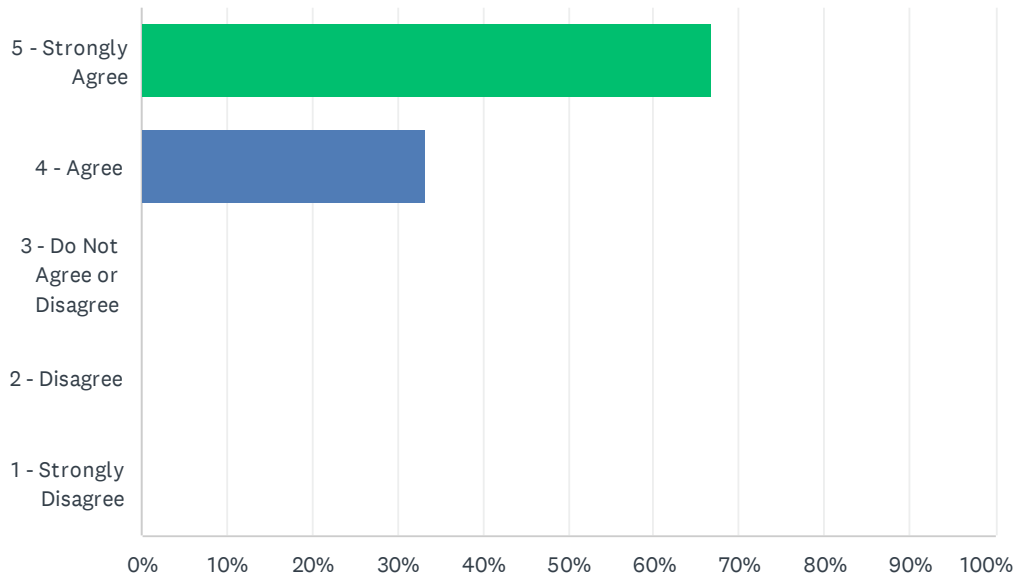


| ANSWER CHOICES               | RESPONSES |   |
|------------------------------|-----------|---|
| 5 - Strongly Agree           | 44.44%    | 4 |
| 4 - Agree                    | 33.33%    | 3 |
| 3 - Do Not Agree or Disagree | 22.22%    | 2 |
| 2 - Disagree                 | 0.00%     | 0 |
| 1 - Strongly Disagree        | 0.00%     | 0 |
| TOTAL                        |           | 9 |

| # | COMMENTS AND/REASONS FOR THE RATING:   | DATE                |
|---|--|---------------------|
| 1 | Care has been taken to balance the range of skills and experience across the committee. I shortfall of Digital expertise was recently noted and has been addressed through recent recruitment. | 12/30/2024 12:57 PM |
| 2 | I have no knowledge of how the Board chose the members of the committee and so cannot realistically assess this. However, I consider the composition of the committee is good.                 | 12/23/2024 6:37 PM  |

## Q4 Committee members have a good understanding of what is expected of them in their role and have the skills and expertise to scrutinise the business of the Committee

Answered: 9   Skipped: 0

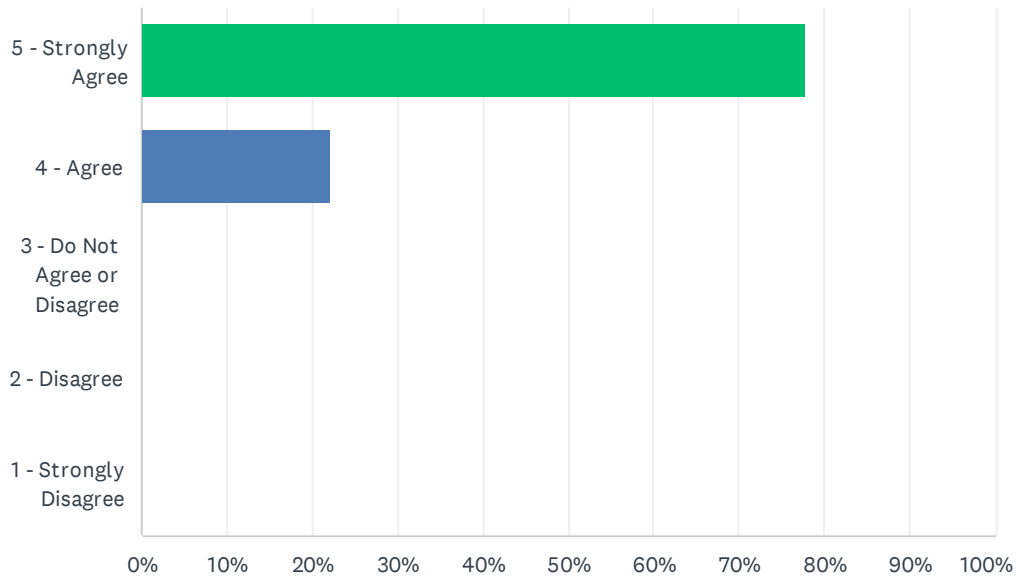


| ANSWER CHOICES               | RESPONSES |   |
|------------------------------|-----------|---|
| 5 - Strongly Agree           | 66.67%    | 6 |
| 4 - Agree                    | 33.33%    | 3 |
| 3 - Do Not Agree or Disagree | 0.00%     | 0 |
| 2 - Disagree                 | 0.00%     | 0 |
| 1 - Strongly Disagree        | 0.00%     | 0 |
| TOTAL                        |           | 9 |

| # | COMMENTS AND/REASONS FOR THE RATING:   | DATE                |
|---|--|---------------------|
| 1 | Note the self reflection on Digital skills and expertise in seeking assurance in this area                           | 1/6/2025 9:00 AM    |
| 2 | Good range of skills and experience across the committee members lends itself to effective challenge and discussion. | 12/30/2024 12:57 PM |

## Q5 The Committee's actions reflect independent, ethical behaviour, adherence to good practice guidance and the best interests of the Trust and its stakeholders.

Answered: 9 Skipped: 0

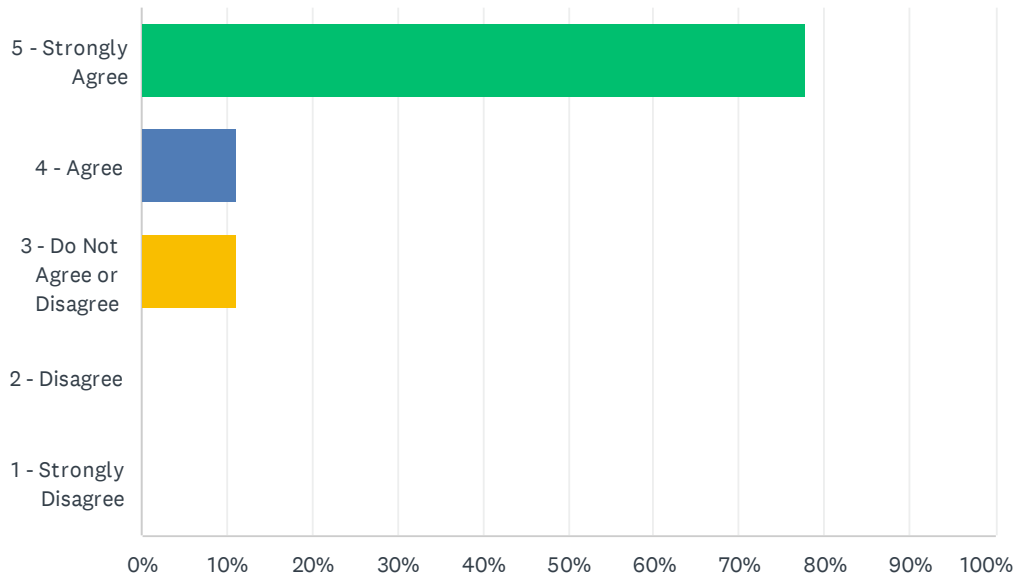


| ANSWER CHOICES               | RESPONSES |          |
|------------------------------|-----------|----------|
| 5 - Strongly Agree           | 77.78%    | 7        |
| 4 - Agree                    | 22.22%    | 2        |
| 3 - Do Not Agree or Disagree | 0.00%     | 0        |
| 2 - Disagree                 | 0.00%     | 0        |
| 1 - Strongly Disagree        | 0.00%     | 0        |
| <b>TOTAL</b>                 |           | <b>9</b> |

| # | COMMENTS AND/REASONS FOR THE RATING:  | DATE                |
|---|---|---------------------|
| 1 | Discussion and challenge is encouraged but it is always respectfully delivered. | 12/30/2024 12:57 PM |

## Q6 The Committee reports to the Board of Directors throughout the year demonstrating compliance with its terms of reference and provides the Board of Directors with assurance on the effective operation of systems and procedures within its remit

Answered: 9   Skipped: 0

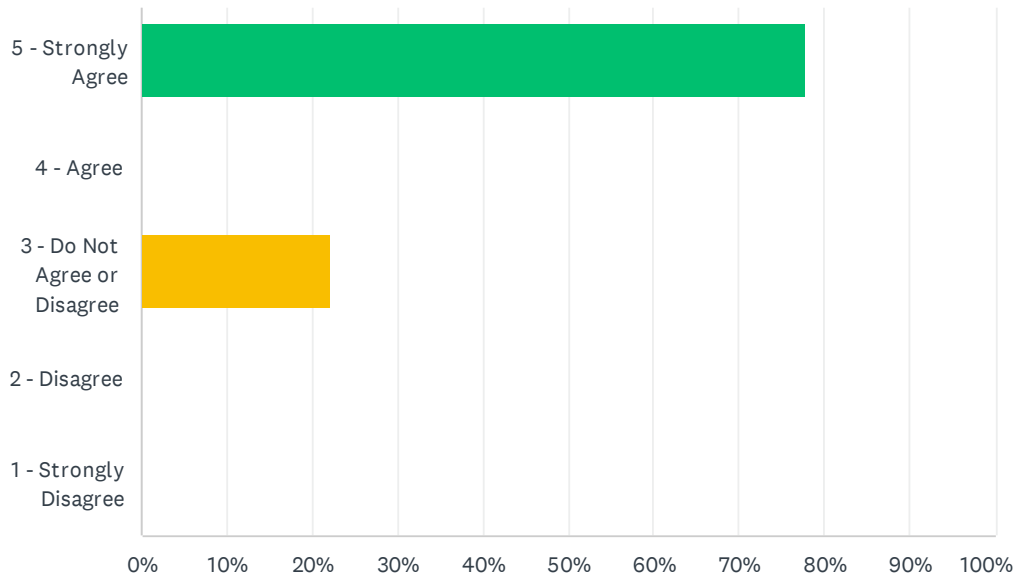


| ANSWER CHOICES               | RESPONSES |   |
|------------------------------|-----------|---|
| 5 - Strongly Agree           | 77.78%    | 7 |
| 4 - Agree                    | 11.11%    | 1 |
| 3 - Do Not Agree or Disagree | 11.11%    | 1 |
| 2 - Disagree                 | 0.00%     | 0 |
| 1 - Strongly Disagree        | 0.00%     | 0 |
| TOTAL                        |           | 9 |

| # | COMMENTS AND/REASONS FOR THE RATING:   | DATE                |
|---|--|---------------------|
| 1 | The Chair provides a written report after each committee meeting.  | 12/30/2024 12:57 PM |
| 2 | Assurance not always provided through the committee. Whilst this is often recognised it is not always requested that written assurance is provided - element of being content with verbal explanations only. | 12/23/2024 11:01 PM |

## Q7 The terms of reference are reviewed annually and take into account governance developments and the remit of other Committees within the organisation.

Answered: 9 Skipped: 0

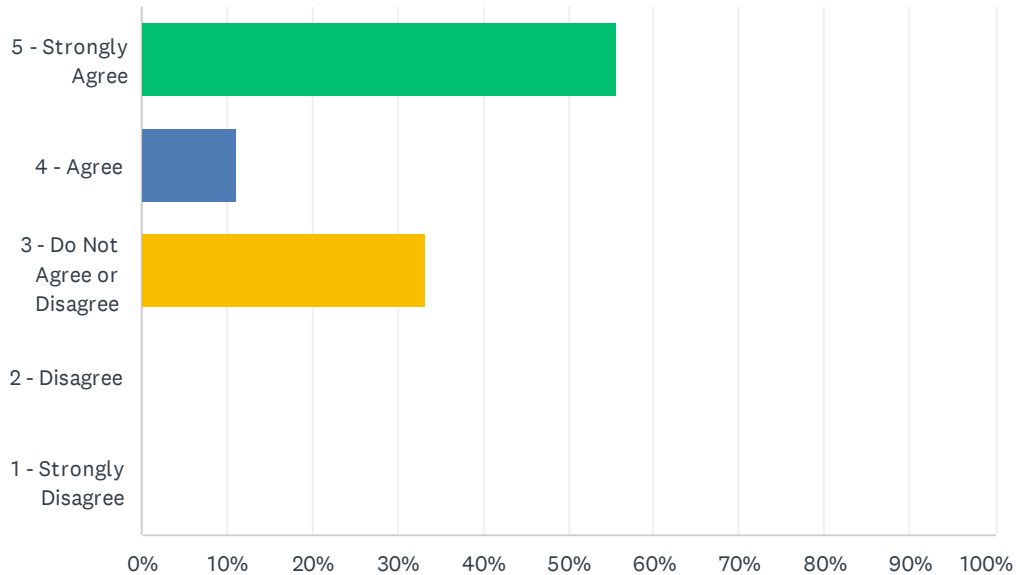


| ANSWER CHOICES               | RESPONSES |          |
|------------------------------|-----------|----------|
| 5 - Strongly Agree           | 77.78%    | 7        |
| 4 - Agree                    | 0.00%     | 0        |
| 3 - Do Not Agree or Disagree | 22.22%    | 2        |
| 2 - Disagree                 | 0.00%     | 0        |
| 1 - Strongly Disagree        | 0.00%     | 0        |
| <b>TOTAL</b>                 |           | <b>9</b> |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE                |
|---|--------------------------------------|---------------------|
| 1 | Yes, reviewed 2024.                  | 12/30/2024 12:59 PM |

## Q8 Changes to the Committee's current and future workload are discussed and approved at Board level.

Answered: 9 Skipped: 0



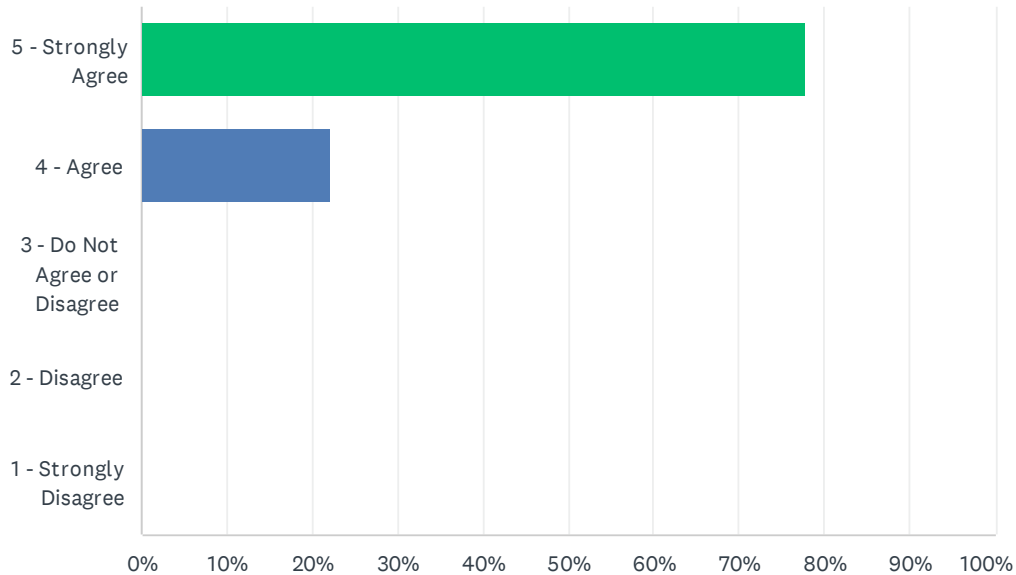
| ANSWER CHOICES               | RESPONSES |   |
|------------------------------|-----------|---|
| 5 - Strongly Agree           | 55.56%    | 5 |
| 4 - Agree                    | 11.11%    | 1 |
| 3 - Do Not Agree or Disagree | 33.33%    | 3 |
| 2 - Disagree                 | 0.00%     | 0 |
| 1 - Strongly Disagree        | 0.00%     | 0 |
| TOTAL                        |           | 9 |

| # | COMMENTS AND/REASONS FOR THE RATING:  | DATE                |
|---|---|---------------------|
| 1 | Committee workload is maintained under active review and can be escalated by the committee chair at any time. | 12/30/2024 12:59 PM |
| 2 | I don't think we systematically discuss committee workload. It tends to be more ad-hoc.                       | 12/24/2024 2:27 PM  |
| 3 | I don't know if this happens  | 12/23/2024 6:38 PM  |



## Q9 The Committee has a forward plan for its meetings so it can consider issues at the right time and in the right level of detail.

Answered: 9 Skipped: 0

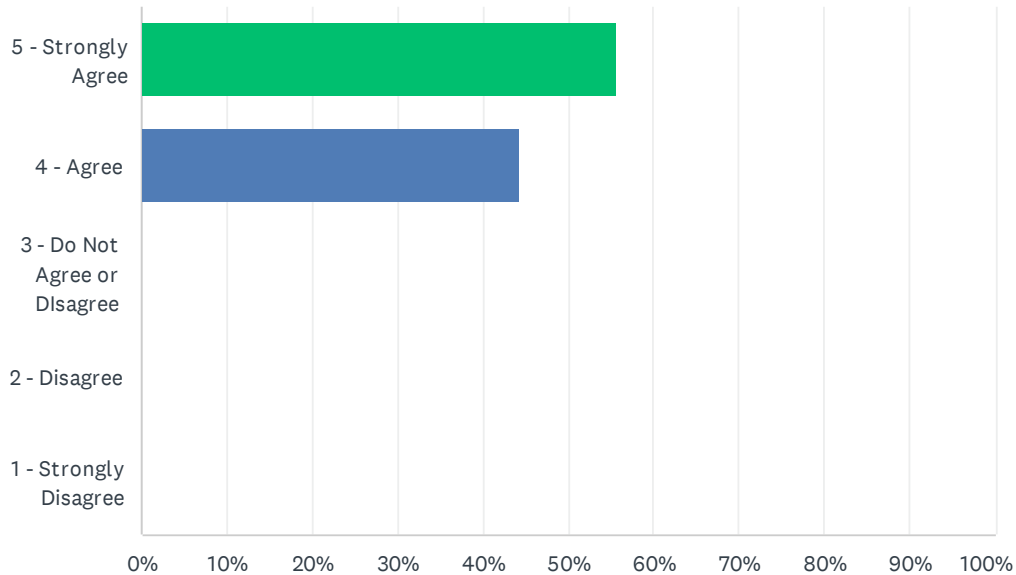


| ANSWER CHOICES               | RESPONSES |   |
|------------------------------|-----------|---|
| 5 - Strongly Agree           | 77.78%    | 7 |
| 4 - Agree                    | 22.22%    | 2 |
| 3 - Do Not Agree or Disagree | 0.00%     | 0 |
| 2 - Disagree                 | 0.00%     | 0 |
| 1 - Strongly Disagree        | 0.00%     | 0 |
| TOTAL                        |           | 9 |

| # | COMMENTS AND/REASONS FOR THE RATING:  | DATE                |
|---|---|---------------------|
| 1 | This is considered in detail by the Chair and Exec lead to ensure appropriate agenda planning | 1/6/2025 9:01 AM    |
| 2 | Yes   | 12/30/2024 12:59 PM |

## Q10 Does the Committee receive information and papers far enough in advance for them to fully consider before the meeting?

Answered: 9 Skipped: 0

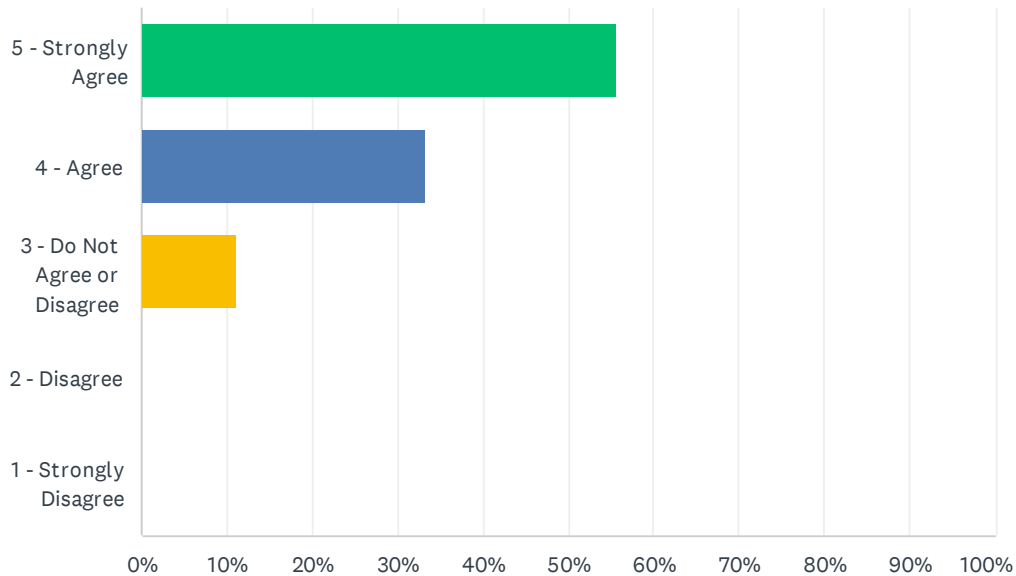


| ANSWER CHOICES               | RESPONSES |   |
|------------------------------|-----------|---|
| 5 - Strongly Agree           | 55.56%    | 5 |
| 4 - Agree                    | 44.44%    | 4 |
| 3 - Do Not Agree or Disagree | 0.00%     | 0 |
| 2 - Disagree                 | 0.00%     | 0 |
| 1 - Strongly Disagree        | 0.00%     | 0 |
| TOTAL                        |           | 9 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE                |
|---|--------------------------------------|---------------------|
| 1 | Papers published a week in advance.  | 12/30/2024 12:59 PM |

## Q11 The Committee acts in an inclusive and respectful manner, avoids 'group think', and provides an appropriate balance between challenge and support.

Answered: 9 Skipped: 0

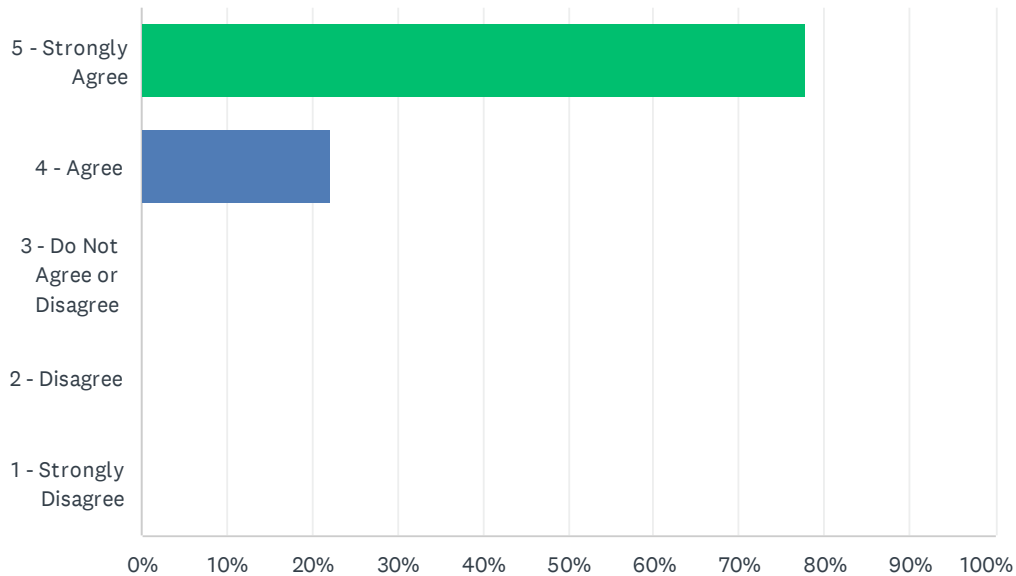


| ANSWER CHOICES               | RESPONSES |          |
|------------------------------|-----------|----------|
| 5 - Strongly Agree           | 55.56%    | 5        |
| 4 - Agree                    | 33.33%    | 3        |
| 3 - Do Not Agree or Disagree | 11.11%    | 1        |
| 2 - Disagree                 | 0.00%     | 0        |
| 1 - Strongly Disagree        | 0.00%     | 0        |
| <b>TOTAL</b>                 |           | <b>9</b> |

| # | COMMENTS AND/REASONS FOR THE RATING:  | DATE                |
|---|---|---------------------|
| 1 | Committee provides robust challenge to Executive Directors but this is in a respectful way  | 1/6/2025 9:02 AM    |
| 2 | Discussions and challenges are always respectfully delivered.   | 12/30/2024 1:02 PM  |
| 3 | In the remit of operational performance the committee papers dont always provide assurance. This is often evident month on month. This is however not the case for financial performance where complete transparency and assurance is provided. | 12/23/2024 11:06 PM |

## Q12 The Committee's role in the scrutiny of the Trust's financial performance is clearly defined and complementary to the Board of Directors.

Answered: 9 Skipped: 0

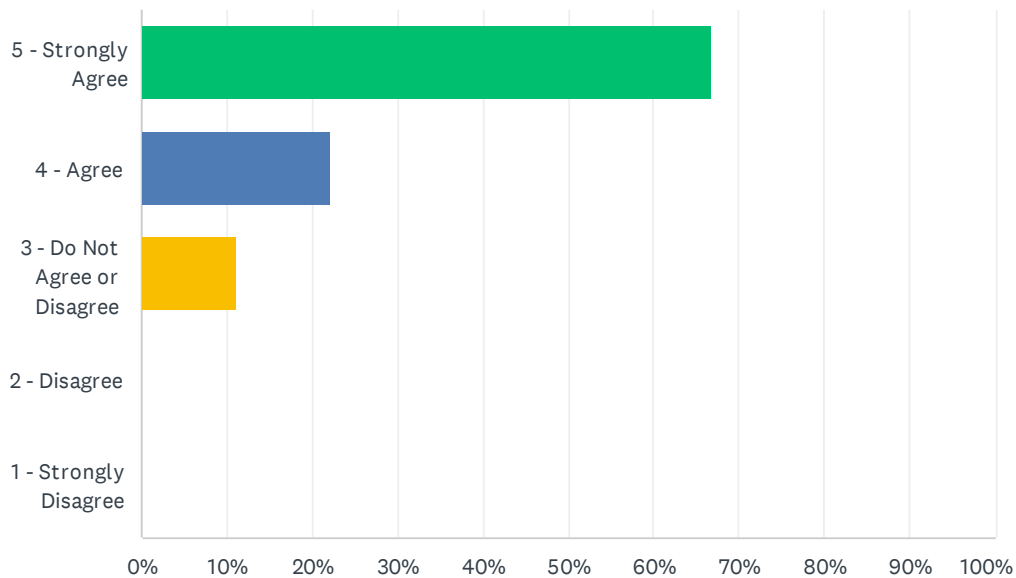


| ANSWER CHOICES               | RESPONSES |   |
|------------------------------|-----------|---|
| 5 - Strongly Agree           | 77.78%    | 7 |
| 4 - Agree                    | 22.22%    | 2 |
| 3 - Do Not Agree or Disagree | 0.00%     | 0 |
| 2 - Disagree                 | 0.00%     | 0 |
| 1 - Strongly Disagree        | 0.00%     | 0 |
| TOTAL                        |           | 9 |

| # | COMMENTS AND/REASONS FOR THE RATING:   | DATE               |
|---|--|--------------------|
| 1 | The agenda has been re-worked to ensure sufficient time for focus on the financial position, members have appropriate skills to seek assurance and challenge is robust | 1/6/2025 9:02 AM   |
| 2 | Yes  | 12/30/2024 1:02 PM |

**Q13 There is appropriate consideration of assurance reports (from a variety of sources). The Board of Directors is clearly sighted on the issues that arise which require action by the Performance Committee.**

Answered: 9 Skipped: 0

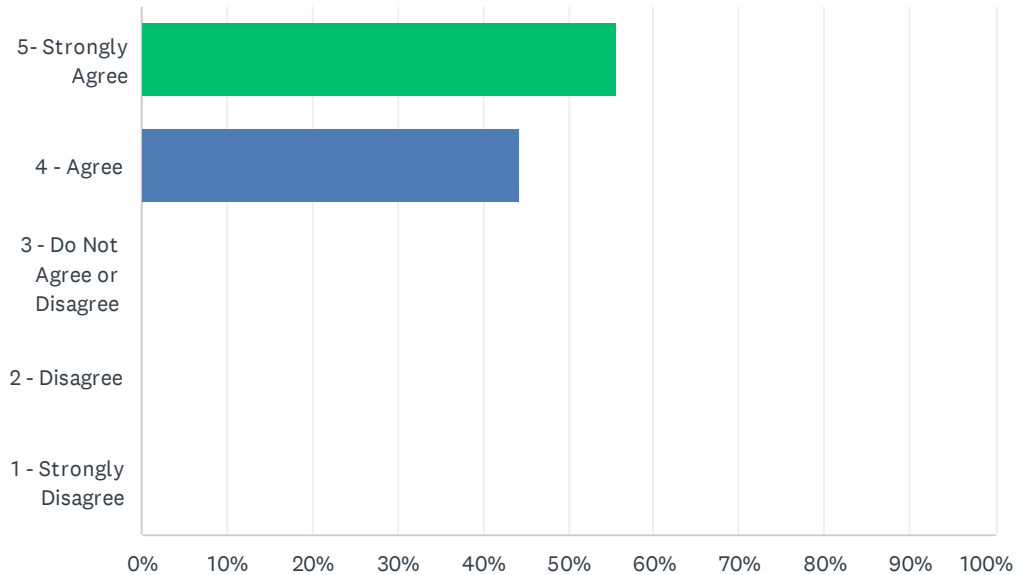


| ANSWER CHOICES               | RESPONSES |          |
|------------------------------|-----------|----------|
| 5 - Strongly Agree           | 66.67%    | 6        |
| 4 - Agree                    | 22.22%    | 2        |
| 3 - Do Not Agree or Disagree | 11.11%    | 1        |
| 2 - Disagree                 | 0.00%     | 0        |
| 1 - Strongly Disagree        | 0.00%     | 0        |
| <b>TOTAL</b>                 |           | <b>9</b> |

| # | COMMENTS AND/REASONS FOR THE RATING:  | DATE                |
|---|---|---------------------|
| 1 | Wide range of assurance reports to committee - tends to focus on first and second line assurance, with third line internal audit or other reports brought as relevant / available | 1/6/2025 9:04 AM    |
| 2 | Assurance is sought directly from divisions or departments in addition to external sources where required.  | 12/30/2024 1:07 PM  |
| 3 | Assurance is sought but the papers received do not always give that clear assurance.  | 12/27/2024 8:22 AM  |
| 4 | see earlier comments  | 12/23/2024 11:08 PM |

## Q14 The Committee is appropriately sighted on significant projects and programmes throughout their lifecycle.

Answered: 9 Skipped: 0

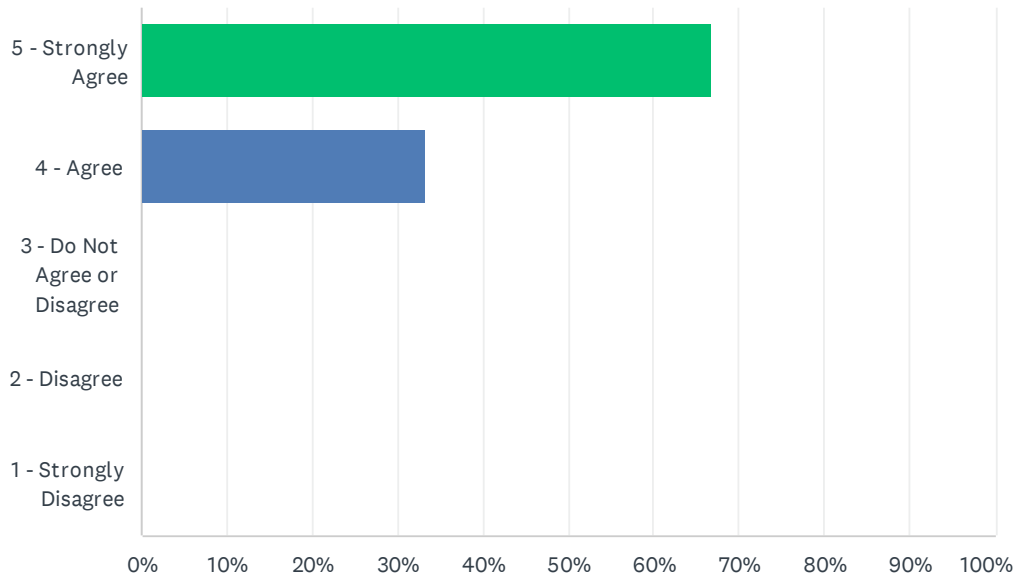


| ANSWER CHOICES               | RESPONSES |   |
|------------------------------|-----------|---|
| 5- Strongly Agree            | 55.56%    | 5 |
| 4 - Agree                    | 44.44%    | 4 |
| 3 - Do Not Agree or Disagree | 0.00%     | 0 |
| 2 - Disagree                 | 0.00%     | 0 |
| 1 - Strongly Disagree        | 0.00%     | 0 |
| TOTAL                        |           | 9 |

| # | COMMENTS AND/REASONS FOR THE RATING:   | DATE               |
|---|--|--------------------|
| 1 | Projects and programmes in the main are reported through SPC but there is good understanding of the Nexus programme and operational projects such as the Flow Programme. | 12/30/2024 1:07 PM |

## Q15 The Committee has the skills and expertise to provide effective critical challenge on the financial management, delivery risks and overall progress of projects or programmes.

Answered: 9 Skipped: 0

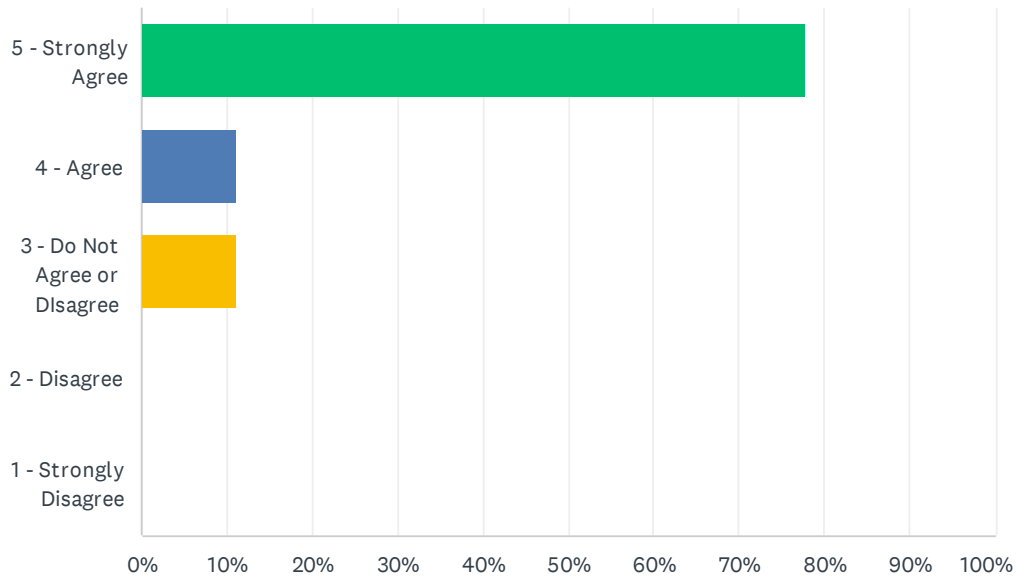


| ANSWER CHOICES               | RESPONSES |   |
|------------------------------|-----------|---|
| 5 - Strongly Agree           | 66.67%    | 6 |
| 4 - Agree                    | 33.33%    | 3 |
| 3 - Do Not Agree or Disagree | 0.00%     | 0 |
| 2 - Disagree                 | 0.00%     | 0 |
| 1 - Strongly Disagree        | 0.00%     | 0 |
| TOTAL                        |           | 9 |

| # | COMMENTS AND/REASONS FOR THE RATING:   | DATE               |
|---|--|--------------------|
| 1 | Accountancy, commercial and legal skills all available through NED colleagues. | 12/30/2024 1:07 PM |

## Q16 The Committee assesses whether the assurance received is of sufficient quality to meet the assurance needs of the accounting officer and the Board

Answered: 9 Skipped: 0



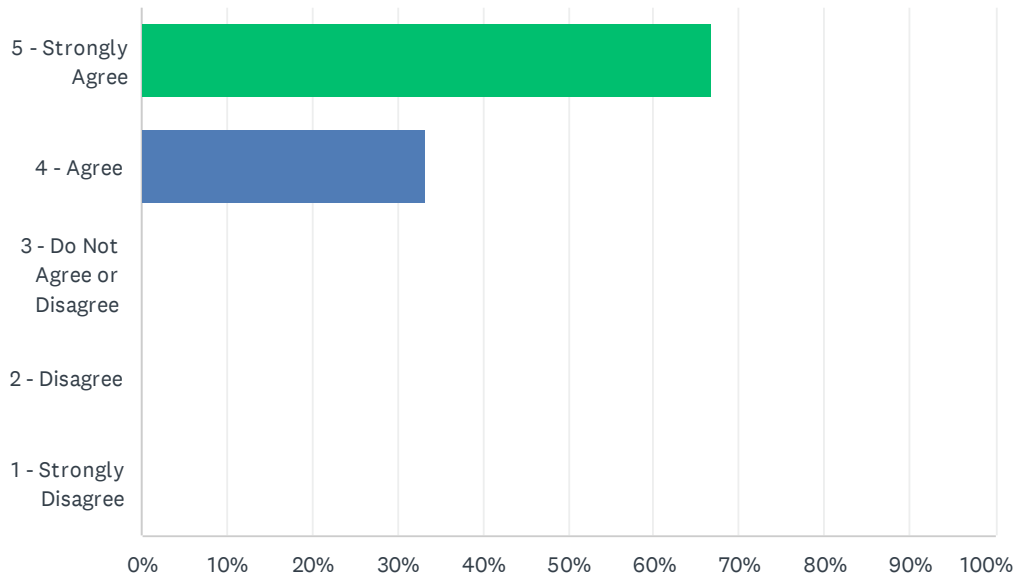
| ANSWER CHOICES               | RESPONSES |   |
|------------------------------|-----------|---|
| 5 - Strongly Agree           | 77.78%    | 7 |
| 4 - Agree                    | 11.11%    | 1 |
| 3 - Do Not Agree or Disagree | 11.11%    | 1 |
| 2 - Disagree                 | 0.00%     | 0 |
| 1 - Strongly Disagree        | 0.00%     | 0 |
| TOTAL                        |           | 9 |

| # | COMMENTS AND/REASONS FOR THE RATING:   | DATE                |
|---|--|---------------------|
| 1 | This is undertaken formally at the end of each meeting.  | 12/30/2024 1:07 PM  |
| 2 | Sometimes the committee recognises that assurances are not always gained however this is not always remarked on. | 12/23/2024 11:08 PM |



## Q17 The Committee understands the key sources of assurance in the organisation, and how and why each of these sources provide assurance to them.

Answered: 9 Skipped: 0

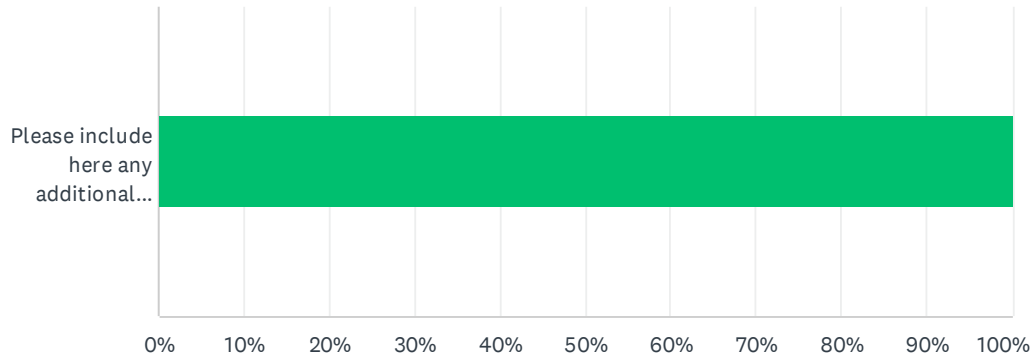


| ANSWER CHOICES               | RESPONSES |          |
|------------------------------|-----------|----------|
| 5 - Strongly Agree           | 66.67%    | 6        |
| 4 - Agree                    | 33.33%    | 3        |
| 3 - Do Not Agree or Disagree | 0.00%     | 0        |
| 2 - Disagree                 | 0.00%     | 0        |
| 1 - Strongly Disagree        | 0.00%     | 0        |
| <b>TOTAL</b>                 |           | <b>9</b> |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE               |
|---|--------------------------------------|--------------------|
| 1 | Yes                                  | 12/30/2024 1:07 PM |

## Q18 What is the overall assessment of the performance of the Performance Committee?

Answered: 2   Skipped: 7



| ANSWER CHOICES  | RESPONSES |          |
|---|-----------|----------|
| Please include here any additional comment(s) and suggestion(s) of any areas we should focus on in 2025/26. | 100.00%   | 2        |
| <b>TOTAL</b>  |           | <b>2</b> |

| # | COMMENT(S) AND SUGGESTION(S):  | DATE                |
|---|--|---------------------|
| 1 | The committee serves its full purpose in an interrogative manner.  | 1/12/2025 9:13 PM   |
| 2 | Overall, Performance Committee is robust and strongly performing Committee. Despite a wide scope, the agenda is well managed and reports from Executive Directors provide assurance and clarity on key issues. The Committee has identified Digital / Cyber as being its area for development, showing mature self-reflection - a sign of a well governed and operating Committee.   | 1/6/2025 9:06 AM    |
| 3 | This is a well run, effective committee.   | 12/30/2024 1:07 PM  |
| 4 | The Performance Committee is well run and always seeks assurance on key matters. However, sometimes the papers received do not clearly give adequate levels of assurance and many times further information has to be asked for when this could have been included in the papers in the beginning. It would be useful to concentrate on making sure that the papers from the start give adequate explanation in order for the Committee to get adequate assurance. | 12/27/2024 8:27 AM  |
| 5 | Excellent performance in respect to financial assurance and management. Operational assurance less robust and though challenged there is a tendency to rely on verbal reassurances.  | 12/23/2024 11:12 PM |
| 6 | excellent  | 12/23/2024 5:28 PM  |