



**STANDING ORDERS
AND
SCHEME OF DELEGATION**

June 2022

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1. Introduction

- 1.1.** For policy and administrative purposes Northern Ireland Judicial Appointments Commission (NIJAC) is defined as an executive non departmental public body (NDPB). For national accounts purposes NIJAC is classified to the central government sector. The purpose of this document is to set out NIJAC's structure, administration and decision making arrangements.
- 1.2.** The Commission is supported by 13 staff and headed by a Chief Executive, who is responsible for the day to day management of NIJAC.
- 1.3.** *The Justice (NI) Act 2002:* The Justice (NI) Act 2002, as amended, sets out the responsibilities of NIJAC and contains the enabling legislation for NIJAC's establishment.
- 1.4.** *Management Statement and Financial Memorandum:* Sponsoring Departments require arrangements to monitor and understand their NDPB strategy, performance and delivery; this is built around a management statement and financial memorandum (MS/FM). The MS/FM covers the operations, financing, accountability and control of the NDPB and the conditions under which any government funds are provided to the body. It is an agreement between the sponsoring department and the NDPB, but also requires Department of Finance (DoF) approval. NIJAC's latest Management Statement and Financial Memorandum (MS/FM) was signed on 2 January 2013. (The MS/FM will be replaced by a Partnership Agreement between NIJAC and TEO - the final agreed draft of which currently awaits approval from the Department of Finance before becoming operational).

- 1.5. *Non –Departmental Public Bodies Accounting Officers’ Memorandum:***
The Accounting Officer (AO) of the sponsor department designates the Chief Executive as the AO for NIJAC. The Chief Executive’s relevant responsibilities as AO, including responsibility for the propriety and regularity of the public finances and for keeping proper records, are set out in the NDPB Accounting Officers’ Memorandum issued by DoF and published in Managing Public Money Northern Ireland (MPMNI).
- 1.6. *Corporate and Business Planning:*** While the Corporate and Business Plans set out NIJAC’s strategic objectives and the detail of the work and associated milestones the Annual Report and Accounts (AR&As) sets out performance against those objectives.
- 1.7.** NIJAC adopts the Northern Ireland Civil Service Policies (NICS), as appropriate.

1.8. Related Documents

The following documents are referred to in these Standing Orders and Scheme of Delegation operating procedure:

- MS/FM
- Financial Reporting Manual (FReM)
- NDPB — A Guide for Government Departments
- The Code of Code for Commission Members of NIJAC
- NDPB Accounting Officers’ Memorandum issued by DoF and published in Managing Public Money Northern Ireland.
- Justice (NI) Act 2002; as amended
- Codes of Conduct for Board Members of Public Bodies (NI)
- Corporate governance in central government departments: Code of Good Practice (NI)
- the Audit and Assurance Committee Handbook (Northern Ireland)
- Whistle blowing Policy

2. Standing Orders

2.1. Appointment of Commission Members:

2.1.1. Section 3 of the Justice (NI) Act 2002 sets out the membership of the Commission.

2.1.2. The Board of NIJAC, known as Plenary, comprises 13 Commissioners; Commissioners have an equal say in the work of NIJAC and are of equal status. The Chair is the Lady Chief Justice of Northern Ireland, The Honourable Dame Siobhan Keegan. The 12 other members are appointed by the First Minister and Deputy First Minister acting jointly. There are five judicial members who are nominated by the Lady Chief Justice. Commissioners who hold a publically funded office i.e. salaried member of the judiciary, are not remunerated by NIJAC for their work in accordance with public sector policy.

2.1.3. The Bar Council of Northern Ireland and Law Society of Northern Ireland nominate 1 member each to serve as legal members on the Commission, and the Commission's 5 lay members who do not hold (and have never held) a protected judicial office and are not (and have never been) a barrister or solicitor are appointed by the First Minister and Deputy First Minister acting jointly.

2.2. Plenary/Board Terms of Reference

2.2.1. The Terms of Reference for Plenary are set out in Appendix 1 to this document.

2.3. The Audit and Risk Assurance Committee

2.3.1. NIJAC has established an independent Audit and Risk Assurance Committee, in accordance with DoF guidance 'Corporate governance in central government departments: Code of Good Practice (NI)' and in line with the Audit and Risk Assurance Committee Handbook (NI).

2.3.2. The Chair of NIJAC, in consultation with the Chief Executive will appoint the Chair of the Audit and Risk Assurance Committee, taking into consideration the skills mix required to allow them to carry out the role fully.

2.3.3. The Chief Executive, on behalf of the Chair of NIJAC, will issue a formal letter of appointment to all members of the Audit and Risk Assurance Committee.

2.3.4. The Terms of Reference for the Audit and Risk Assurance Committee are attached at Appendix 2 to this document.

2.4. Establishment of other Committees

2.4.1. NIJAC may, under paragraph 8 of Schedule 2 to Justice (NI) Act 2002, establish such other committees as it requires for the effective discharge of its responsibilities.

2.5. Committee Structure

2.5.1. Plenary has established the following standing committees, in addition to the Audit and Risk Assurance Committee:

- The Business Committee
- The Advisory Committee

2.5.2. The Terms of Reference for these standing committees are set out at Appendices 3 and 4 respectively.

2.5.3. Attendance at Plenary and standing committees is required to be disclosed in the Governance Statement contained in the AR&As.

2.6. Information Security

2.6.1. A Member shall not disclose to any person, except a Member of NIJAC, any committee papers unless the law requires such disclosure.

2.6.2. In determining what papers should be regarded as confidential NIJAC shall take into account the requirements of its Publication Scheme.

2.6.3. NIJAC aims to ensure that all information is safeguarded and kept securely. NIJAC holds a suite of Information Assurance policies; members are required to adhere to these policies together with the Government Security Classification Scheme at all times.

2.7. Code of Conduct and Declaration of Interest

2.7.1. Commissioners shall abide by the Code of Conduct. A printed copy of the Code of Conduct, these Standing Orders and Terms of Reference shall be given to each Commissioner, and each Member of any committee.

2.7.2. Each Commissioner should take personal responsibility to declare proactively any perceived, potential or actual conflict of interest arising out of business undertaken by NIJAC (at meetings, electronically or otherwise), or from changes in the Commissioner's personal circumstances. The Committee Chair¹ should then determine an appropriate course of action. For example, the Commissioner may be asked to stand down / leave while a particular item of business is addressed.

¹ Where appropriate this may be addressed through the Chief Executive or their nominee

2.7.3 A member of the Commission with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a fair minded and informed observer would reasonably regard as so significant that it is likely to affect the member's judgment.

2.7.4 Within 28 days of first appointment to NIJAC, a Member must register his or her interests in NIJAC's register maintained for that purpose by providing written notification to the Chief Executive of NIJAC, in accordance with NIJAC's policy on interests.

2.7.5 A Member must, within 28 days of becoming aware of any change to the details and interests specified upon appointment, provide written notification to the Chief Executive of NIJAC, of that change.

2.7.6 The Chief Executive of NIJAC shall record in a register to be kept for the purpose and also communicate as soon as possible to Plenary or any committee, if appropriate, particulars of any notifications given by a Commissioner of any interest and the register shall be open during office hours for inspection. Where any other perceived, potential or actual conflicts of interest arise the Conflict of Interest policy will apply. NIJAC's Conflict of Interest policy gives guidance as to what may be considered at a potential, perceived or actual conflict².

2.7.7 Because Executive NDPBs are required, other than exceptionally, to follow generally accepted accounting practices, Commissioners must facilitate compliance with the need under the FReM for material

(i) ² Involvement in any decision that could lead to the appointment of a close relative or close personal friend or close business associate;

(ii) Involvement in, or influencing, the award of a contract where the individual is connected to any of the tenderers or applicants;

(iii) Carrying out business on behalf of NIJAC with their own or a relative's company;

(iv) Owning shares in, or working for, organisations that have dealings with NIJAC; and

(v) Accepting gifts and hospitality in connection with their official role.

transactions with related parties to be disclosed in Financial Statements. “Related parties” include close members of the family of an individual, who are defined for the purposes of the standard as those family members, or members of the same household, who may be expected to influence, or be influenced by, that person in their dealings with the reporting entity. Any interest deemed to be a conflict with the member’s responsibilities is required to be disclosed in the NIJAC AR&As.

2.8. Suspension, Variation and Revocation of Standing Orders

2.8.1. Any of the Standing Orders or Terms of Reference may be suspended with regard to any business of the Commission or Committee at the direction of, or with the agreement of the Chair of NIJAC (or in their stead a nominated ‘Appropriate Person’) or the Committee concerned.

2.8.2. Additionally, these Standing Orders and Terms of Reference, or the arrangements under them may be varied, amended or adjusted at any time with the consent of Plenary.

2.9. Interpretation of Standing Orders

2.9.1. The ruling of the Chair of NIJAC as to the application or interpretation of these Standing Orders shall not be challenged.

2.9.2. Where appropriate, these Standing Orders apply to meetings of committees and in such cases reference to the Chair applies to the Chair of Committees.

3. Scheme of Delegation

3.1. NIJAC responsibilities

3.1.1. The responsibilities of NIJAC are set out in the Justice (NI) Act 2002, as amended and in the MS/FM. Under Schedule 2, sections 8 and

9 of the Justice (NI) Act 2002, the Commission may regulate its own proceedings.

3.1.2. The Board of NIJAC (Plenary) has corporate responsibility for ensuring that it fulfills its statutory obligations and the aims and objectives agreed with its sponsor department. A detailed list of responsibilities of the Commission is set out in the MS/FM and the Justice (NI) Act 2002 and includes the requirement to comply with the Code of Conduct (7 Nolan Principles).

3.2. Chair of NIJAC responsibilities

3.2.1. The Chair of NIJAC is an ex officio position. NIJAC is chaired by the Lady Chief Justice of Northern Ireland in line with the requirements set out in the Justice (NI) Act 2002. The tenure of the position is for the period as incumbent. The Chair may appoint an Appropriate Person (AP) to carry out any function or responsibility she considers appropriate. If the office of the Lady/Lord Chief Justice is vacant, or she/he is not available, the senior Lady/Lord Justice of Appeal who is available will act as Chair. The Lady/Lord Justice of Appeal does not have to be a member of NIJAC's Commission to act as Chair.

3.2.2. The Chair of NIJAC is responsible for leadership and ensuring delivery on the priorities identified by NIJAC. The Chair must ensure that NIJAC's policies and affairs are conducted with probity. The Chair of NIJAC is also responsible for compliance with and delivery of the agreed Terms of Reference for Plenary. A detailed list of the Chair's responsibilities is set out in the MS/FM.

3.2.3. The Chair of NIJAC is responsible for the performance management of the Chief Executive.

3.3. The responsibilities of NIJAC's Chief Executive

- 3.3.1.** The Chief Executive is the AO for NIJAC and is therefore responsible to the Commission for the discharge of NIJAC's responsibilities. The AO is also responsible for promoting the efficient, economic and effective use of staff and other resources.
- 3.3.2.** The AO of the Sponsor Department has designated the Chief Executive as the AO for NIJAC. The Chief Executive's relevant responsibilities as AO including responsibility for the propriety and regularity of the public finances and for keeping proper records are set out in the Non-Departmental Public Bodies Accounting Officers' Memorandum issued by DFP and published in MPMNI.
- 3.3.3.** The AO has overall responsibility for ensuring NIJAC applies high standards of corporate governance, including effective support for the Board's performance and management of risks, to ensure it is well placed to deliver its objectives, and is sufficiently robust to face challenges that it encounters; for maintaining a sound system of internal control that supports the achievement of NIJAC's policies, aims and objectives, whilst safeguarding the public funds and departmental assets for which the AO is personally responsible.
- 3.3.4.** It is important that the AO takes personal responsibility for ensuring that he or she manages and delivers to the standards contained in MPMNI and the MS/FM. In particular, the AO must personally sign NIJAC's AR&As, specifically the Strategic Report, the Director's Report, the Remuneration Report and the Governance Statement contained within the Annual Report.
- 3.3.5.** The Management Statement makes the Chief Executive responsible for directing and maintaining administrative structures which enable the Commission to discharge its statutory responsibilities efficiently and

effectively and for ensuring that all legitimate decisions of NIJAC are implemented. The Chief Executive is required to challenge any action that would infringe the principles of MPMNI.

3.3.6. The Chief Executive is responsible for:

- a)** developing, delivering and reviewing where necessary NIJAC's Corporate Governance Framework to the standards set out in:
 - the Justice (NI) Act 2002, as amended
 - the Commission's Code of Conduct, Standing Orders and Scheme of Delegation.
 - other guidance and regulations applying to NDPBs, including the Freedom of Information Act and the Data Protection Act.
- b)** Planning and monitoring the work of the Commission in pursuance of its statutory functions and wider strategic aims.
- c)** Ensuring that risks and resources are managed and the records management policies and procedures underpinning the Corporate Governance reflect best practice at all times.
- d)** Providing assistance, advice and support to the Chair of the Commission and the Chairs of committees, on the discharge of its responsibilities.
- e)** Advising and guiding the Commission on the Corporate Governance aspects of any aspect of the Commission's business.

3.3.7. In addition the Chief Executive acts as NIJAC's Consolidation Officer for the purposes of Whole of Government Accounts and as Principal Officer for Northern Ireland Judicial Appointments Ombudsman cases. Also as Senior Information Risk Owner, the Chief Executive acts as NIJAC's

departmental Security Officer and IT Security Officer for the purposes of security and information assurance.

3.3.8. The Chief Executive is supported by an Senior Management Team (SLT) who will assist the Chief Executive, as NIJAC's AO, in directing all aspects of NIJAC's business in order to achieve the objectives and performance measures in the Corporate and Business Plans.



The Plenary Terms of Reference

1. Introduction

- 1.1. Plenary is the Board of NIJAC and ordinarily comprises of 13 Commissioners drawn from the judiciary, legal profession and other backgrounds. The Chair of NIJAC is the Chair of Plenary who may nominate an Appropriate Person to act in her stead.
- 1.2. These Terms of Reference may be varied or the arrangements under them may be varied, amended or adjusted at any time with the consent of Plenary.

2. Quorum

- 2.1. No business shall be transacted at a meeting of Plenary unless at least six members are present (The Chair, 3 members drawn from the judicial and legal members and 2 lay members), which shall be the quorum for Plenary meetings.
- 2.2. The agreed quorum also applies to business consulted upon electronically.
- 2.3. At each meeting of Plenary the Chair shall preside.
- 2.4. If, during a meeting of Plenary, the Chair declares that there is not a quorum present the meeting shall be adjourned, or, if the meeting continues, no decisions shall be taken.

3. Meetings

- 3.1. Meetings may be held five times a year and at other times as required. The dates will be set each year in January by the Chief Executive in consultation with the Chair.
- 3.2. Any further meetings may be called by the Chair and all Members notified a minimum of 2 days prior to the meeting.
- 3.3. Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed and papers relating thereto shall be forwarded to each member, and any person required to attend, one week before the meeting.
- 3.4. For matters that arise between meetings where approval is sought electronically, approval is assumed if no response is received within a defined timeframe. Where the Chief Executive considers Plenary's electronic approval requires a written response those matters will be highlighted and a minimum of responses (based on quorum) will be required. Should any sensitive comments be necessary in a response these are to be attached in a password protected document. If an urgent matter requires attention, the Chief Executive has discretion to act and seek appropriate ratification.
- 3.5. **Special Meetings:** The Chair shall call a special meeting if a requisition, signed by four Commission members, is presented to her. If the Chair refuses to call or does not call a special meeting within seven days after a requisition, appropriately signed, then a special meeting may be called by any four members. A special meeting may also be called at any time by the Chair.

4. Adjournment and cancellation of meetings

- 4.1. The Plenary may adjourn any meeting to a later hour, on the same day, or to another day or hour.
- 4.2. If any meeting is adjourned in accordance with this paragraph, the reconvened meeting shall be deemed to be a continuation of the original meeting.
- 4.3. Where possible no business shall be transacted at a reconvened meeting which was not on the agenda for the original meeting unless reasonable notice is given to each member of Plenary.
- 4.4. When meetings are cancelled, the Chief Executive shall notify Members and set an alternative date as soon as possible.

5. Attendance at meetings

- 5.1. Only members of the Plenary shall have the right to attend Plenary meetings.
- 5.2. Meetings, other than in circumstances agreed by Plenary, will be held in closed session and not open to the general public.
- 5.3. Other individuals may be invited to attend all or part of any meeting as appropriate.
- 5.4. The Chief Executive and other members of the SLT as appropriate will normally attend Plenary Meetings.
- 5.5. The Plenary may ask any other officials of NIJAC to attend to assist it with its discussions in any particular matter.

6. Conduct of Plenary Meetings

- 6.1.** Where a member of Plenary is unable to attend a Plenary meeting, he or she should send an apology to the Chief Executive in advance of the meeting.
- 6.2.** During Plenary meetings, all remarks shall be addressed to the Chair. Any questions to another Member should also be addressed through the Chair.
- 6.3.** A point of order shall relate only to an alleged breach of a Standing Order or Statutory Provision.
- 6.4.** The ruling of the Chair on a point of order shall not be open to discussion.
- 6.5.** Whenever two or more Members of Plenary wish to speak, the Chair shall decide on precedence.

7. Secretarial support

- 7.1.** The Plenary will have access to sufficient resources in order to carry out its duties. This will include the support of the NIJAC staff who will be responsible for arranging meetings, drafting agendas in consultation with the Chair, commissioning and circulating papers, maintaining Plenary records including taking minutes and undertaking any Plenary business that may fall outside meetings.
- 7.2.** The Chief Executive will ensure that all members have current knowledge of NIJAC's objectives and priorities and of their role as a Plenary member.

8. Minutes

- 8.1.** Plenary proceedings, decisions and actions required from all meetings will be minuted and will include a record of the names of those present and in attendance.
- 8.2.** Any perceived, potential or actual conflicts shall be identified at the start of each meeting and recorded in the minutes. Where appropriate each member shall have a duty to notify any circumstances which may constitute a conflict of interest to the Chief Executive and/or Chair at the earliest possible stage to enable determination to be made as to what procedure should be adopted to limit the Commissioner's participation in the meeting in respect of the Agenda item(s) which gives rise to the perceived, potential or actual conflict.
- 8.3.** Draft minutes of Plenary's meeting will be issued promptly after each meeting and shall be sent to every Member for their comment.
- 8.4.** Members should respond promptly with suggested amendments.
- 8.5.** The Draft Final minutes of each Plenary meeting will be presented at the following meeting for ratification and signing by the Chair.
- 8.6.** Minutes of the previous meeting should be taken as read and no motion shall be put or discussion take place except upon their accuracy.
- 8.7.** The Chief Executive shall ensure that signed Plenary minutes are placed on the NIJAC website, where possible within 10 working days of the final minutes being signed by the Chair.

9. Responsibilities

- 9.1.** The Plenary will undertake the following tasks, either by way of meeting or electronically:

- a) consider and approve the NIJAC Annual Report and Accounts
- b) approval of budget allocation from sponsor department and intended annual budget allocation assigned by the SLT
- c) receive and consider the Audit and Risk Assurance Committee Annual Report on the work of the Committee in discharging its responsibilities, timed to support the preparation of the Governance Statement within the NIJAC Annual Report and Accounts
- d) consider the annual report from the Chair of the Business and Advisory Committees on their performance and effectiveness for the year
- e) review the NIJAC Risk Register contained in the Chief Executive's Report to Plenary
- f) consider the update from the Chair of each Committee outlining the progress and work of the Committee to date, this will include a review of the Committee minutes
- g) approve the minutes of the last meeting of Plenary (and any special meeting(s) held since the last meeting) as a correct record
- h) allow Members to declare personal interests
- i) dispose of business (if any) remaining from the last meeting
- j) receive and consider matters for decision submitted, matters for debate raised, and reports submitted by committees
- k) receive such communications as the Chair may desire to lay

before Plenary

- l) receive such reports as the Chief Executive may desire to bring before Plenary
- m) make such alterations in the membership of standing committees and subcommittees as Plenary may think fit
- n) annually evaluate its own performance and effectiveness
- o) deal with any other business expressly required by statute to be done, and
- p) receive Scheme updates and Lessons Learned Reports from the Chairs of Selection Committees.

10. Special meeting of Plenary

10.1. The order of business at a Special Meeting of Plenary shall be determined by the Chair.

11. Voting at Plenary meetings

11.1. Where a decision is required by Plenary, it shall be decided by a majority vote.

11.2. Voting, if required, shall normally take place by show of hands.

11.3. If the result of the vote is equal, the Chair shall have a second, casting vote.

12. The Appointment of Standing Committees of Plenary

12.1. Plenary shall appoint such standing committees as they see fit and may appoint at any time such sub-committees as are appropriate.

12.2. With the exception of the Audit and Risk Assurance Committee, Plenary may at any time dissolve a committee or alter its membership.

12.3. The Chair shall be an ex-officio Member of every committee appointed by Plenary other than committees in respect of selection of an applicant for appointment.

12.4. A Member, whose proposal has been referred to any committee, of which he is not a Member, may explain his proposal to the committee but shall not vote.

13. Ad Hoc Committees

13.1. Plenary may appoint such ad hoc committees as considered appropriate.

13.2. Ad hoc committees shall regulate their own conduct, abiding by NIJAC policies and procedures.



The Audit and Risk Assurance Committee
Terms of Reference

1. Introduction

- 1.1** The Audit and Risk Assurance Committee (“Committee”) is a committee of the Northern Ireland Judicial Appointments Commission’s Plenary, from which it derives its authority and to which it shall regularly report. The Committee has been established and functions in accordance with Department of Finance guidance - Corporate governance in central government departments: Code of Good Practice (NI) 2013 and the Audit and Risk Assurance Committee Handbook (NI) 2018.
- 1.2** These Terms of Reference may be varied or the arrangements under them may be varied, amended or adjusted at any time.
- 1.3** These Terms of Reference should be read in conjunction with the Audit and Risk Assurance Committee Handbook (NI) that provides a detailed explanation of members’ responsibilities on ARAC.

2. Purpose

- 2.1.** The purpose of the Committee is to support Plenary and the Accounting Officer (AO) in monitoring risk, control, governance, and associated assurance.

3. Chair

- 3.1** Having regard to the skills required the Chair of the Plenary will appoint one of the Lay Commissioners of Plenary as the Chair of the

Committee. In the absence of the Chair of the Committee, the remaining members present shall elect one of themselves to chair the meeting.

- 3.2** The Chair will be responsible for ensuring the work of the Committee is effective, that the Committee is appropriately resourced and that it maintains appropriate communication with stakeholders.
- 3.3** A briefing session for the Chair of the Committee will be held at an agreed date and time before each Committee meeting.
- 3.4** The Chair must ensure they fully understand the Terms of Reference of the Committee.

4. Members

- 4.1.** Members of the Committee shall be appointed by the Chair of NIJAC in consultation with the Chief Executive. The Committee will consist of at least 4 members.
- 4.2.** The Committee may ask any other officials of NIJAC to attend to assist it with its discussions in any particular matter.
- 4.3.** Where possible at least one of the Committee members will have recent and relevant financial experience.

5. Quorum

- 5.1** The quorum necessary for the transaction of business shall be three; this is to include one Lay Commissioner. Quorate may be amended proportionate to current Board membership; an example being if Plenary membership reduces to 7 quorate for ARAC may be reduced to 2, and must include one Lay Commissioner. The agreed quorum equally applies to decisions consulted upon electronically.

5.2 A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions of the Committee. If the result of any vote is equal, the Chair shall have a second, casting vote. If the meeting is inquorate Committee decisions cannot be made and any discussions will be informal only.

6. Meetings

6.1 Meetings shall be held four times a year and at other times as required.

6.2 Meetings of the Committee may be called at any time by the Chair of the Committee or by NIJAC's Chair.

6.3 Any other member of the Committee, the Plenary, the AO, the internal auditor or external auditor may each request the Chair of the Committee to convene a meeting at any time.

6.4 Unless otherwise agreed, where possible notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed and papers relating thereto shall be forwarded to each Committee member, and any person required to attend a reasonable period before the meeting.

6.5 In the event of an issue arising between meetings approval may be sought electronically; for routine matters, approval is assumed if no response is received within a defined timeframe. Where the Chief Executive considers the Committee's electronic approval requires a written response those matters will be highlighted and a minimum of responses (based on quorum) will be required. Should any sensitive comments be necessary in a response these are to be attached in a password protected document. If an urgent matter requires attention,

the Chief Executive will act and seek immediate ratification from the Chair of NIJAC.

7. Reporting

7.1 The Chair of the Committee will formally report in writing to the AO and Plenary after each meeting. The minutes of the Committee meeting can be used as the written report, presented by the Chair of the Committee to highlight the advice being provided. These reports should be copied to the Head of Internal Audit and External audit.

7.2 The Committee will provide Plenary and the AO with an Annual Report, timed to support finalisation of the accounts and Governance Statement, summarising its conclusions from work it has done during the year.

7.3 The Annual Report will incorporate the Committee's assessment of its own performance.

8. Rights

8.1 The Committee may

- Procure specialist adhoc advice at the expense of NIJAC, subject to budgets agreed by the AO/Plenary.

9. Attendance at meetings

9.1 Only members of the Committee shall have the right to attend Committee meetings. Other individuals may be invited to attend all or part of any meeting as appropriate. The AO, the Director of Finance and Corporate Services, representatives from Internal and External Audit will be invited to attend meetings on a regular basis.

9.2 Representatives from the Sponsorship Department will attend meetings on a regular basis, in an observer capacity only.

9.3 Any member of the Committee or the Internal or External Auditor may ask the Chair to request the withdrawal of any non-member from any meeting or part of a meeting to facilitate open and frank discussion of particular matters.

10. Access to the Chair

10.1 In addition to an annual meeting the Head of Internal Audit and the Northern Ireland Audit Office (NIAO) representatives will have free and confidential access to the Chair of the Committee.

10.2 The Chair or his representative shall attend an annual meeting of the Sponsor Department's Arms Length Body Audit Committee Chairs.

11. Secretarial support

11.1. The Committee will have access to sufficient resources in order to carry out its duties. This will include the support of NIJAC staff who will be responsible for arranging meetings, drafting agendas, commissioning and circulating papers, maintaining Committee records including taking minutes and undertaking any Committee business that may fall outside meetings.

11.2 The Chief Executive will ensure that all Committee members have current knowledge of NIJAC's objectives and priorities and of their role as a Committee member.

12. Minutes

- 12.1** Committee proceedings, decisions and actions required from all meetings will be minuted and will include a record of the names of those present and in attendance. The Sponsorship Department's representative will be recorded in their capacity as observer.
- 12.2** Any perceived, potential or actual conflicts shall be identified at the start of each meeting and recorded in the minutes. Where appropriate each member shall have a duty to notify any circumstances which may constitute a conflict of interest to the Chief Executive and/or Chair at the earliest possible stage to enable determination to be made as to what procedure should be adopted to limit the member's participation in the meeting in respect of the Agenda item(s) which gives rise to the perceived, potential or actual conflict.
- 12.3** The draft Final minutes of each meeting will be presented at the following meeting for ratification and signing by the Chair.

13. Disclosure

- 13.1** The Committee's Terms of Reference and membership will be available on the NIJAC website.
- 13.2** The NIJAC Annual Report and Accounts (AR&A) will describe the role, responsibilities and composition of the Committee.

14. Training

- 14.1** NIJAC will make resources available to provide Committee members with appropriate and timely training, in the form of a suitable induction process for new members and ongoing training as appropriate for existing members.

15. Conduct

15.1 The same expectations for conduct as set out in the Code of Conduct for Commissioners apply to all members of the Committee.

16. Scope of delegated authority

16.1 The Committee is a committee of Plenary to which it reports on a regular basis.

16.2 The Committee's authority extends to all relevant matters (as set out in these Terms of Reference) relating to the carrying out of NIJAC's functions.

16.3 The Committee is authorised by Plenary to investigate any matters within its Terms of Reference and to seek any information it requires from any Plenary Member or employee of NIJAC in order to carry out its duties.

16.4 Subject to consultation with the Chief Executive the Committee may establish ad-hoc sub-committees. The Committee is responsible for setting the terms of reference for any such committee it establishes at the outset, appointing not more than two persons who are not members of NIJAC. The ad-hoc sub-committee may produce a final report to include recommendations which will be considered by the Committee, no recommendations from an ad-hoc sub-committee shall be submitted to Plenary unless it has first been considered by the Committee.

16.5 Ad hoc sub-committees shall regulate their own conduct, abiding by NIJAC policies and procedures.

16.6 Subject to consultation with the Chief Executive the Committee is authorised by Plenary to obtain independent legal or other professional advice at NIJAC's expense, adhering to proper procurement

procedures. This will be facilitated by the Senior Leadership Team (SLT). The Committee may also commission reports and require the attendance at meetings of staff and/or other individuals with relevant experience, if it considers this necessary.

17. Responsibilities

17.1 The Committee will advise Plenary and the AO on

- the strategic process for risk, control and governance and the Governance Statement
- the accounting policies, the accounts, and the annual report of NIJAC, including the process of review of the accounts prior to submission for audit, levels of error identified, and the management's letter of representation to the External Auditors
- the planned activity and results of both Internal and External Audit
- adequacy of management response to issues identified by audit activity, including External Audit's Report to Those Charged with Governance
- assurances relating to the management of risk and corporate governance requirements for NIJAC
- proposals for tendering Internal Audit services
- anti-fraud policies, whistle-blowing processes, and arrangements for special investigations, and
- the Committee will also periodically review its own effectiveness and report the results of that review to Plenary.

17.2. The Committee will support Plenary and the AO by reviewing the comprehensiveness, reliability and integrity of the assurances provided to the Committee regarding NIJAC's internal controls, risk management processes and governance. This includes financial, operational and compliance controls and the quality and reliability of financial reporting. On the basis of assurances provided to it, the Committee will form an overall view of the state of risk management, governance and internal control in NIJAC which it will report to Plenary.

17.3 In order to discharge the responsibilities delegated to it by Plenary, the committee shall seek assurance that:

- a proper framework of prudent and effective controls exists, so that risks can be assessed, managed and taken prudently
- clear accountabilities exist for managing risks, and
- staff are equipped with the relevant skills and guidance.

17.4 The Committee will undertake the following tasks:

17.4.1 *Financial Management and Reporting*

The Committee should ensure the production and review of the Annual Report and Accounts It should consider significant accounting policies, any changes to them and any significant estimates and judgements, if possible before the start of the financial year. It should also review the clarity and completeness of disclosures in the year-end financial statements and consider whether the disclosures made are set properly in context.

The Committee will not itself be able to review the accounts in detail in order to advise the AO whether they are true and fair. Therefore a comprehensive overview of the financial statements by the Director of Finance and Corporate Services will be prepared and submitted to the

Committee, including comparisons with the prior year and current year budget, and an explanation for any issues arising. In reaching a view on the accounts, the Committee should consider:

- ✓ key accounting policies and disclosures;
- ✓ assurances about the financial systems which provide the figures for the accounts;
- ✓ the quality of the control arrangements over the preparation of the accounts;
- ✓ key judgements made in preparing the accounts;
- ✓ any disputes arising between those preparing the accounts and the auditors; and
- ✓ reports, advice and findings from external audit.

17.4.2 Internal controls, risk management systems and governance

The Committee shall:

- Keep under regular review the adequacy and effectiveness of NIJAC's internal controls and mechanisms for identifying, evaluating and managing risks to NIJAC including any changes to the risk management policy and risk appetite statement
- Liaising with the Business Committee as required, oversee and appraise the risk management and assurance framework, without second guessing management, to provide assurance that the arrangements are actively working in the organisation.
- Oversee and appraise the adequacy and effectiveness of control processes in responding to risks within the organisation's governance, operations, compliance and information systems.
- Note any Direct Award Contracts over £500

- Liaising with the Business Committee as required, consider whether appropriate internal controls and risk management processes are in place to support the Governance Statement made by the Accounting Officer, and
- Consider whether the corporate governance arrangements comply with legal requirements and good practice.

17.4.3 Whistleblowing and fraud

The Committee shall:

- Review NIJAC's arrangements (as contained in the NIJAC Whistleblowing Policy) by which staff can raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters. The Committee shall ensure these arrangements allow proportionate and independent investigation of such matters and appropriate follow up action.
- Review NIJAC's procedures for detecting, responding to and registering fraud, and
- Ensure that if any member of staff feels unable to raise a matter of fraud through the normal management chain, for whatever reason, they can bring the matter to the Chair of the Committee.

17.4.4 Internal Audit

The Committee will be advised by the internal audit function. The Committee shall:

- Monitor and review the effectiveness of the internal audit function in the context of NIJAC's overall risk management system at least once a year
- Advise the AO on the appointment and removal of Internal Audit
- Consider and approve the remit of the internal audit function and ensure it has appropriate access to information, without endangering the confidentiality of schemes and applicants, to enable it to perform its function effectively and in accordance with Public Sector Internal Audit Standards
- Provide a forum for discussion to identify areas worthy of investigation by Internal Audit
- Review and approve the internal audit strategy and annual work plans (including costs) to ensure that the scope is appropriate and reflects NIJAC's exposure to risk. Prioritise tasks as necessary and support the Head of Internal Audit's responsibility to provide an annual opinion. The Committee may discuss with the Internal Auditor areas of NIJAC's work on which it desires specific assurance
- Consider promptly all reports from the Internal Auditor, and
- Review and monitor the adequacy of management responses to internal audit findings and where they are accepted by management, ensure recommendations are implemented.

17.4.5 External Audit

NIJAC's annual accounts will be subject to annual audit by the Northern Ireland Audit Office (NIAO). The NIAO shall have the power to carry out economy, efficiency and effectiveness examinations of NIJAC. The Committee shall:

- Consider and review the fee for audit and non-audit services, and ensure that the level of fees is appropriate to enable an adequate audit to be conducted
- Review and approve the annual external Audit Plan and Strategy at the commencement of each audit and any other planned activity
- Review the findings of the audit. This shall include but not be limited to:
 - A discussion of the major issues which arose during the audit
 - Any accounting and audit adjustments
 - Levels of error identified during the audit
- Review any management representation letters requested by the external auditor
- Consider and review the NIAO's Report to Those Charged with Governance, and any other reports from the NIAO. Also review and monitor the adequacy of management responses to the findings and, where they are accepted by management, ensure recommendations are implemented
- Consider the way in which the External Auditor is co-operating with Internal Audit to maximise overall audit efficiency, capture opportunities to derive a greater level of assurance and minimise unnecessary duplication of work
- Review and consider the potential implications for NIJAC of the wider work carried out by the external auditor, for example, Value for Money reports and good practice findings and

- Where there is a need to do so, develop a policy on the supply of non-audit services by the external auditor, taking into account any relevant ethical guidance on the matter.



The Business Committee Terms of Reference

1. Introduction

- 1.1. The Business Committee (“Committee”) is a committee of the Northern Ireland Judicial Appointments Commission’s Plenary, from which it derives its authority and to which it shall regularly report.
- 1.2. These Terms of Reference may be varied or the arrangements under them may be varied, amended or adjusted at any time.

2. Purpose

- 2.1. The purpose of the Committee is to provide on behalf of Plenary oversight of the effective & efficient use of resources by NIJAC within agreed risk parameters.

3. Members

- 3.1. Members of the Committee shall be appointed by the Chair of NIJAC in consultation with the Chief Executive. The Committee will consist of at least 4 members.
- 3.2. The Committee may ask officials of NIJAC to attend to assist it with its discussions in any particular matter.

4. Quorum

- 4.1. The quorum necessary for the transaction of business shall be three; this is to include one Lay Commissioner. Quorate may be amended

proportionate to membership; an example being if Plenary membership reduces to 7 quorate for Business Cte may be reduced to 2, and must include one Lay Commissioner. The agreed quorum equally applies to decisions consulted upon electronically.

- 4.2. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions of the Committee. If the result of any vote is equal, the Chair shall have a second, casting vote. If the meeting is inquorate Committee decisions cannot be made and any discussions will be informal only.

5. Meetings

- 5.1. Meetings may be held four times a year and at other times as required.
- 5.2. Unless otherwise agreed, where possible notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed and papers relating thereto shall be forwarded to each Committee member, and any person required to attend a reasonable period before the meeting.
- 5.3. For matters that arise between meetings where approval is sought electronically approval is assumed if no response is received within a defined timeframe. Where the Chief Executive considers the Committee's electronic approval requires a written response those matters will be highlighted and a minimum of responses (based on quorum) will be required. Should any sensitive comments be necessary in a response these are to be attached in a password protected document. If an urgent matter requires attention, the Chief Executive has discretion to act and seek appropriate ratification.

6. Chair

- 6.1.** The Chair of Plenary will appoint a Commissioner as the Chair of the Committee. In the absence of the Chair of the Committee, the remaining members present shall elect one of themselves to chair the meeting.
- 6.2.** The Chair will be responsible for ensuring the work of the Committee is effective, that the Committee is appropriately resourced and that it maintains appropriate communication with stakeholders.
- 6.3.** A briefing session for the Chair of the Committee will be held at an agreed date and time before each Committee meeting.
- 6.4.** The Chair must ensure they fully understand the Terms of Reference of the Committee.

7. Reporting

- 7.1.** The Chair of the Committee will present an update on the work and progress of the Committee at each Plenary meeting following the Committee meeting. The Chair's report will be presented together with the official minutes of the meeting as agreed by the members of the Committee.
- 7.2** The Committee will provide Plenary with an Annual Report, timed to support finalisation of the accounts and summarising its conclusions from work it has done during the year.
- 7.3** The Annual Report will incorporate the Committee's assessment of its own performance.

8. Attendance at meetings

- 8.1.** Only members of the Committee shall have the right to attend Committee meetings. Other individuals may be invited to attend all or part of any meeting as appropriate. The Chief Executive and/or a member of the Senior Leadership Team (SLT) will be invited to attend all meetings.
- 8.2.** Any member of the Committee may ask the Chair to request the withdrawal of any non-member from any meeting or part of a meeting to facilitate open and frank discussion of particular matters.

9. Secretarial support

- 9.1.** The Committee will have access to sufficient resources in order to carry out its duties. This will include the support of NIJAC staff who will be responsible for arranging meetings, drafting agendas, commissioning and circulating papers, maintaining Committee records including taking minutes and undertaking any Committee business that may fall outside meetings.
- 9.2.** The Chief Executive will ensure that all Committee members have current knowledge of NIJAC's objectives and priorities and of their role as a Committee member.

10. Minutes

- 10.1.** Committee proceedings, decisions and actions required from all meetings will be minuted and will include a record of the names of those present and in attendance.
- 10.2.** Any perceived, potential or actual conflicts shall be identified at the start of each meeting and recorded in the minutes. Where appropriate each member shall have a duty to notify any circumstances which may constitute a conflict of interest to the Chief Executive and/or Chair at the

earliest possible stage to enable determination to be made as to what procedure should be adopted to limit the member's participation in the meeting in respect of the Agenda item(s) which gives rise to the perceived, potential or actual conflict.

11. Disclosure

11.1. NIJAC's Annual Report and Accounts will describe the role, responsibilities and composition of the Committee.

12. Training

12.1. NIJAC will make resources available to provide Committee members with appropriate and timely training, in the form of a suitable induction process for new members and ongoing training as appropriate for existing members.

13. Conduct

13.1. The same expectations for conduct as set out in the Code of Conduct for Commissioners apply to all members of the Committees.

14. Scope of delegated authority

14.1. The Committee is a committee of the Plenary to which it reports on a regular basis.

14.2. The Committee's authority extends to all relevant matters (as set out in these Terms of Reference) relating to the carrying out of NIJAC's functions.

14.3. The Committee is authorised by Plenary to investigate any matters within its Terms of Reference and to seek any information it requires from any Plenary Member or employee of NIJAC in order to carry out its duties.

14.4. Subject to consultation with the Chief Executive the Committee may establish ad-hoc sub-committees. The Committee is responsible for setting the terms of reference for any such committee it establishes at the outset, appointing not more than two persons who are not members of NIJAC. The ad-hoc sub-committee may produce a final report to include recommendations which will be considered by the Committee, no recommendations from an ad-hoc sub-committee shall be submitted to Plenary unless it has first been considered by the Committee.

14.5. Ad hoc sub-committees shall regulate their own conduct, abiding by NIJAC policies and procedures.

14.6. Subject to consultation with the Chief Executive the Committee is authorised by Plenary to obtain independent legal or other professional advice at NIJAC's expense, adhering to proper procurement procedures. This will be facilitated by the SLT. The Committee may also commission reports and require the attendance at meetings of staff and/or other individuals with relevant experience, if it considers this necessary.

14.7. Responsibilities

14.8. The Committee is responsible for providing oversight on behalf of Plenary by discharging the following responsibilities:

- The approval of publication of the Business Plan and Corporate Plan and overseeing the Chief Executive's review and monitoring of performance against the Business and Corporate Plan objectives. This will include assessing the adequacy of the stated corrective action in the event of variances to plans occurring.
- Ensure that the Annual Report and Accounts (AR&A) are prepared in line with the agreed timetable and that adequate resources are available for this process. General review of the AR&A prior to

submission to NIAO for external audit ensuring summary information and narrative included in the document is consistent with information presented to members during the year.

- The approval of the commencement of Appointment Schemes and outreach plans including the use of Reserve Lists for High Court and County Court recruitment plus monitoring progress of Appointments and Renewals. The membership of panels for Appointment Schemes, as proposed by the Chief Executive, will be shared with the Committee for comment, prior to consultation and final approval by the Chair of NIJAC
- Being consulted on budget allocation from sponsor department and intended annual budget allocation assigned by the Senior Leadership Team (SLT). During the year scrutiny of variances of actual expenditure to budget/forecast expenditure and of relevant actions being taken.
- Overseeing and monitoring the budget and use of public funds including an assessment of resource allocation, procurement practices and governance arrangements.
- Examination of a quarterly schedule of Business Cases for non-recurring/ project expenditure prior to the commencement of expenditure.
- Ensuring that procedures are in place for the identification and assessment of risk, and those risks impacting on the achievement of NIJAC's objectives are identified and reported on correctly in the Corporate Risk Register, and
- The approval of any Direct Award Contracts over £500.



The Advisory Committee
Terms of Reference

1. Introduction

- 1.1.** The Advisory Committee (“Committee”) is a committee of the Northern Ireland Judicial Appointments Commission’s Plenary, from which it derives its authority and to which it shall regularly report.
- 1.2.** These Terms of Reference may be varied or the arrangements under them may be varied, amended or adjusted at any time with the consent of Plenary.

2. Members

- 2.1.** Members of the Committee shall be appointed by Plenary. The Committee will consist of at least 5 members.
- 2.2.** The Committee may ask any other officials of NIJAC to attend to assist it with its discussions in any particular matter.

3. Quorum

- 3.1.1** The quorum necessary for the transaction of business shall be three; this is to include one Lay Member. Quorate may be amended proportionate to Plenary membership; an example being if membership reduces to 7 quorate for Advisory Cte may be reduced to 2, and must include one Lay Commissioner. The agreed quorum equally applies to decisions consulted upon electronically.

3.1.2 A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions of the Committee. If the result of any vote is equal, the Chair shall have a second, casting vote. If the meeting is inquorate, Committee decisions cannot be made and any discussions will be informal only. The Chair may decide to call a special meeting to undertake the remaining business.

4. Meetings

4.1. Meetings may be held four times a year, and at other times as required. The dates will be set each year in January by the Chief Executive in consultation with the Chair of the Committee.

4.2. Meetings of the Committee may be called at any time by the Chair of the Committee or the Chair of Plenary.

4.3. Any other member of the Committee or the Chief Executive may each request the Chair of the Committee to convene a meeting at any time.

4.4. Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed and papers relating thereto shall be forwarded to each Committee member, and any person required to attend a reasonable period before the meeting.

4.5. For matters that arise between meetings where approval is sought electronically approval is assumed if no response is received within a defined timeframe. Where the Chief Executive considers the Committee's electronic approval requires a written response those matters will be highlighted and a minimum of responses (based on quorum) will be required. Should any sensitive comments be necessary in a response these are to be attached in a password protected

document. If an urgent matter requires attention, the Chief Executive has discretion to act and seek appropriate ratification.

5. Chair

- 5.1.** The Chair of Plenary will appoint one of the Members of Plenary as the Chair of the Committee. In the absence of the Chair of the Committee, the remaining members present shall elect one of themselves to chair the meeting.
- 5.2.** The Chair will be responsible for ensuring the work of the Committee is effective, that the Committee is appropriately resourced and that it maintains appropriate communication with stakeholders.
- 5.3.** A briefing session for the Chair of the Committee will be held before the commencement of each Committee meeting.
- 5.4.** The Chair must ensure they fully understand the Terms of Reference of the Committee.

6. Reporting

- 6.1.** The Chair of the Committee will present an update on the work and process of the Committee at each Plenary meeting following the Committee meeting. The Chair's report will be presented together with the official minutes of the meeting as agreed by the members of the Committee.
- 6.2.** The Committee will provide Plenary with an Annual Report, timed to support finalisation of the accounts and summarising its conclusions from work it has done during the year.
- 6.3.** The Annual Report will incorporate the Committee's assessment of its own performance.

7. Attendance at meetings

- 7.1.** Only members of the Committee shall have the right to attend Committee meetings. Other individuals may be invited to attend all or part of any meeting as appropriate. The Chief Executive, and/or a member of the Senior Leadership Team (SLT), will be invited to attend all meetings.
- 7.2.** Any member of the Committee may ask the Chair to request the withdrawal of any non-member from any meeting or part of a meeting to facilitate open and frank discussion of particular matters.

8. Secretarial support

- 8.1.** The Committee will have access to sufficient resources in order to carry out its duties. This will include the support of NIJAC staff team, who will be responsible for arranging meetings, drafting agendas in consultation with the Chair, commissioning and circulating papers, maintaining Committee records including taking minutes and undertaking any Committee business that may fall outside meetings.
- 8.2.** The Chief Executive will ensure that all Committee members have current knowledge of NIJAC's objectives and priorities and of their role as a Committee member.

9. Minutes

- 9.1.** Committee proceedings, decisions and actions required from all meetings will be minuted and will include a record of the names of those present and in attendance.
- 9.2.** Any perceived, potential or actual conflicts shall be identified at the start of each meeting and recorded in the minutes. Where appropriate each

member shall have a duty to notify any circumstances which may constitute a conflict of interest to the Chief Executive and/or Chair at the earliest possible stage to enable determination to be made as to what procedure should be adopted to limit the Commissioner's participation in the meeting in respect of the Agenda item(s) which gives rise to the perceived, potential or actual conflict.

- 9.3. The draft Final minutes of each meeting will be presented at the following meeting for ratification and signing by the Chair.

10. Disclosure

- 10.1. NIJAC's Annual Report and Accounts will describe the role, responsibilities and composition of the Committee.

11. Training

- 11.1. NIJAC will make resources available to provide Committee members with appropriate and timely training, in the form of a suitable induction process for new members and ongoing training as appropriate for existing members.

12. Conduct

- 12.1. The same expectations for conduct as set out in the Code of Conduct for Commissioners apply to all members of the Committees.

13. Scope of delegated authority

- 13.1. The Committee is a committee of Plenary to which it reports on a regular basis.
- 13.2. The Committee's authority extends to all relevant matters (as set out in these Terms of Reference) relating to the carrying out of NIJAC's functions.

- 13.3.** The Committee is authorised by Plenary to investigate any matters within its Terms of Reference and to seek any information it requires from any Plenary Member or employee of NIJAC in order to carry out its duties.
- 13.4.** Subject to consultation with the Chief Executive the Committee may establish sub-committees. The Committee is responsible for setting the Terms of Reference for any sub-committee it establishes at the outset, appointing not more than two persons who are not members of NIJAC. The sub-committee shall produce a final report to include recommendations which will be considered by the Committee, no recommendations from a sub-committee shall be submitted to Plenary unless it has first been considered by the Committee
- 13.5.** Ad hoc sub-committees shall regulate their own conduct, abiding by NIJAC policies and procedures.
- 13.6.** Subject to consultation with the Chief Executive the Committee is authorised by Plenary to obtain independent legal or other professional advice at NIJAC's expense, adhering to proper procurement procedures. This will be facilitated by the SLT. The Committee may also commission reports and require the attendance at meetings of staff and/or other individuals with relevant experience, if it considers this necessary.

14. Purpose and Responsibilities

14.1. The Committee's purpose is:

To direct, support and advise the SLT in relation to the following areas of work:

- Direct programmes of action that result in applicants reflective of society and ensure valid and reliable assessment methods result in meritorious

appointments. Oversight of improvement, transformation and quality assurance of NIJAC's appointments and communications.

The Committee's Responsibilities are:

- **Engagement and Reflectivity** - Directing a programme of work to ensure delivery of the Programme of Action to result, as far as is reasonably practicable to do so, in a range of people reflective of the community being available for consideration for appointment on merit. To consider the analysis of equality monitoring and other data to inform the strategic direction and actions of the organisation.
- **Assessing Merit** - Directing a programme of work to ensure the design or adoption of effective, valid and reliable assessment methodologies, based on good practice approaches designed to select fairly and solely on the basis of merit.
- **Transformation and Quality Assurance** – Monitor, advise and guide the SLT in the creation and implementation of organisational transformation and consider informed analysis of data which can guide and inform the development.

Change Record

Issue date	Nature of change	Ratified by	Date ratified
03.4.17	Updating of document references		
03.4.17	Updated to reflect current Conflicts of Interest policy. Page 7 & 8: 2.72 and 2.7.6 Page 17: Plenary 8.2		
03.4.17	Inclusion of Variation Clause Page 9: 2.8.2 Page 13: Plenary 1.3 Page 20 ARAC 1.2 Page 36 Business Cte 1.2 Page 43 Policy Cte 1.2		
03.4.17	Inclusion of Chairman's ability to appoint an Appropriate Person (AP) Page 9: 2.8.1 Page 10: 3.1.1		
03.4.17	Updated to reflect Quorum may be amended proportionate to membership and that quorate is made by the majority. Page 13 Plenary 2.2 (example if different membership is 7, quorum is 4) Page 21 ARAC 5.1 Page 36 Business Cte 3.1 Page 43 Policy Cte 3.1		
03.4.17	Wording adjustment to reflect that the Chair of each Cte may have a second, casting vote. Page 13: Plenary 2.2 Page 22 ARAC 5.2 Page 36 Business Cte 3.2 Page 44 Policy Cte 3.2		
03.4.17	Deleted that Plenary will be a full day session; 'may' and amended that meetings 'may' be held five times a year 3.1.		
03.4.17	Deleted that further meetings must be notified a minimum of 2 days notice.		
03.4.17	That notice of meetings will be within 'a reasonable period' rather than two weeks before.		

	Page 14 Plenary 3.2 Page 22 ARAC 6.4 Page 37 Business Cte 4.2 Page 44 Policy Cte 4.2		
03.4.17	Deleted that in Plenary all remarks must be addressed through the Chair. Page 18; 6.2.		
03.4.17	Removed reference to issuing of minutes within 15 days, and 8 days for comments. Page 19; 8.4.		
03.4.17	Clarified wording that Plenary responsibilities may be undertaken in meetings and electronically. Page 13: Plenary 2.3		
03.4.17	Deleted ref to Scheme Evaluation Reports as already covered in 'such communications as the CE may desire to bring before Plenary'. Page 21; 9.1 'O'.		
03.4.17	Clarified wording that each Cte may set up an adhoc sub cte which will regulate its own behaviour in line with NIJAC codes and policies. Page 19 Plenary 11 Page 27 ARAC 16.4 & 16.5 Page 41 Business Cte 13.4 & 13.5 Page 48 Policy Cte 13.4 & 13.5		
03.4.17	Updated to reflect insertion to Plenary re Approving TEO allocation Page 17 Plenary 9.1 (b)		
03.4.17	Updated to reflect insertion to Business Cte re being consulted upon budget allocation and intended allocation assigned by the ET. Page 42 Bus Cte 2nd bullet point		
03.4.17	Inclusion of reference to CE as Qualified Person in respect of FOI Page 12: 3.2.6		
03.4.17	Updated to reflect Business Cte approval of use of Reserve Lists Page 42 1 st bullet point		
03.4.17	Lower case d for Deputy, and removal of 'the' Plenary		
23.10.18	Updated second bullet point re Pol Cte responsibilities as directed by 18.10.18 Plenary		

30.9.19	Merged/updated Nov 14 with (updated) June 2017 contingency Standing Orders. Contingency ended Dec 18 upon appointment of 3 Commissioners, lay Commissioner appointments are pending therefore reintroduction of full SOs.		
30.9.19	CEO to confirm highlighted items and queries.		
04.10.19	Consult Plenary re suggested amendments		
05.11.19	Consulted Policy Cte re suggested amends, agreed wording at P14 1.2 re Plenary consent to variation and P38 5.3 re Chair's Brief		5.11.19
12.11.19	Consulted ARAC and they content with suggested amends		12.11.19
14.11.19	Consulted Bus Cte and they content with suggested amends.		14.11.19
15.11.19	Circulated to Plenary and ET to note.		
15.11.19	Updated to reflect Governance Review recommendation re Audit and Risk name change to 'Assurance' rather than 'Management'		
27.09.21	Updated to reflect name change of Policy Committee to Advisory Committee and incorporate ARAC, Business Committee and Advisory Committee changes to Terms of Reference as agreed by the respective Committees. Also to reflect appointment of Dame Siobhan Keegan as Lady Chief Justice and Chair of NIJAC.		October 2021 Plenary