



**TREASURY
EXCELLENCE
AS STANDARD**

AUDIT, RISK AND APPOINTMENTS COMMITTEE (ARAC)

TERMS OF REFERENCE

Approved by Council 14 October 2025

Membership

The Committee will consist of an independent chair, and the current Officers, i.e. the President, and the Deputy President. Additionally, there may be up to five other members, who need not be members of the ACT.

The chair will be appointed for an initial period of three years, renewable for a further period of three years with the agreement of the chair and the approval of the rest of ARAC and Council. The chair will be invited to attend Council meetings but will not be a member of Council and will have no vote in Council decisions.

At least one member of ARAC must be a qualified accountant. Where possible, membership will also include individuals with the following skills and experience:

- HR, recruitment, remuneration and benefits;
- IT / cyber risk; and
- Broader risk management.

Employees of the ACT may not be members of ARAC, and former employees may only be appointed after a period of at least 5 years from the end of their employment.

Membership should be determined with a view to providing some continuity for subsequent years. This will be achieved through the involvement of Officers throughout their period of office. There will be an expectation that other members will serve for six years consisting of an initial period of three years, renewable for a further period of three years with the agreement of the member and the approval of the rest of ARAC. In exceptional circumstances, for example where an individual's specific skills and experience continue to add value and would not be easily replaced, the Officers may agree an extension beyond six years for a maximum of three more years and subject to annual review.

Initial membership is subject to the approval of Council.

The quorum of the committee is three members.

Secretary

The ACT's Secretary shall be the Secretary of ARAC. At the discretion of the Chair the Secretary may be asked to remain during a closed session.

Attendance

The Chief Executive, CFO and Secretary will normally attend meetings. Other members of Council may be invited to attend although this would be by exception.

At least once a year, ARAC will meet with the auditors without members of the Executive present.

Each meeting will include the following closed sessions:

- ARAC and the Chief Executive only
- ARAC and the Secretary and the CFO – these sessions will cover matters concerning the Chief Executive's performance review and remuneration.

ARAC may consult with or seek information from individuals invited to attend meetings, but all final decisions will rest with the committee.

Frequency of meetings

Meetings will normally be held four times a year. Additional meetings may be called as required.

Purpose

ARAC's purpose is divided into the following categories:

- appointments
- remuneration
- audit, risk, controls and reserves
- investments
- compliance and regulation
- complaints, speaking up and investigations.

The Chair of ARAC, with support from the Executive team, will report back on the committee's actions at every Council meeting.

An Annual Calendar setting out the timing and actions to be taken on an annual basis in respect of ARAC's responsibilities will be updated and shared with ARAC at every meeting.

Appointments

- To consider the appropriate skills set required for individual candidates for Council.
- To recommend to Council eligible elected Council members for appointment as an Officer (usually Deputy President). To help ARAC make its recommendation to Council, a panel consisting of the chair of ARAC, one other ARAC member and the Director of Membership & Governance will discuss the requirements of the role with all elected Council members who have not ruled themselves out. This will be a two-way discussion so that individuals will be able to make an informed decision should they be asked to take up an Officer post. If, by exception, there is more than one candidate recommended by ARAC for an Officer post, Council will hold a vote.
In the event that any member of ARAC were to be considered for appointment as an Officer, that member would be required to withdraw from all discussions about the appointment.
- Play an active role in the process of encouraging a wider range of candidates for Council election.
- If required, assist in the process of identifying possible panel members.
- Support the Officers in the identification of a new Chief Executive and recommend their appointment to Council.
- To recommend to Council individuals to become co-opted members of either Council or ARAC, including the Chair of ARAC.

- Where appropriate, request a third party screening process and review the results of the screening for candidates for the Officer, ARAC Chair and co-opted member roles.

Remuneration

- On the recommendation of the President, to approve the remuneration package (salary, pension and bonus) of the Chief Executive whose performance will be reviewed by the President at least every six months.
- The review rating given to the Chief Executive will be shared with ARAC prior to consideration and approval of the Chief Executive's remuneration.
- In the event of issues arising between the President and the Chief Executive which cannot be otherwise resolved, the chair of ARAC should act as mediator.
- On a periodic basis and on the recommendation of the Chief Executive, review and approve the staff bonus scheme structure and criteria. On an annual basis and on the recommendation of the Chief Executive, approve the total payment of bonuses arising from the scheme. The amounts paid to individual members of the scheme (with the exception of the Chief Executive's bonus) will be determined by the Chief Executive within the agreed scheme structure.

Audit, risk, controls and reserves

- Consider and make recommendations to Council on issues relating to the appointment, fees, independence and any questions of resignations or dismissal of the auditors. Review from time to time the cost effectiveness of the audit and the independence and objectivity of the auditor.
- Discuss and agree with the auditors the scope of the audit.
- Discuss with the auditors any significant issues arising out of the audit and review the auditor's management letter and the Executive's response.
- The Chief Executive is authorised to contract the auditors for non-audit services (e.g. tax) up to a maximum fee of £10,000 in any one year. Any fee proposal for non-audit services in excess of £10,000 in any one year will require the consideration and approval of ARAC.
- Receive regular financial and non-financial updates from the Chief Executive including performance against budget and three-year plan. These will be provided for the purposes of context / background and will take the form of pre-read papers and / or ARAC will receive copies when the relevant papers are distributed to Council.
- Review and, if appropriate, recommend to Council the adoption of the annual audited accounts, focussing particularly on:
 - any changes in accounting policies and practice
 - major judgmental areas
 - material adjustments resulting from the audit
 - the going concern assumption
 - compliance with accounting standards and best practice
 - compliance with any regulatory or legal requirements
 - the Report of Council contained within the Annual Report, in particular, the sections on risk and Council's responsibilities for the financial statements.

The recommendation on adoption of the accounts, or otherwise, will take the form of an annual report from the Chair of ARAC to Council.

- Review annually and report back to Council on the ACT's system of internal control. The review should cover internal controls in its broadest sense and not just be limited to financial controls. ARAC should consider whether the controls are adequate, in keeping with best practice and appropriate for the nature and size of the ACT.
- Review regularly the ACT's financial and business risks and the processes to manage such risks. If major risks are identified they should be reported to Council, with an assessment of the implications for the ACT and a recommendation as to the response required.
- Review annually and recommend to Council the ACT's Reserves Policy.

Investments

- Review annually the ACT's Treasury Investment Policy and recommend any amendments to Council.
- Undertake the role of investment committee as set out in the Treasury Policy.

Compliance and regulation

- Review and consider the adequacy of the ACT's compliance with data protection regulations.
- From time to time and as appropriate, consider and advise Council on any steps ACT need to take to ensure compliance with other statutory and legal requirements.

Complaints, speaking up and investigations

- As required, review the ACT's Speaking-up Policy and recommend any amendments to Council. Such arrangements will be publicised on the ACT's website and elsewhere from time to time, as deemed appropriate by ARAC.
- Deal with any complaints arising that fall to ARAC under the Speaking-up Policy.
- For the purposes of oversight and accountability, ARAC to receive a report of all current and outstanding member disciplinary matters on a no-names basis at each meeting.
- Investigate and, where appropriate, recommend that Council removes any Council member who has not complied with the Council declaration. Matters relating to a potential breach of the members' Ethical Code will be dealt with in accordance with the Disciplinary Rules, but any other matter will be investigated by ARAC.

Papers and minutes

Papers will normally be distributed one week in advance of the meeting, and they will be both succinct and clear as to purpose (for discussion/agreement, etc).

Minutes of all meetings shall be prepared and circulated to the committee and members of the Executive in attendance (as appropriate), where possible within one week and in advance of any subsequent Council meeting. Minutes of any closed session meetings should be restricted to attendees only.

The auditors should receive a copy of all relevant sections of the minutes.

Minutes should be circulated to Council after each meeting subject to editing by the Secretary and agreement from the Chair for any matters confidential to ARAC.

If the Secretary is not present for all or any part of a meeting, the Chair shall ensure minutes are prepared.

Annual assessment of performance

ARAC will undertake an annual assessment of its performance, led by the Chair. The results will be presented to ARAC in draft and once approved by ARAC they will be presented to Council. The items that the review will consider will include: membership / skills; delivery against these terms of reference; quality of discussion; quality of papers; performance of the Chair (provided by other members to the secretary).

The Chair will have an individual discussion annually with each member.

ACT Social Media Policy

The ACT's Social Media Policy, which applies to ACT staff, Council members and ARAC members, is set out at **Appendix A**.

SOCIAL MEDIA POLICY

September 2023

1. Scope

This policy applies to all ACT employees, including temporary staff.

By extension, the policy applies to members of the ACT Council and the Audit, Risk and Appointments Committee (ARAC) with the amendment that the Council and ARAC terms of reference and Ethical Code apply, and abidance by the policy is governed by the Director of Membership and Governance and the ACT President. For Council and ARAC members it should be noted that, where applicable, the social media policy for an individual's main employer takes precedence.

2. Purpose

2.1 This policy is in place to promote responsible usage of social media whilst minimising the risks to our business through inappropriate use of social media, and to inform staff of their obligations with regard to the use of social media.

2.2 This policy deals with the use of all forms of social media, such as Facebook, LinkedIn, X (formerly known as Twitter), Instagram, WhatsApp Groups, Tik Tok, YouTube and all other social networking sites, internet postings and blogs. It applies to use of social media for business purposes as well as personal use that may affect our business in any way.

2.3 This policy does not form part of any employee's contract of employment and may be amended at any time and any changes will be communicated to staff prior to becoming effective.

3. Roles and responsibilities

3.1 Responsibility for monitoring and reviewing the operation of this policy and making recommendations for change to minimise risks lies with the Executive Committee, and in particular HR, who will review this policy periodically to ensure that it meets legal requirements, draws upon best practice and reflects developments in social media use and technology.

3.2 Managers have responsibility for the effective implementation of this policy. This includes ensuring that their team members are given the opportunity to read and understand the policy and are aware of the standards of behaviour expected. Managers are not expected to monitor social media use from their team members, but are expected to take action when they are made aware of behaviour which falls below the level required.



3.3 All staff are responsible for the success of this policy and should ensure that they take the time to read and understand it, adhere to the requirements described and ensure that their use of social media involving reference to the ACT does not damage the reputation of the organisation.

4. Personal Use of Social Media

4.1 Unreasonable use of social media by ACT staff for personal matters is not permitted during working hours. This could potentially lead to disciplinary action.

4.2 It is recognised that you may wish to monitor social media channels for work purposes via a personal account, for example following the X (formerly known as Twitter) feeds or LinkedIn postings of the ACT or relevant stakeholders. If you become aware of matters which are relevant to the business of the ACT through social media monitoring, you should raise the issue with the relevant manager.

5. Prohibited Use

5.1 You must not make any social media communications that could damage our business interests or reputation, whether directly or indirectly.

5.2 You must not use social media to defame or disparage the ACT, our staff, our members or any third party; to harass, bully or unlawfully discriminate against staff, our members or any third parties; to make false or misleading statements; to make derogatory comments directly or indirectly or use offensive or inappropriate language in any social media communication; or to impersonate colleagues, our members or third parties.

5.3 You must not express opinions or provide advice on behalf of the ACT via social media, unless expressly authorised to do so.

5.4 Any misuse of social media by ACT staff should be reported to the relevant member of staff's line manager and in turn to Human Resources and may result in disciplinary action in accordance with the ACT's disciplinary policy. Disciplinary sanctions will be as described in the disciplinary policy, up to and including dismissal, depending on the nature of the misconduct identified. Any misuse of social media by Council and ARAC should be reported to the Director of Membership and Governance and the ACT President.

6. Business Use of Social Media

6.1 Only members of the ACT marketing team, and those nominated by them, may post using ACT social media accounts ([LinkedIn](#); [Facebook](#); [X, formerly Twitter](#)). If you wish to propose social media content for ACT accounts, please contact marketing@treasurers.org.

6.2 If your duties require you to speak on behalf of the organisation in a social media environment using your personal account, you must seek approval for such communication from your manager.



6.3 Likewise, if you are contacted for comments about the organisation for publication anywhere, including in any social media outlet, direct the enquiry to the Marketing team and do not respond without written approval.

6.4 We welcome the sharing of ACT social posts promoting our events, products and services. Please ensure that:

- your language is polite and professional
- no confidential company information is included
- you use proper spelling and grammatical conventions (avoid slang)
- emojis are used appropriately and in moderation (maximum one per post).

If you are reposting or sharing non-ACT content be sure to fact-check it or confirm its original source. Please be aware that articles, images and logos are subject to copyright.

6.5 We welcome contributions and comments on social media posts from or about the ACT, and those from or about ACT staff. However, please be mindful of the aims of the ACT and ensure your contribution furthers this work. If in doubt about the ACT's stance on treasury or regulatory issues you are advised to check with the Policy & Technical team before posting.

7. Guidelines for Responsible Use of Social Media

7.1 Be respectful to others when making any statement on social media and be aware that you are personally responsible for all communications which will be published on the internet for anyone to see. On personal social networks and messaging services – even closed ones like Facebook and WhatsApp groups – you should be aware that posts can be shared outside of your network. If you make a posting which could bring the organisation into disrepute then you could be subject to disciplinary action.

7.2 If you disclose your affiliation with us on your business based social media profile or in any social media postings, you must state that your views do not represent those of the ACT (unless you are authorised to speak on our behalf as set out in section 6). You should also ensure that your profile and any content you post are consistent with the professional image you present to clients and colleagues.

7.3 You should be aware that it is possible for social media users to connect the work you do for the ACT with other social media postings. The likelihood of this is increased if you declare on business based social media that you work at the ACT. It is therefore important to remember that when posting in a personal capacity you may still easily be identified by other users as working for the ACT even if you don't state it.

7.4 If you are uncertain or concerned about the appropriateness of any statement or posting, refrain from posting it until you have discussed it with your manager.



7.5 If you come across postings which are negative about the ACT, please alert the marketing team as this will help the team to understand perceptions of the ACT, and manage our reputation on social media if responses are required.

8. References

8.1 Staff should never provide formal references for other individuals on social or professional networking sites, as such references, positive and negative, can be attributed to the organisation and create legal liability for both the author of the reference and the organisation. It is acceptable to give a personal recommendation for a colleague on social media, but in such cases, it must be made clear that such statements are made in a personal capacity and do not necessarily represent the views of the ACT.

9. Monitoring

9.1 We reserve the right to monitor, intercept and review staff activities using our IT resources and communications systems including but not limited to social media postings and activities. This may be done for legitimate business purposes which include ascertaining and demonstrating that expected standards are being met by those using the systems and for the detection and investigation of unauthorised use of the systems (including where this is necessary to prevent or detect crime).

9.2 For further information, please refer to our ICT Security Policy and the ICT Employee Policy.

10. Breach of this Policy

10.1 As stated in Section 5, breach of this policy may result in disciplinary action up to and including dismissal.

10.2 You may be required to remove any social media content that we consider to constitute a breach of this policy. Failure to comply with such a request may in itself result in disciplinary action.

11. Frequently Asked Questions

11.1 Can I declare on social media that I work for the ACT?

Yes, if it is a professional based social media platform, but ensure you reflect a professional view of yourself and the organisation in all your postings. You should be aware of the ability of people to connect your work role to other social media which you use on a personal basis.

11.2 What happens if I make a mistake when using social media?

How the ACT deals with particular mistakes will depend on the nature of the error and the connection to your work. You should always inform your line manager and HR if you are at all unsure whether you have made a mistake on social media that may affect the ACT or its business.



and reputation. Your conduct online is subject to the same disciplinary rules and the expectations of the staff code of conduct as your offline conduct.

However, steps you could take are:

- Delete the post and apologise for the mistake, explaining the material was posted by mistake.
- Contact your line manager for advice.

11.3 Will the ACT actively search social media for information posted by members of staff on their personal accounts?

No, unless information has been received that would require further investigation because it breaches ACT rules or standards of conduct.

11.4 Does this mean that I can't post reviews, even positive ones, about working at the ACT on sites like Glassdoor?

No, that's not the case. It is recognised that staff may want to make full use of opportunities offered by social media, and social media can be used to benefit the ACT. However, it is important that employees protect the privacy, confidentiality and interests of the ACT, our services and our staff. As with any form of communication, if in doubt, seek advice or do not post at all.

11.5 What should I do if a colleague is sending me unwanted messages or posting disparaging messages about me on non-work related social media pages?

Any member of staff who feels that they have been harassed or bullied, or are offended by material posted or uploaded by a colleague onto a social media website should inform their line manager or HR.

11.6 Why is the ACT concerned about things I might post on social media in a personal capacity?

Boundaries between corporate life and private life can become blurred when using social media and as such employee's actions and posts have the ability to affect the organisations brand and reputation. It is important that employees are aware of the impact their posts could have on the ACT and should therefore use social media responsibly.