

BOARD EFFECTIVENESS QUESTIONNAIRE

Summary: To review the results and feedback from the recent questionnaire.

Recommendation: That the Board notes the report.

Reviewed by the Executive Committee: Yes / No

If yes, the Committee's comments: N/A

Report by: Andy Parsons - Chief Executive
Ann Wyatt – Head of Finance

INTRODUCTION

1. Board Effectiveness is the first of two questionnaires that all Board Members will be asked to complete in the first half of 2021.
2. The second questionnaire will be a Skills Audit, this will help to identify any gaps as recruitment for new Board Members in 2021 (and beyond) takes place.
3. 28 out of 36 Members completed this questionnaire.

SUMMARY OF RESULTS

4. Each question has been given an average ('mean') score out of 5. From high to low, they are ranked as follows:

Your role as a Board Member

- I receive appropriate information to help me measure the progress of the organisation 4.5
- I enjoy being a Board Member 4.4
- I understand what is expected of me as a Board Member 4.2
- I understand our Statutory Purposes 4.2
- I am able to bring my expertise to the table 3.8
- The Board is making the best use of my skills/experience 3.5

Our performance as a Board

- Members are included in discussions and everyone is encouraged and is able to contribute in meetings 4.5
- Decisions taken are clearly indicated and reflect the balance of opinion 4.4
- Board meetings are an appropriate use of my time 4.3
- Board agendas and papers focus on the key issues we need to discuss 4.2
- There is an appropriate balance between Member and Employee contributions in debates and decision making 4.2
- Appropriate time is given to items under discussion 4.1

Relationships

- The relationship between the Chair and CEO enhances the Board Member role and improves decision making 4.8
- The Chair provides appropriate leadership to the Board 4.6

- The Chair gives appropriate weight to the views of Board Members and the executive in meetings/decision making 4.5
 - The relationship between Board Members and executive is an open and transparent one and I feel able to be honest with what I think 4.3
 - I am confident that I will be made aware of significant problems/ issues before they become a crisis 4.2
 - The relationship with the executive allows Board Members To make an appropriate level of challenge (and vice versa) 4.0
5. This is a very encouraging set of results, with only two questions scoring lower than 4. However, it should be noted that in 8 of the 18 questions the lowest score was 2, so clearly more can be done to become a truly high-performing and effective Board.
6. Board Members have taken the time to provide many insightful comments. These comments have been anonymised and can be read in *Appendix A*.

NEXT STEPS

7. The scores and comments will help to identify any areas of further improvement, so that the Board, its Members and Employees can continue to operate in a way that supports each other; brings the best out of individuals; and makes the best use of everyone's time and knowledge.

SUPPORTING PAPERS

- Appendix A – Questionnaire Results

MARCH 2021