

J Cassidy Business Focus Limited
<https://www.jcbfl.co.uk>
jane.cassidy@jcbfl.co.uk
 +44 (0) 7717 705054 or +44 (0) 1920 872324
 Registered in England & Wales - Reg. No. 11370541
 Reg. Office: 69b The Maltings Business Centre, Roydon Road, Stanstead Abbots, Hertfordshire SG12 8UU

BOARD EFFECTIVENESS EVALUATION QUESTIONNAIRE

Objectives, strategy and remit	SCORE 1 - 4 (1 = Strongly Disagree, 2 = Partly Disagree, 3 = Partly Agree, 4 = Strongly Agree)
1. The board has a clear set of objectives that are independent of those for the organisation.	
2. The board realistically assesses its performance against its objectives at regular intervals and at year-end.	
3. The board has developed a strategy for the organisation that is central to the way it is directed.	
4. The strategy is well aligned to the organisation's remit and its capabilities, i.e. its people, assets, intellectual property, and financial and other resources.	
5. The board devotes quality time to reviewing the implementation of the strategy.	
6. The strategy is updated for any changes to the organisation's remit or the external environment.	
7. Significant programmes and projects are clearly aligned to the strategy and fall within the organisation's remit.	
8. Management regularly reports to the board on key outcomes and targets that flow directly from the strategy.	
9. Performance information is integrated with financial reporting.	
10. The board gets early-warning signals of problems ahead that will adversely affect key outcomes, targets or financial performance.	
11. Management provides a thorough analysis of performance against budget, targets and key outcomes, and discusses any necessary remedial action.	
12. The board has a good understanding of the performance of the organisation relative to other bodies, where appropriate.	
13. The board takes collective responsibility for the performance of the organisation.	
Relationships with key stakeholders	
14. Relations with the sponsor department are productive and supported by regular and open communication.	
15. The sponsor department and Parliament consider the organisation is performing well, has a strong board and a good reputation.	
16. The board receives full reports whenever the chair or CFO/Chief Executive meets with Regulators and other key stakeholders. The reports include stakeholder perspectives on the organisation's performance, strengths and areas for development, where appropriate.	
Propriety, fraud and other leakage	
17. The board is aware of, and annually approves, the scheme of delegation/outsourcing & procurement.	
18. The board receives regular reports on fraud and takes steps to address any failures or perceived weaknesses.	
19. The board is satisfied that it receives full and timely notification of all significant losses, special payments or other leakage. The board takes appropriate action to address any weaknesses or failures.	
20. The board is always provided with advance notification of all proposed novel or contentious expenditure.	
Delivery chain and project management	
21. The board receives regular updates on progress for all programmes and projects subject to the internal Project Management review process, and any others judged high risk by the organisation.	
22. The board is provided with timely and robust post-evaluation reviews for all major projects and programmes, including an examination of whether all intended benefits were realised.	
23. Where delivery is devolved to partner organisations, the board receives regular assurances over delivery, the operational effectiveness of partners' governance arrangements and the regularity of expenditure made on its behalf.	
Risk Management	
24. The board is clear on its risk appetite.	
25. The board has a sound process for identifying and regularly reviewing its principal risks, and makes the necessary amendments in the light of changes in the internal and external environment. This process involves all parts of the business.	
26. The board oversees an embedded a risk and organisational culture framework in place which it regularly monitors through surveying all levels of employee.	
27. The board oversees an embedded emerging risk framework for the identification, reporting and escalation of emerging risk, which the board regularly monitors and reviews.	
28. The board receives regular, insightful reports on the organisation's risk management and internal control systems that provide assurance over their operational effectiveness.	
29. The board takes full account of risk in its decisions, for example, in relation to proposed major projects and programmes.	
30. The board receives reliable projections of future cash flows for the medium as well as the short term, and is confident that the available funding will enable the organisation to develop and operate as planned.	
31. The board is satisfied there have been no problems with regulatory and similar requirements, and that sound health and safety, employment and other practices are implemented to protect the organisation against unnecessary litigation and reputation risk.	
32. The board is aware of changing demand patterns and is confident that these can be met from the resources available and within the organisation's statutory remit.	

33. The board monitors the regulatory environment for potential changes to its remit and assesses the impact these will have on the strategy.	
34. The board is aware of the organisation's information needs. Any exceptions to best practice over data acquisition, usage, storage and destruction are reported.	
35. No substantial, unexpected problems have emerged which the board should have been aware of earlier.	
The Audit Committee, internal audit and corporate reporting	
36. The audit committee has sufficient expertise, support, time, and access to key staff and information to enable it to discharge its monitoring and oversight role effectively.	
37. There is a proper discussion (evidenced through minuted meetings) by the board of reports from the audit committee, ensuring all members are aware of the issues discussed and their resolution.	
38. The internal audit function is independent of management, appropriately skilled, competent and complies with INTERNATIONAL STANDARDS FOR THE PROFESSIONAL PRACTICE OF INTERNAL AUDITING (STANDARDS). [separate template]	
39. The board is satisfied that there is no evidence of aggressive or less than fully transparent accounting in the financial statements.	
The Boardroom	
40. The board is cohesive and combines being supportive of management with providing appropriate challenge.	
41. A senior independent director role exists to strengthen the position of the non-executives.	
42. The Chair leads meetings well with a clear focus on the big issues facing the organisation and allows full and open discussion before major decisions are taken.	
43. Induction and development programmes ensure board members remain up-to-date throughout their time on the board.	
44. Working as a team, the board has the right blend of skills, expertise and personalities, and the appropriate degree of diversity, to enable it to face today's and tomorrow's challenges successfully. Appointments place significant emphasis on succession planning both with regard to independent and non-executive directors' positions.	
45. The board constantly strives to improve its effectiveness by ensuring its own performance appraisal replicates good practice elsewhere.	
46. The board draws up action plans following its performance evaluations. The actions include behavioural and qualitative aspects, where appropriate.	
47. The board regularly reviews progress against its performance appraisal action plan.	
Post Questionnaire assessment	
48. Has the questionnaire addressed all issues in respect of the board's performance?	
49. Overall, do the questionnaire responses accurately portray the board's performance?	
OVERALL SCORE	