

## BOARD SELF-EFFECTIVENESS QUESTIONNAIRE

**Non-executive director**
                         
  **Associate non-executive director**
                         
  **Executive director**

1 = *Strongly disagree*

2 = *Disagree*

3 = *Neutral*

4 = *Agree*

5 = *Strongly Agree*

1. The Role of the Board, its objectives and remit	Score
1.1 The Board sets clear strategy/purpose and objectives for NHSBT	
1.2 The Board has a clear set of objectives that are independent of those for NHSBT	
1.3 The Board understands its statutory responsibilities	
1.4 The Board is cohesive and combines support of management with appropriate challenge	
1.5 Significant programmes of work are aligned to NHSBT's Purpose and Values	
1.6 Board members understand their individual roles and what is expected of them	
1.7 The Board understands the distinction between the role of the Board and the Executive Team	
1.8 The Board devotes quality time to reviewing the implementation of the organisation's Purpose and Strategic Objectives	
1.9 The roles of Board members, the Chair and Senior Independent Director are sufficiently clear	
1.10 Board members demonstrate compliance with the Board Ways of Working and Nolan Principles	

Further comments on role of the board, its objectives and remit (*if any*):

1 = Strongly disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

2. Risk Management	Score
2.1 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	
2.2 The Board receives regular, insightful reports on the organisation's risk management and internal control systems that provide assurance over their operational effectiveness	
2.3 The Board scrutinises risk and gains sufficient assurance that risk is appropriately managed before reaching and implementing decisions	
2.4 The Board is clear on its risk appetite and considers risk appetite in taking decisions	
2.5 The Board devotes sufficient time to determining the risk strategy of NHSBT	

Further comments on risk management (*if any*):

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1 = Strongly disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

<b>3. Performance Management</b>	<b>Score</b>
3.1 The Board is fully informed on the performance and delivery of NHSBT's statutory obligations and targets through regular, high-quality information	
3.2 The Board receives early warning of problems which may impact on the delivery of NHSBT's Strategy and statutory duties	
3.3 The Board has a good understanding of the performance of the organisation	
3.4 Management provides a thorough analysis of performance against budget, targets and key outcomes, and discusses any necessary remedial action	
3.5 The Board takes collective responsibility for the performance of the organisation	

Further comments on Performance Management (*if any*):

1 = Strongly disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

4. Board Effectiveness	Score
4.1 The work of the Board is transparent and open to public scrutiny	
4.2 Conflicts of interest and potential conflicts of interest are declared and managed properly	
4.3 Induction and development programmes ensure Board members remain up-to-date throughout their time on the Board	
4.4 The Board evaluates the effectiveness of its decisions	
4.5 The Board deals comprehensively with difficult issues	
4.6 There is sufficient annual evaluation of the Board's, Board members' and Committees' performance	
4.7 The Board draws up action plans following its performance evaluations. The actions include behavioural and qualitative aspects, where appropriate	
4.8 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 present and future challenges successfully	
4.9 Appointments place significant emphasis on succession planning both with regard to independent and non-executive directors' positions	

Further comments on board effectiveness (if any):

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1 = Strongly disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

<b>5. Board Meetings</b>	<b>Score</b>
5.1 The Board receives sufficient, timely, good quality information on which to base its decisions	
5.2 Papers prepared by management are clear and contain sufficient good quality information to instigate proper discussion and scrutiny	
5.3 The agenda sufficiently covers the right topics and presents the opportunity for the Board to have proper discussions	
5.4 Board members are given equal opportunity to contribute to discussions on agenda items	
5.5 Board meetings are held for the appropriate duration	
5.6 The frequency and location of Board meetings are right	
5.7 Board minutes are produced in a timely manner and are of high quality	
5.8 There is clear understanding of what discussions should take place at Executive Team, Board Committees and the Board; and the escalation routes	

Further comments on board meetings *(if any)*:

1 = *Strongly disagree*

2 = *Disagree*

3 = *Neutral*

4 = *Agree*

5 = *Strongly Agree*

<b>6. Board Composition</b>	<b>Score</b>
6.1 The Board is sufficiently diverse, for example, in terms of age, gender and ethnicity.	
6.2 The Board is the right size to ensure effective decision making.	
6.3 The Board has the right mix of skills and experience.	
6.4 The Board has sufficient expertise for informed decision making and for meeting its statutory responsibilities.	

Further comments on board composition *(if any)*:

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## 7. General Section

7.1 How well do Board members work outside of Board meetings?			
7.2 Are non-executive directors given the opportunity to support the executive directors?			
7.3 Do executive directors feel they have the right support and challenge from non-executive directors?			
7.4 Do you have sufficiently wide and deep understanding of the organisation to be able to contribute fully, and if not, what do you suggest making this happen?			
7.5 Since the last board effectiveness review, is the board more, or less, effective?	More effective	Less effective	No change
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

General comments: