

## Board Member Survey of Board Performance 2008

Name of board member completing (CAPITALS )	Date
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On of the best ways for a board to improve its effectiveness as a governing body is to periodically assess its own performance. This process can help the board improve its performance in a number of ways including: refreshing the board's understanding of its own responsibilities, identifying the important areas of board operation that need attention or improvement as well as enabling individual board members to work more effectively as part of a team.

This questionnaire is designed to help you and your colleagues assess how well your board is functioning and to identify areas where it needs to improve its performance. Having read each statement, how well do you think the Board is performing in the following areas (add comments in boxes below).

<b>1</b>	<b>Taking the lead on strategies and policies</b>	Excellent						Poor
1.1	The board directs and leads the organisation in setting its mission, vision, values and strategic direction.	6	5	4	3	2	1	
1.2.	The board keeps abreast of trends and issues affecting the world in which the organisation operates and regularly reviews its strategies and policies to ensure they are current.	6	5	4	3	2	1	
1.3.	The board sets and regularly reviews policies and quality and performance standards. These take into account customer, and other stakeholder, aspirations and expectations.	6	5	4	3	2	1	

**Comments:**

<b>2</b>	<b>Working as a team, and sharing responsibility for decisions</b>	Excellent						Poor
2.1	There is a good team spirit within the board and effective relationships with senior management.	6	5	4	3	2	1	
2.2	Board members drawn from different constituencies understand their roles and responsibilities to the organisation and work effectively together.	6	5	4	3	2	1	

- |     |  |   |   |   |   |   |   |
|-----|--|---|---|---|---|---|---|
|     |  | 6 | 5 | 4 | 3 | 2 | 1 |
| 2.3 | Having reached decisions, board members demonstrate cohesion in accepting and supporting the board's position. |   |   |   |   |   |   |

**Comments:**

- |     |  |           |   |   |   |   |      |
|-----|--|-----------|---|---|---|---|------|
|     |  | Excellent |   |   |   |   | Poor |
| 3   | <b>Making decisions effectively</b>  |           |   |   |   |   |      |
| 3.1 | The board works well together in dealing with important and difficult decisions and adds significant value to the decision-making process.                   | 6         | 5 | 4 | 3 | 2 | 1    |
| 3.2 | The spread of skills and experience within the board aids decision-making.   | 6         | 5 | 4 | 3 | 2 | 1    |
| 3.3 | Board papers contain the correct amount and type of information to aid effective decision-making. Business risks are clearly identified within board papers. | 6         | 5 | 4 | 3 | 2 | 1    |

**Comments:**

- |     |   |           |   |   |   |   |      |
|-----|---|-----------|---|---|---|---|------|
|     |   | Excellent |   |   |   |   | Poor |
| 4.  | <b>The Governance rules the Board has to follow are effective</b>   |           |   |   |   |   |      |
| 4.1 | Committee structures, terms of reference and delegated authorities help the board to carry out its duties effectively.                              | 6         | 5 | 4 | 3 | 2 | 1    |
| 4.2 | The board agendas and papers are timely and effective. Clear and accurate records of each board meeting's proceedings and decisions are maintained. | 6         | 5 | 4 | 3 | 2 | 1    |
| 4.3 | All board members understand and adhere to the governance rules.  | 6         | 5 | 4 | 3 | 2 | 1    |

**Comments:**

5.	Holding the officers to account	Excellent					Poor
5.1	There is a clear delineation between the role of management and the role of the board. The board is focussed on its strategic responsibilities.	6	5	4	3	2	1
5.2	The board sets challenging targets and milestones and monitors performance against them. It is aware of how the organisation's performance compares with its peers.	6	5	4	3	2	1
5.3	The board critically appraises, scrutinises and challenges the information provided to it. It instigates investigation and corrective action where needed.	6	5	4	3	2	1

**Comments:**

6.	Overseeing the budget and finances	Excellent					Poor
6.1	The board monitors appropriate financial business and compliance indicators and has a good understanding of financial matters.	6	5	4	3	2	1
6.2	The organisation has reliable, effective and regular internal and external audit of financial, control and assurance systems.	6	5	4	3	2	1
6.3	The board has a clear understanding of the organisation's business risk and ensures there are effective systems of risk management in place.	6	5	4	3	2	1

**Comments:**

<b>7. Board Craft</b>		<b>Excellent</b>					<b>Poor</b>
7.1	The board is cohesive and committed, with good attendance and contribution. Board members are diligent in preparing for meetings.	6	5	4	3	2	1
7.2	The capacity and capability of the board and of individual members is continually developed and the board has a succession plan in place.	6	5	4	3	2	1
7.3	Board members actively develop specialist areas of interest, networking and acting as ambassadors for the organisation.	6	5	4	3	2	1

**Comments:**

**What should the board do differently (in terms of its own performance)?**

1

2

3

4

5

**Any other comments?**



Name: \_\_\_\_\_  
Date: \_\_\_\_\_

Does the Board member:									
1	Support Derby Homes in achieving its objectives?								
2	Focus on strategic issues?								
3	Show awareness and keep abreast of key issues and developments relevant to Derby Homes?								
4	Share responsibility and participate constructively in debates and decisions of the Board?								
5	Read board papers and prepare well for meetings?								
6	Use influencing and negotiation skills at board meetings?								
7	Challenge effectively and pursue difficult issues?								
8	Demonstrate specialist expertise and knowledge in areas that improve the Board's performance?								
9	Analyse and question performance data?								
10	Have a good understanding of financial and risk issues?								

	<b>Does the Board member:</b>												
11	Engage effectively with the executives?												
12	Bring a useful perspective from outside the organisation?												
13	Support other Board members and help the Board perform as a 'team'?												
14	Demonstrate a commitment to equality and fairness?												
15	Attend most board meetings and assigned committees and work groups?												
16	Participate in organisational activities and events outside board meetings?												
17	Have an image and presence that represents the organisation well?												
18	Have the potential to be future chair or committee chair?												

**Please add any additional comments you feel necessary in order to qualify your rating below (continue on a separate sheet if necessary):**

**Board Member:**

**Comment:**