

BOARD EFFECTIVENESS PULSE SURVEY

1. Utilising NXD Support to Monitor Performance

1.1. How effective are the Keepers monthly written updates in keeping NXDs informed between meetings?

Ineffective	1	2	3	4	5	Effective
Comments						

1.2. How effective are the monthly phone calls between Directors and EMT members to discuss the Keepers written updates and any areas of concerns?

Ineffective	1	2	3	4	5	Effective
Comments						

1.3. How effective is the standing agenda item at quarterly Board meetings to review financial and KPI performance?

Ineffective	1	2	3	4	5	Effective
Comments						

1.4. Over the last year, NXD colleagues have been encouraged to flag any concerns about the papers ahead of the Board meeting, so a more detailed discussion with subject matter experts could take place ahead of the meeting. Has this been effective?

Ineffective	1	2	3	4	5	Effective
Comments						

2. Strategic Advice

2.1. Following Board feedback, we agreed to have strategy shaping and setting sessions to seek Board input at the earliest opportunity on the best approach to tackling the key strategic challenges that RoS needs to address (ideally before detailed EMT discussions have taken place). How effective have these early discussions been?

Ineffective	1	2	3	4	5	Effective
Comments						

2.2. Following Board feedback, we agreed to review and refine key strategies that have been developed as a result of the early Board engagement. How effective have these sessions been?

Ineffective	1	2	3	4	5	Effective
Comments						

2.3. Following Board feedback, we agreed to review progress being made with implementing particular strategies, such that advice can be given on refining the strategy if it is not having the impact as expected. How effective have these sessions been?

Ineffective	1	2	3	4	5	Effective
Comments						

2.4. Are the papers that support strategy discussions clear about whether the discussion will be a strategy shaping, strategy reviewing or strategy evaluating discussion?

Not Clear	1	2	3	4	5	Clear
Comments						

3. Utilising Membership Expertise & Succession Planning

3.1. Following Board feedback, we agreed to invite NXDs to join activities and potential project board's outwith the board where their subject matter experience and expertise is likely to add value. Has this been valuable, to NXDs or departments/projects?

Not Valuable	1	2	3	4	5	Valuable
Comments						

3.2. Following Board feedback, we agreed to carry out a skills audit of Non-Executive Board members once new members were recruited and inducted. Do colleagues still agree that this would be a useful exercise?

Not Useful	1	2	3	4	5	Useful
Comments						

3.3. Following Board feedback we agreed that Non-Executive Directors would be invited to be part of the selection process for new non-executive members. Was this involvement in the recent campaign effective?

Ineffective	1	2	3	4	5	Effective
Comments						

3.4. Last year, the Keeper had 1:1 discussions with Board members on succession planning for EMT Board members and the overall effectiveness of the Board. Were these discussions valuable?

Not Valuable	1	2	3	4	5	Valuable
Comments						

4. For Newly Appointed Non-Executive Directors

4.1. Is the new member induction process appropriate and effective?

Inappropriate /Ineffective	1	2	3	4	5	Appropriate/ Effective
Comments						

5. Board Relationships

5.1. Board members were encouraged to find opportunities to engage more on a 1:1 basis to form effective working relationships. Has this been effective?

Ineffective	1	2	3	4	5	Effective
Comments						

5.2. Executive Board members were encouraged to approach individual non-executive members for support and advice as and when required. Has this been effective?

Ineffective	1	2	3	4	5	Effective
Comments						

6. Other

6.1. Following Board feedback, the Board secretary has now been requesting Board input to shape agendas ahead of meetings. Has this been effective?

Ineffective	1	2	3	4	5	Effective
Comments						

6.2. Following Board feedback, the Keeper/EMT have been inviting relevant C band colleagues to participate in Board discussions and allowing them to lead the conversations. Has this been effective?

Ineffective	1	2	3	4	5	Effective
Comments						

ADDITIONAL COMMENTS

- i. If you could change one thing about the Board, what would it be?
- ii. Please comment on any other issues that may be relevant to the performance of the Board (especially any questions/issues that you expected to be raised, which were not).
- iii. Any other comments?