

RoS Board Effectiveness Questionnaire Proposal 2026

How to complete:

- Please rate each statement from 1 to 5, where 1 = Strongly disagree and 5 = Strongly agree. Use N/A if not applicable.
- Please provide brief comments or examples where helpful (especially for any ratings of 1–2 or 4–5).
- Legend:
 - ★ New question (not asked in 2024).
 - ■ Refined question (based on 2024, strengthened wording).
 - ○ Existing question (directly comparable with 2024).

1. Purpose and role clarity

No.	Question / statement	Rating (1–5 or N/A)	Comments / examples
1	■ The Board provides independent, constructive strategic advice to the Keeper.		
2	★ The distinction between advisory and decision-making roles (Board vs EMT) is clear and operates effectively.		
3	■ The Board focuses on strategic issues rather than operational detail.		
4	★ Board discussions result in clear advice, direction, or outcomes.		
5	■ The Board is provided with sufficient context and insight to give well-informed advice.		

2. Board composition and capability

No.	Question / statement	Rating (1–5 or N/A)	Comments / examples
6	○ The Board has the right mix of skills, experience and perspectives for its remit.		
7	★ Members come well prepared and have read papers in advance.		
8	■ All members contribute effectively to discussions.		
9	○ Non-Executive Directors are appropriately utilised both in and outside meetings.		
10	■ There are sufficient opportunities for members to deepen understanding of RoS.		
11	○ There is effective succession planning for Board members.		

3A. Strategy, performance and impact

No.	Question / statement	Rating (1–5 or N/A)	Comments / examples
12	■ The Board provides appropriate challenge on strategic options and trade-offs.		
13	■ Performance information enables meaningful scrutiny (not just reporting).		
14	★ The Board receives both backward-looking and forward-looking insight to support decision-making.		
15	★ Board discussions and challenge lead to improved outcomes or decisions.		

3B. Risk, controls and assurance

No.	Question / statement	Rating (1–5 or N/A)	Comments / examples
16	★ The Board is clear on risk appetite and how it is applied.		
17	■ Risk discussions are forward-looking and sufficiently deep.		
18	○ ARC provides effective assurance to the Board.		
19	■ Assurance received provides confidence in governance, risk and control.		

3C. Leadership, behaviours and dynamics

No.	Question / statement	Rating (1–5 or N/A)	Comments / examples
20	○ Leadership from the Chair is effective.		
21	★ Challenge is constructive, balanced and outcome-focused.		
22	■ All members feel able to contribute to discussion.		
23	★ The Chair ensures discussions are concluded with clear outcomes.		
24	○ There is a constructive relationship between Executive and Non-Executive members.		

3D. Agenda, papers and meeting effectiveness

No.	Question / statement	Rating (1–5 or N/A)	Comments / examples
25	★ The rolling agenda supports forward planning of strategic issues.		
26	○ Meetings are of the right frequency and length.		
27	■ Papers are clear, concise and decision/advice-ready.		
28	○ There is the right balance between presentation and discussion.		
29	○ Secretariat support is effective.		

3E. Governance and integrity

No.	Question / statement	Rating (1–5 or N/A)	Comments / examples
30	○ Conflicts of interest are handled appropriately.		
31	★ Governance arrangements support effective and proportionate decision-making.		
32	■ The Board receives sufficient assurance to discharge its responsibilities.		

3F. Engagement outside meetings

No.	Question / statement	Rating (1–5 or N/A)	Comments / examples
33	■ Engagement outside meetings adds value to Board discussions.		
34	○ Information between meetings is timely and useful.		

3G. Qualitative insight and improvement

No.	Question (free text)	Response
35	■ What has the Board done particularly well in the past year (please give examples)?	
36	■ What is the single most important improvement the Board should make?	
37	■ What are your top 3 priorities for the year ahead (please rank 1–3)?	

Any other comments:

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