

HSCIC Board Effectiveness Evaluation 2013-14

- 1 = Hardly Ever/Poor
- 2 = Infrequently/Below Average
- 3 = Sometimes/Average
- 4 = Mostly/Above Average
- 5 = Always/Fully Satisfactory

This is an anonymous questionnaire, please insert an **x** to indicate your rating, based on the scale above, under either column **A** green (if you are a Non-executive Director) or **B** blue (if you are an Executive Director/Director)

Question	Comments	Column A to be completed by Non-executive Directors					Column B to be completed by Executive Directors/Directors				
		1	2	3	4	5	1	2	3	4	5
1. Leadership All Board members support the HSCIC's strategy, standards and fully comply with the organisations values and codes of conduct enabling them to set the tone from the top											
2. Accountability Board members understand their statutory duties and functions and the governance and accountability framework under which the HSCIC operates											
3. Strategy Board members have a clear understanding of the financial resources that are required to meet the HSCIC's objectives, and have had the opportunity to ensure the HSCIC Business Plan is in line with the HSCIC's strategic objectives											
4. Strategy Board members have a clear understanding of the organisational structure, and the overall capability and capacity required to meet the HSCIC's objectives											
5. Strategy Board members have a clear understanding of the inter-organisational relationships that are required to meet the HSCIC's objectives											

Question	Comments	Column A to be completed by Non-executive Directors					Column B to be completed by Executive Directors/Directors				
		1	2	3	4	5	1	2	3	4	5
6. Board Composition The Board has an appropriate mix of skills, with no significant shortfalls in areas of expertise											
7. Board Performance The Board regularly reviews the HSCIC KPIs and where necessary intervenes to question performance levels against business targets											
8. Balance of Activities There is an appropriate balance between the activities of the Board and those of the Executive Management Team											
9. Committee Structure There is an appropriate committee structure reporting to the Board and an operational governance structure, which assists with the Board's overall effectiveness											
10. Succession Planning There is appropriate succession planning for Board members and the Executive Management Team											
11. Performance Evaluation Board members are individually subject to an annual performance evaluation that measures their contribution and commitment											
12. Risk and Assurance Framework The Board takes corporate responsibility for effective overview of strategic risks and assurance. It sets the risk appetite for the organisation and encourages a constructive approach to managing risk in an open and transparent way											
13. Chair and CEO Relationship The Chair and the Chief Executive work well together and their different skills and experience complement each other											

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		1	2	3	4	5	1	2	3	4	5
14. Managing Board Meetings and Discussions Meetings are structured to encourage high quality of debate on the appropriate issues with robust and probing discussions											
15. Chair The Chair's leadership style and tone promotes effective decision-making, constructive debate and ensures that the Board works as a team											
16. Attendance and contribution at meetings All members feel fully empowered to actively contribute at meetings, and understand the benefits of open and constructive debate											
17. Executive Directors The contribution of the Executive Directors/Directors, as members of the Board, is effective											
18. Non-Executive Directors The non-executive Directors contribute effectively to the development of strategy and the monitoring of the performance of management, providing the right level of support and challenge											
19. Meetings and Administration The Board meets sufficiently often, and with information of appropriate quality and detail, such that agenda items can be properly covered in the time allocated											
20. Administrative support for the Board Board members receive the right level of administrative support including good provision of information, timely dissemination of papers and appropriate quality of minutes											

Please see additional questions overleaf

Additional Questions:

21. Please describe anything you believe significantly contributed to the effectiveness of the Board during the past year

22. Please describe anything you believe significantly detracted from the effectiveness of the Board during the past year

23. Please describe any changes you would like to see introduced to improve operation of the Board in future

24. Please include any additional comments you may have in relation to the effectiveness of the Board below