

Your feedback would be much appreciated...

**Hello. You are invited to participate in this years Board effectiveness survey.**

**A summary of the information you supply will be fully anonymous and you will not be personally linked to any response. It will be available for discussion at a future Board private discussion.**

**Please try to respond to this survey by close on [date tbc]**

**Thank you!**

**JON CARTER  
Head of Board and Governance  
Transport Focus**

Please answer the following questions as best you can, and use the space to add any comments

\* 1. Culture and tone: there is clarity of, and leadership given to, the purpose, direction and values of Transport Focus by the Board.

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

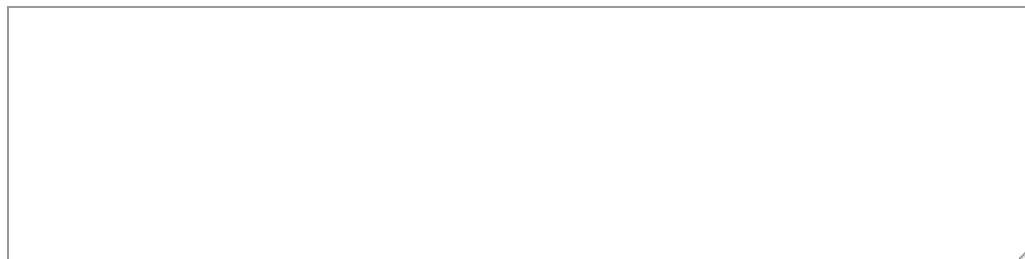
☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments



\* 2. Composition: The Board is the right size and has the best mix of skills, experience and diversity (in its broadest sense) to maximise its effectiveness.

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

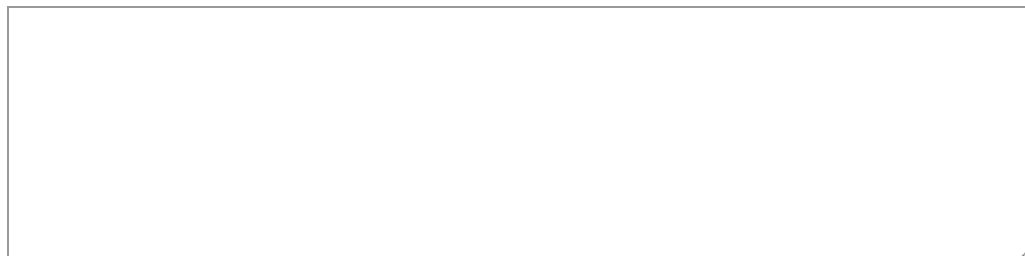
☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments



\* 3. Strategy & Performance: There is a clear understanding within the Board of Transport Focus's future strategy and the financial and human resources necessary to meet its objectives. The Board has considered how its strategy and business planning meets, or are not misaligned with, government aims and objectives.

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments

\* 4. Financial management: There is a clear understanding how the Board and its committees support the Accounting Officer in meeting the requirements set out in Managing Public Money: Managing Public Money 2023

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments

\* 5. Committees of the Board: The Board's committees have sufficient expertise, support, time and access to key staff; they are given sufficient and relevant information; are properly constituted; clear about their delegated responsibilities and effective in their operation; the activities of the committees are reported back to the Board in an appropriate manner and frequency.

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments

\* 6. The Audit and Risk Assurance Committee: There is a proper discussion by the Board of reports from this committee, the internal audit is independent from management, appropriately skilled and complies with Government Internal Audit Standards; the Board is satisfied that there is no evidence of non-transparent accounting in the financial statements.

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments

\* 7. Attendance and contribution at meetings: The executive team makes an effective contribution to the development of strategy and provides a thorough analysis performance against budget and key objectives.

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments

\* 8. Attendance and contribution at meetings: The Board members make an effective contribution to the development of strategy and devotes quality time reviewing the implementation of the strategy.

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments

\* 9. Structured and appropriate agendas: There is a structured agenda with appropriate quality content, a clear focus on the right areas, provided with good timing.

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments

\* 10. The right people are invited to attend and present at meetings: Executive managers have sufficient and open access to the Board and Board members in turn have sufficient access to executive managers.

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments

\* 11. Risk Management: The Board is clear on risk appetite and receives regular, insightful reports regarding the organisation's risk management and internal control; the board take full account of risk in its decisions with regard to projects and programmes; uses an active and well structured process to manage risk, taking account of Transport Focus's activities and the breadth of functions across the business.

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments

\* 12. Sufficient time and commitment to undertake responsibilities: All Board members have sufficient time and commitment to fulfil their responsibilities. The executive provides sufficient opportunity for the non-executives to be informed about the business.

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments

\* 13. Board discussions and meetings: There is an environment of trust and mutual respect in the Board room to encourage openness and constructive debate.

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments

\* 14. Board members make decisions objectively in the best interests of Transport Focus and feel collectively responsible for achieving organisational success.

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments

\* 15. Managing the Board's relationships with key stakeholders: Transport Focus communicates its strategy externally and seeks feedback from other parties when necessary; the board receives reports on any Ministerial or key stakeholder meetings held with executives.

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments

\* 16. Focus on Appropriate Areas: The Board focuses on the right questions and is effective in avoiding the minutiae. Time is allowed to do justice to important discussions and constructive challenge is encouraged. (Please add in the comments section those areas where you think the Board is not spending sufficient time and those where it is going into too much detail.)

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments

\* 17. Frank, open working relationships with Executives: The non-executive directors have a frank and open relationship with the executive team, including the opportunity to meet outside of the Board meeting.

☐ A: all of the time / fully satisfactory

☐ D: occasionally / below average

☐ B: most of the time / above average

☐ E: hardly ever / poor

☐ C: some of the time / average

☐ F: not sure / cant answer

Comments



\* 18. Business planning, project management and performance: the board receives regular updates of good quality on projects and programmes (and other work judged high risk) performance information (including KPI's / milestones) integrated, as necessary, with financial reporting, and the board receives early-warning signs on problems that will adversely affect key objectives and performance. The Board challenges the data it receives as necessary.

- |   |   |
|---|---|
| <input type="radio"/> A: all of the time / fully satisfactory | <input type="radio"/> D: occasionally / below average |
| <input type="radio"/> B: most of the time / above average     | <input type="radio"/> E: hardly ever / poor           |
| <input type="radio"/> C: some of the time / average           | <input type="radio"/> F: not sure / cant answer       |

Comments

\* 19. Financial risk: the board receives reliable projections of future cash flows and is confident that the available funding will enable the organisation to develop and operate as planned.

- |   |   |
|---|---|
| <input type="radio"/> A: all of the time / fully satisfactory | <input type="radio"/> D: occasionally / below average |
| <input type="radio"/> B: most of the time / above average     | <input type="radio"/> E: hardly ever / poor           |
| <input type="radio"/> C: some of the time / average           | <input type="radio"/> F: not sure / cant answer       |

Comments

\* 20. Good practice: the board considers how its practices, relationships and and cultural norms compare with other, similar bodies.

- |   |   |
|---|---|
| <input type="radio"/> A: all of the time / fully satisfactory | <input type="radio"/> D: occasionally / below average |
| <input type="radio"/> B: most of the time / above average     | <input type="radio"/> E: hardly ever / poor           |
| <input type="radio"/> C: some of the time / average           | <input type="radio"/> F: not sure / cant answer       |

Comments

\* 21. Previous reviews: the board considers progress on the implementation of previous reviews of effectiveness.

- ☐ A: all of the time / fully satisfactory
- ☐ B: most of the time / above average
- ☐ C: some of the time / average
- ☐ D: occasionally / below average
- ☐ E: hardly ever / poor
- ☐ F: not sure / cant answer

Comments

Thank you....

**Please click on 'Done' below to complete and send this survey response.**