

Board effectiveness review questionnaire

A set of statements have been drafted for inclusion in the Board effectiveness questionnaire. Individuals will be asked to rate the statement using the following scale:

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
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Once agreed, the statements will be inputted into an online questionnaire. All responses to the questionnaire will be completely anonymous.

A link will be sent to all Board members, Strategic Directors, and the Board Secretary. Individuals will be given 1 week to respond.

The responses will be assessed, and a summary report will be produced by the Board Secretary. The report will be cleared by the Chair before it is circulated to Board members for discussion at the Board effectiveness session in February.

Some of the statements will be difficult to answer given the maturity of the organisation – our first year of operations will look different to future years.

When considering and agreeing the statements, please bear in mind that these will remain the same for years 2024/25 and 2025/26. This is so that we can measure progress using 3 years' worth of data.

The proposed statements have been split under 4 headings:

- Performance
- Engagement
- Composition
- Information and support

Performance: this section is focused on how the Board members have performed collectively and individually.

1. The Board and its Committees are effectively supporting the Accounting Officer to deliver their responsibilities.
2. The Boards overarching culture and tone reflects the desired culture for Llais.
3. The Board is clear on the purpose, direction, and values of Llais.
4. The Board considers Ministerial priorities and strategic aims when agreeing policy and strategy.
5. The processes for identifying, reviewing, and managing risks at Board level are effective.
6. The Board uses the performance data it receives to measure delivery of organisational objectives and priorities.
7. Board discussions are pitched at an appropriate, strategic level.
8. The Board's practices, relationships and cultural norms are comparable with other Welsh Government Sponsored Bodies and best practice.

9. The Board is operating well with a mix of non-executive members, an executive member, and an associate member.
10. The Board's commitment to be accessible and inclusive is clear from the way it conducts its business.
11. All Board members show willingness to contribute and be involved in discussions in and outside of Board meetings.
12. Board members are mindful of the language they use in meetings in public. Members are careful not to disclose confidential or sensitive information during meetings in public.

Engagement: this section is focused on relationships and how the Board communicate and engage with each other, our stakeholders, and our people.

13. The Board has a good relationship with the executive.
14. The Board has good relationships with key stakeholders.
15. The Board has a good relationship with the Welsh Government Partnership Team.
16. The Board communicates with, listens, and responds to, its people and other stakeholders effectively.

17. The Board displays a healthy balance of challenge and support with our people during discussions.
18. The Board is visible to all parts of the organisation.
19. Board members respect each other's views and contributions.

Board composition: this section focuses on the Board skills and experience as well as development.

20. The composition of the Board and its committees; including the balance of skills, experience, knowledge, geographical location, and diversity (in terms of age, disability, sex/gender, race, religion/beliefs, and sexual Orientation) is good.
21. The Board has clear succession and development plans in place.
22. Board members are being supported to further develop their skills and knowledge.
23. Board members share appropriate lived and professional experiences to help shape policy.

Information and support: this section focuses on the information and support available to Board members.

24. The quality of the organisational performance data provided to the Board is good.
25. The quality and timing of papers and presentations to the Board is good.
26. The Board is given sufficient time to consider and discuss matters, in and outside of Board meetings.
27. The Chair's approach to ensuring sufficient debate for major decisions or contentious issues is effective.
28. The Board's Committees, including their Terms of Reference, and how they provide assurance to the Board is effective.
29. Board members feel that meetings are inclusive and accessible to members, our people, and the public.
30. Board members feel that they receive sufficient support from the Chair and their peers.
31. The Board's expectations of how quickly objectives can be met and work can be produced is realistic.

2024/25 and 2025/26 Board effectiveness reviews

Additional question can be added to the questionnaire for 2024/25 and 2025/26.
One question that will need to be added is:

32. The Board has implemented the recommendations from its last effectiveness review.

Beyond 2025/26:

These questions will be reviewed, and the Board may choose to change the questions or process.