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**Governance Code for Sport**

**Board Effectiveness Questionnaire**

Sample Draft

Disclaimer

Sport Ireland is making available a range of resources including guidance notes, policy documents and templates for selected areas aligned to the Governance Code for Sport which will support sport organisations, boards, management and staff in the development of relevant governance processes and procedures particular to their own organisation.

For the avoidance of doubt, the final decision on the nature, type, extent and format of approved governance policies, procedures and processes for each organisation is a matter for the board / highest governing structure of the organisation and the resources and material provided may assist the approval process.

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Board Effectiveness Questionnaire

The Governance Code for Sport Principle 4, working effectively, emphasizes the importance of continually reviewing board recruitment, development and succession processes to ensure relevant competencies are in place to realise the organisation’s objectives

The board or governing body should undertake a regular review of its own effectiveness as it provides an important opportunity for Board members and Committee members to reflect on performance and to consider areas of strength and areas in need of improvement.   
  
This comprehensive questionnaire for a Board can be tailored to the specific terms of reference or charter or mandate of committees. It includes 32 questions, divided into a small number of sections. The majority of questions will rate member satisfaction or approval levels, whilst others will seek views and perspectives. **In the case of satisfaction/approval-type questions, accompanying comments boxes after each question can allow for an explanation as to why members are not satisfied or have not answered positively**. Equally where the answer option is simply a 'free text' box (rather than rating), this provides a further opportunity to comment.

In an effectiveness review of this nature, constructive feedback is very welcome and should highlight areas for improvement or refocus by the Board.

1. Are the roles and responsibilities of the Board clear vis à vis the roles and responsibilities of the Chief Executive Officer/staff executive? (i.e. “who decides on what” - e.g. clear schedule of reserved matters, clear delegated authorities).

Yes No Partial

1. Do you agree with the following statement: "the Board collectively understands and appreciates its responsibility for the overall direction and control of the Association, and this is evident in its meeting agendas, areas of most focus and deliberations?"

Yes No Partial

1. In your view, does the Board comprise the right mix of skills and experience to fully and properly execute its functions? (e.g. knowledge of the association, business/management, governance, finance, risk etc.)

Yes No Partial

1. Are you satisfied that there is appropriate diversity amongst the Board membership? (e.g. in terms of age, gender, backgrounds, perspectives etc.)

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

1. Are you satisfied that the Board, through its agenda and its discussions, generally operates within its areas of responsibility (e.g. strategic direction, finance, controls) as distinct from operational areas, which are the responsibility of the Chief Executive/staff/executive?

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

1. Through its agendas, papers and discussions, does the Board achieve the right balance between focusing on both of the following:

1. the strategy and performance of the organisation , and

2. the internal controls, such as finance, audit and risk management?

Yes No Partial

1. How would you rate the Board’s contribution to the development of the Strategic Plan and other strategic initiatives and priorities?

Very Good Good Fair Poor

1. How would you rate the Board’s review and scrutiny of the implementation of the Strategic Plan and other strategic initiatives? (note: this requires clear deliverables and/or KPIs to track progress)

Very Good Good Fair Poor

1. Are you satisfied that the Board affords sufficient time to review and approve the annual operational plan and the budget and regularly reviews progress?

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

1. Are you satisfied with the organisation’s internal control framework and the Board’s role in monitoring and reviewing controls and the system’s effectiveness? (e.g. assurances delivered through the Audit & Risk Committee's work, updates on procurement, finance, risk management etc.)

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

1. Are you satisfied that the Board gives sufficient time to oversight and monitoring of the organisation's risks? (for example, is risk a standing item? Do you spend sufficient time on the principal risks?) -

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

1. Are you satisfied that the tone at the Board, led by the Chair, encourages a high quality of debate and robust discussion on key items?

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

1. Please consider each of the following in respect of your colleague board members:

|  |  |  |  |
| --- | --- | --- | --- |
|  | Yes | No | Partial |
| Members attend all meetings, read the papers in advance and are evidently well prepared |  |  |  |
| All members materially engage during a typical Board meeting (i.e. more than a fleeting contribution) |  |  |  |
| Members bring to bear independence of judgement and useful perspectives |  |  |  |
| Members put the interests of the organisation first and foremost at all times |  |  |  |

1. Are you satisfied with the role and style of the Chairperson during meetings? (e.g. allowing all members to input, encouraging debate, summarising the outcome of discussions and decisions made etc.)

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

1. Are you satisfied with the support of the Secretary to the Board? (e.g. in servicing meetings, advising on member and governance obligations, induction etc.)

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

1. Please rate each of the following area and provide a comment(s) in any area in which you have not responded good or very good

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Very Good | Good | Neutral | Poor | Very Poor |
| Meeting Agenda - e.g. clarity, no. of items, time for significant items |  |  |  |  |  |
| Meeting Papers Circulation - e.g in a timely manner, at least 5 working days prior |  |  |  |  |  |
| Meeting Papers Quality - e.g. of information, presentation, decision required |  |  |  |  |  |
| Meeting Minutes - e.g. accurate and concise record of proceedings |  |  |  |  |  |
| Executive/Management Presentations - e.g. focused, concise and informative |  |  |  |  |  |
| Number of Board Meetings - i.e. to effectively deliver the Board's functions |  |  |  |  |  |
| Duration of Meetings - i.e. to ensure the effective completion of the agenda |  |  |  |  |  |

Comment

1. Are you satisfied that the Board makes clear decisions and is assured on their implementation thereafter?

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

1. In your view, does the Board make sufficient use of private session time (i.e. without the Chief Executive & Executive present) to, for example, discuss board effectiveness, efficiency of meetings, Chief Executive's/Executive's performance and to tease out other matters of concern?

Yes No Partial

1. Are you satisfied that you and your member colleagues understand the distinct role and contribution of all Committees? -

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

1. Generally, on the basis that the 'buck stops at the Board', are you satisfied with how the Committees report to the Board and likewise how the Board engages with those reports and issues arising? (note: reports can be written or verbal, through the Committee Chair)

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

1. Please rate the role, effectiveness and impact of the Board and each of the Committees, using the comments box where you have answered neither satisfied or very satisfied:

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Very Satisfied | Satisfied | Neutral | Dissatisfied | Very Dissatisfied | Don't Know | Comment |
| Board |  |  |  |  |  |  |  |
| Finance Committee |  |  |  |  |  |  |  |
| Audit and Risk Committee |  |  |  |  |  |  |  |
| LIST ALL COMMITTEES |  |  |  |  |  |  |  |

Comment

1. Are you satisfied that the Board strikes the right balance between support and challenge in its interactions with the Chief Executive/staff and Executive?

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

1. Are you satisfied that the Board is kept abreast of material matters, which arise between meetings?

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

1. Do you agree?: "The voice, views and feedback of the stakeholders are sufficiently heard at Board level" (e.g. informing strategy development and initiatives)

Yes No Partial

1. Are you satisfied that Board and Committee members have access to appropriate training and development opportunities to support them in fulfilling their obligations as members? (note: as individuals and/or as a collective)

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

1. If the “tone starts at the top”, what words would you use to describe the tone within the Board room and as set by the Board? (e.g. constructive, passive, deferential, aggressive, energetic etc.)

Comment

1. If organisational culture is a key determinant of organisational success or otherwise, does the Board give enough consideration to the organisational culture, in your view?

Yes No Partial

1. Do you agree: "The Board is a 'learning Board' and takes appropriate time to reflect on its approach and processes and to make improvements over time" (note: if you don't agree, please comment on why)

Yes No Partial

1. What are the three areas that you feel the Board performs particularly well?

**Comment**

1. What are the three areas where you feel the board needs to improve?

Comment

1. What are, in your view, the main priorities for the Board in the next 12 months?

Comment

1. Please provide any final comment or observation you may have in the box below:

Comment