

Governance of Public Sector Boards

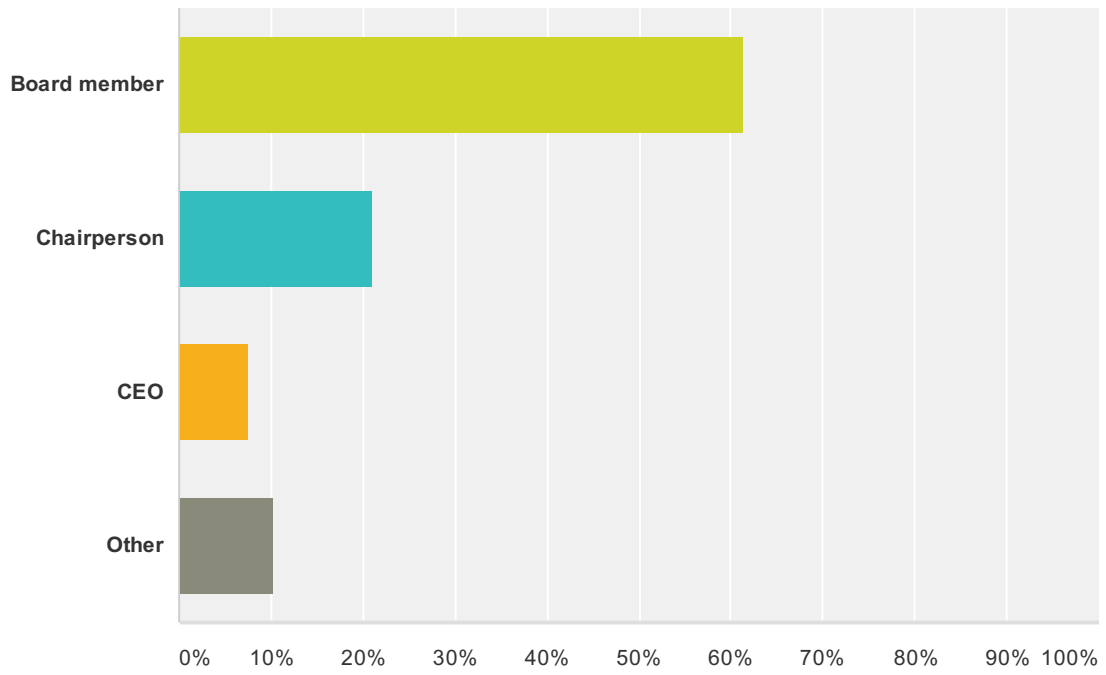
The survey items requesting open responses and the comments given to them have not been included in the results displayed here. This is because many of the comments included content which could lead to the identification of the respondent.

As a result, the numbering the items does is not consecutive.

Further, any minor discrepancies between the response percentages displayed here and those included in the audit report, Governance of Public Sector Boards (Report 9) are due to rounding

Q1 My role is:

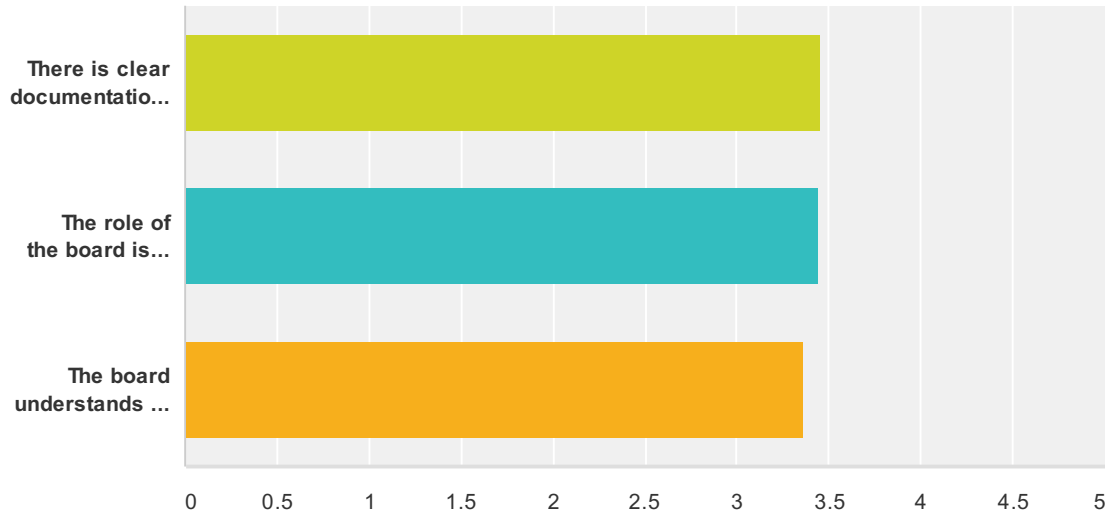
Answered: 362 Skipped: 0



| Answer Choices | Responses |
|----------------|------------|
| Board member | 61.33% 222 |
| Chairperson | 20.99% 76 |
| CEO | 7.46% 27 |
| Other | 10.22% 37 |
| Total | 362 |

Q2 The statements of this section focus on the extent to which the governing roles of your board are understood and enacted.

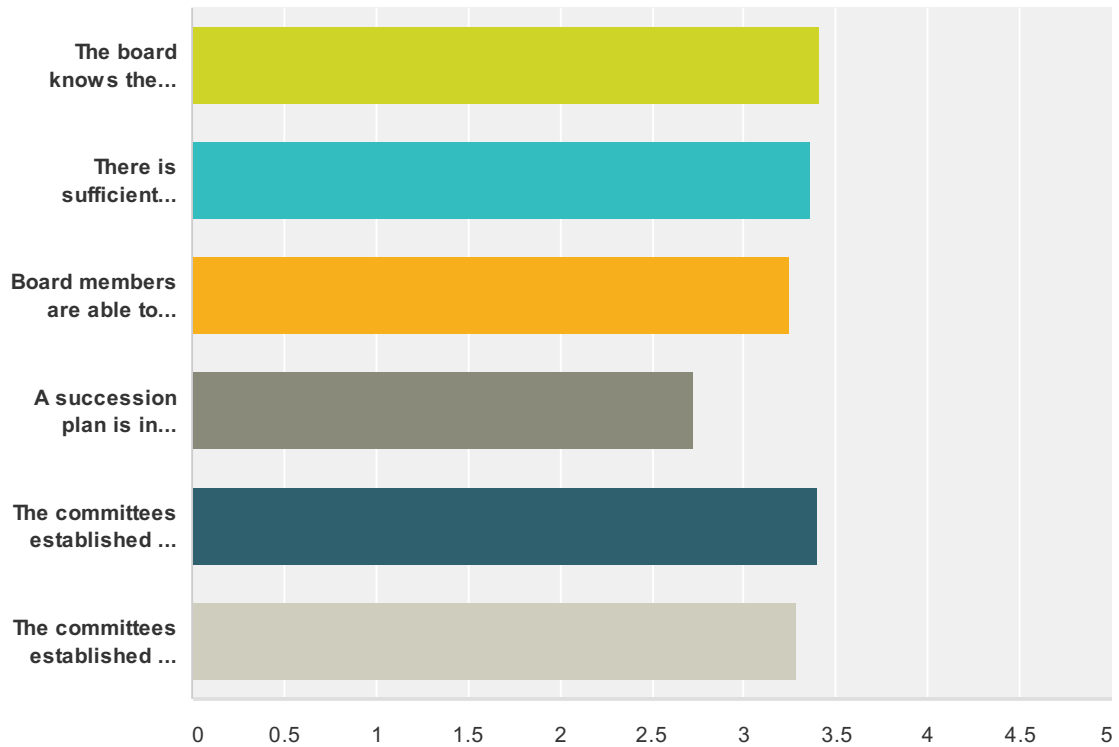
Answered: 332 Skipped: 30



| | Strongly disagree | Disagree | Agree | Strongly agree | N/A | Total | Average Rating |
|--|-------------------|-------------|---------------|----------------|-------------|-------|----------------|
| There is clear documentation of the roles, responsibilities, accountabilities and obligations of the minister, board chairperson, board and CEO. | 2.41% 8 | 3.92% 13 | 38.55% 128 | 52.11% 173 | 3.01% 10 | 332 | 3.45 |
| The role of the board is clearly documented in a board charter. | 1.51% 5 | 5.72% 19 | 37.05% 123 | 50.60% 168 | 5.12% 17 | 332 | 3.44 |
| The board understands the Minister's expectations of it. | 1.81% 6 | 6.02% 20 | 44.28% 147 | 44.88% 149 | 3.01% 10 | 332 | 3.36 |

Q4 This section is concerned with the extent to which your board is structured to fulfil the role required of it.

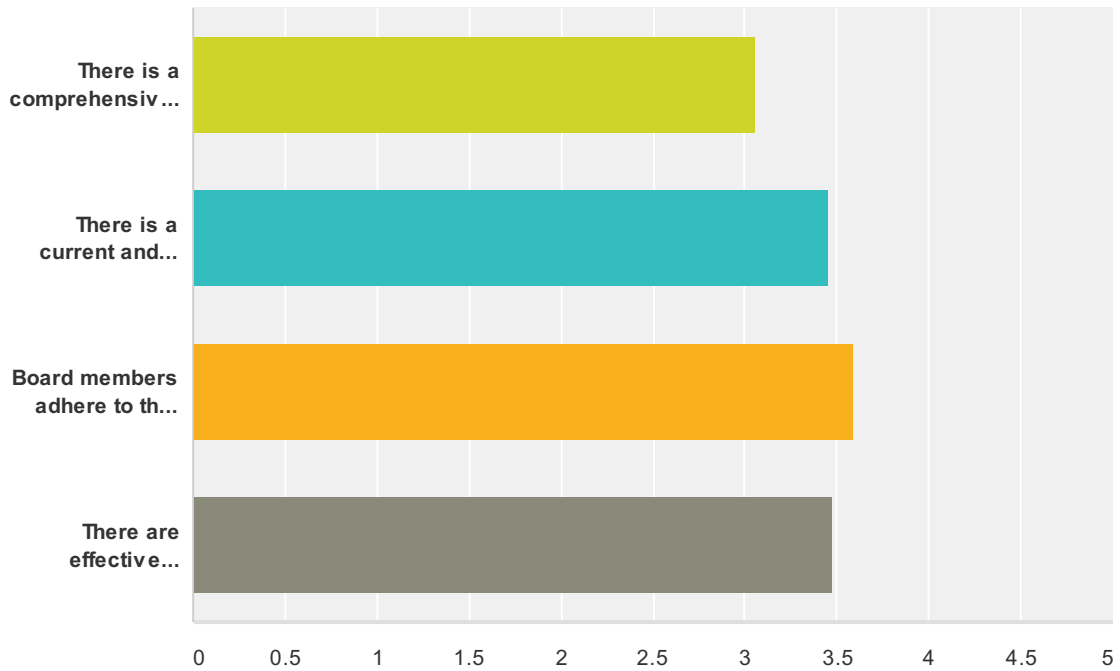
Answered: 322 Skipped: 40



| | Strongly disagree | Disagree | Agree | Strongly agree | N/A | Total | Average Rating |
|---|-------------------|---------------|---------------|----------------|--------------|-------|----------------|
| The board knows the process for board appointments. | 0.93% 3 | 6.83% 22 | 41.93% 135 | 48.45% 156 | 1.86% 6 | 322 | 3.41 |
| There is sufficient diversity on the board. | 0.93% 3 | 9.01% 29 | 41.93% 135 | 46.27% 149 | 1.86% 6 | 322 | 3.36 |
| Board members are able to commit the time required to effectively undertake their role. | 1.55% 5 | 6.21% 20 | 55.59% 179 | 33.85% 109 | 2.80% 9 | 322 | 3.25 |
| A succession plan is in place to identify the skills needed by the board. | 2.48% 8 | 32.61% 105 | 41.30% 133 | 12.42% 40 | 11.18% 36 | 322 | 2.72 |
| The committees established to support the board in performing its role are appropriate. | 0.62% 2 | 5.90% 19 | 36.34% 117 | 40.68% 131 | 16.46% 53 | 322 | 3.40 |
| The committees established to support the board have documented Terms of Reference. | 1.24% 4 | 9.63% 31 | 34.16% 110 | 35.71% 115 | 19.25% 62 | 322 | 3.29 |

Q6 The items below focus on the extent to which the responsibilities of your board’s members are understood and enacted.

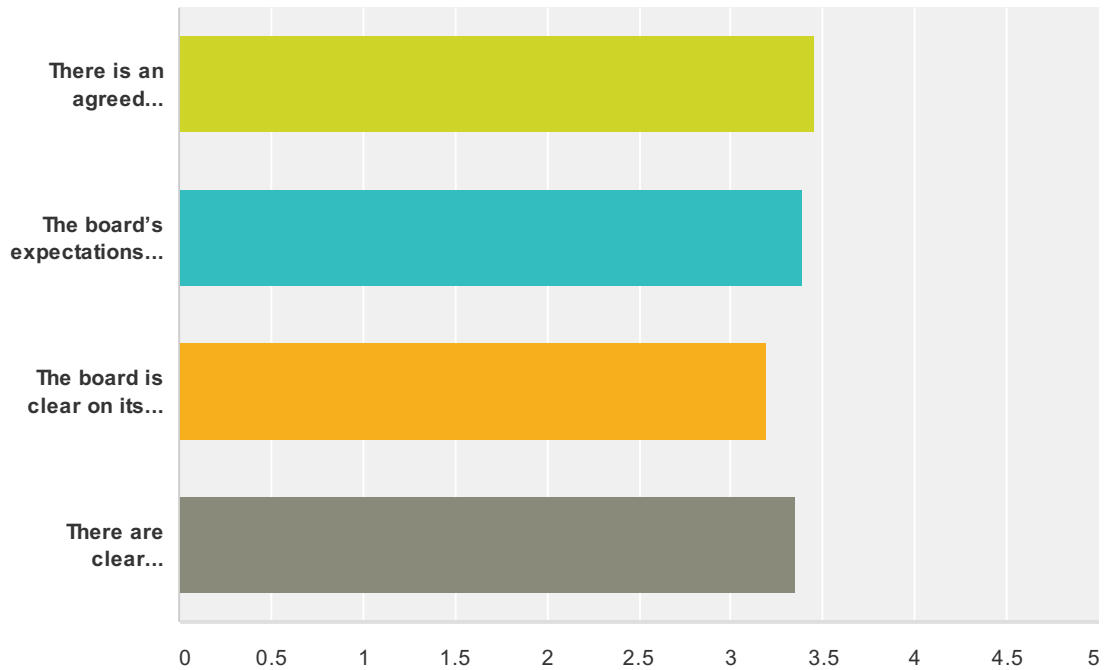
Answered: 317 Skipped: 45



| | Strongly disagree | Disagree | Agree | Strongly agree | N/A | Total | Average Rating |
|---|-------------------|--------------|---------------|----------------|-------------|-------|----------------|
| There is a comprehensive induction program in place for new board members. | 2.52% 8 | 17.35% 55 | 47.00% 149 | 28.39% 90 | 4.73% 15 | 317 | 3.06 |
| There is a current and comprehensive code of conduct for board members. | 0.63% 2 | 6.31% 20 | 39.12% 124 | 50.79% 161 | 3.15% 10 | 317 | 3.45 |
| Board members adhere to the code of conduct. | 0.63% 2 | 0.95% 3 | 35.33% 112 | 58.04% 184 | 5.05% 16 | 317 | 3.59 |
| There are effective policies and procedures for identifying and managing conflicts of interest. | 0.63% 2 | 4.73% 15 | 38.49% 122 | 51.74% 164 | 4.42% 14 | 317 | 3.48 |

Q8 This section is concerned with assessing the effectiveness of the relationship between your board and the CEO.

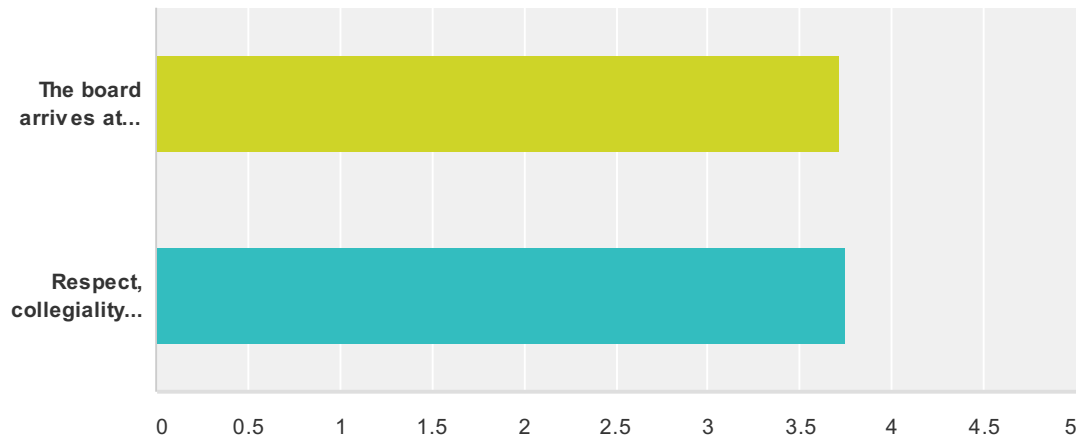
Answered: 315 Skipped: 47



| | Strongly disagree | Disagree | Agree | Strongly agree | N/A | Total | Average Rating |
|---|-------------------|--------------|---------------|----------------|--------------|-------|----------------|
| There is an agreed framework which supports open communication between the board and CEO. | 0.95% 3 | 5.08% 16 | 34.29% 108 | 46.67% 147 | 13.02% 41 | 315 | 3.46 |
| The board's expectations of the CEO are clearly defined. | 0.95% 3 | 6.98% 22 | 34.29% 108 | 40.95% 129 | 16.83% 53 | 315 | 3.39 |
| The board is clear on its role in the CEO's; appointment, performance agreement and performance assessment. | 1.59% 5 | 13.65% 43 | 28.89% 91 | 31.11% 98 | 24.76% 78 | 315 | 3.19 |
| There are clear documented delegations of authority from the board to the CEO. | 0.63% 2 | 8.89% 28 | 29.52% 93 | 36.51% 115 | 24.44% 77 | 315 | 3.35 |

Q10 The statements below focus on the effectiveness of your board’s internal dynamics.

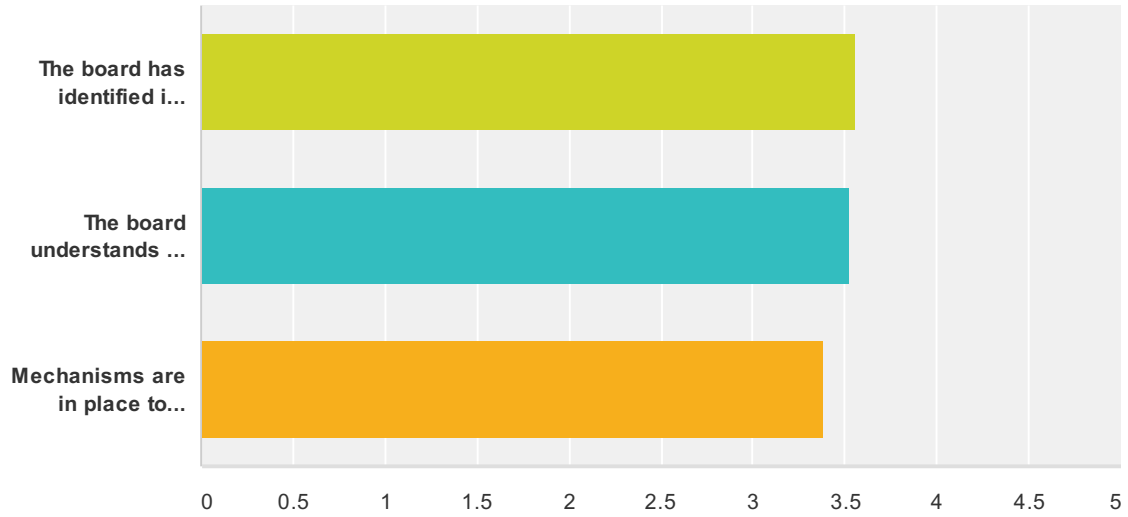
Answered: 315 Skipped: 47



| | Strongly disagree | Disagree | Agree | Strongly agree | N/A | Total | Average Rating |
|---|-------------------|------------|--------------|----------------|------------|-------|----------------|
| The board arrives at decisions through open debate, with all board members participating. | 0.63% 2 | 0.32% 1 | 25.08% 79 | 71.43% 225 | 2.54% 8 | 315 | 3.72 |
| Respect, collegiality and confidentiality are maintained throughout and between all board meetings. | 0.63% 2 | 0.32% 1 | 21.90% 69 | 74.92% 236 | 2.22% 7 | 315 | 3.75 |

Q12 This section is interested in the extent to which your board has identified, understands and respects its key stakeholders.

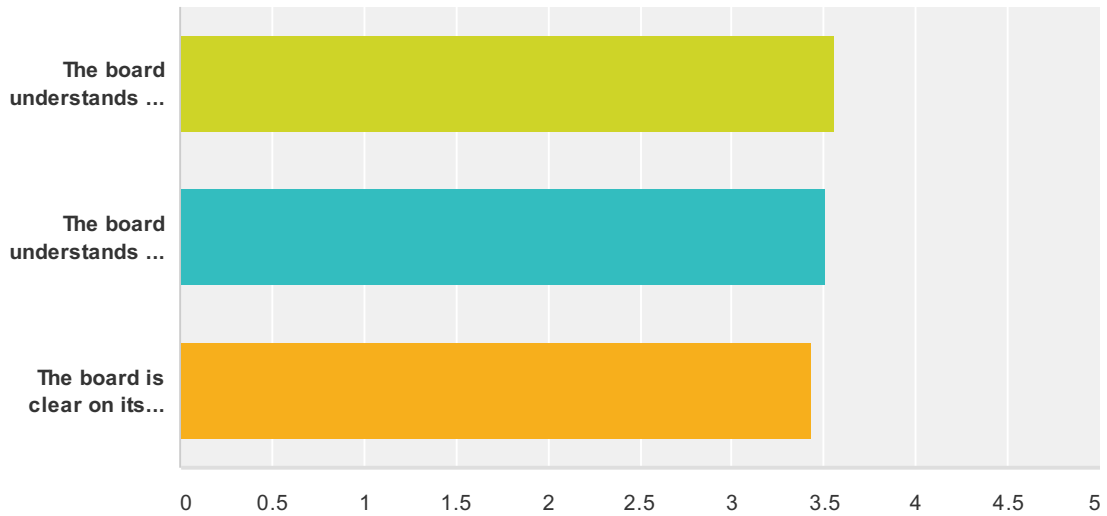
Answered: 315 Skipped: 47



| | Strongly disagree | Disagree | Agree | Strongly agree | N/A | Total | Average Rating |
|---|-------------------|-------------|---------------|----------------|-------------|-------|----------------|
| The board has identified its key stakeholders. | 0.63% 2 | 2.86% 9 | 35.56% 112 | 58.73% 185 | 2.22% 7 | 315 | 3.56 |
| The board understands and respects the perspectives of key stakeholders. | 0.63% 2 | 2.22% 7 | 40.00% 126 | 54.92% 173 | 2.22% 7 | 315 | 3.53 |
| Mechanisms are in place to ensure the perspectives of stakeholders are appropriately considered in the board's decisions. | 0.95% 3 | 5.71% 18 | 45.40% 143 | 44.76% 141 | 3.17% 10 | 315 | 3.38 |

Q14 The items of this section focus on the board's engagement in strategy.

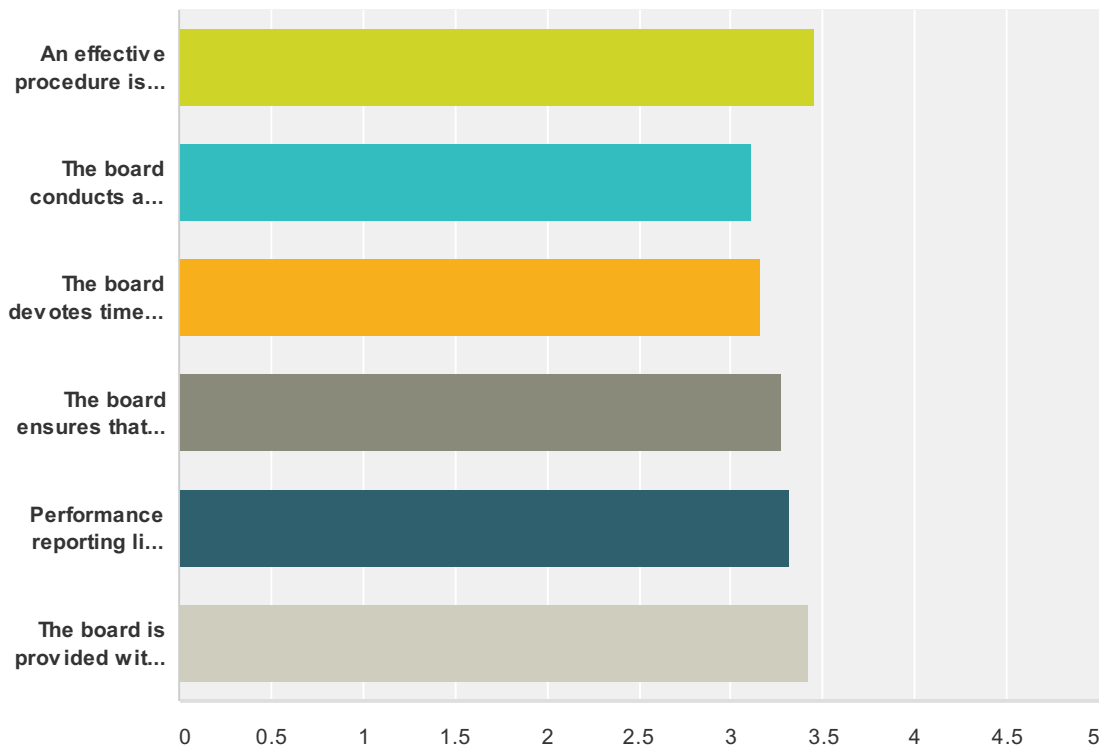
Answered: 315 Skipped: 47



| | Strongly disagree | Disagree | Agree | Strongly agree | N/A | Total | Average Rating |
|--|-------------------|-------------|---------------|----------------|------------|-------|----------------|
| The board understands the strategic environment in which it operates. | 0.63% 2 | 2.22% 7 | 36.83% 116 | 58.41% 184 | 1.90% 6 | 315 | 3.56 |
| The board understands the key risks of its environment. | 0.63% 2 | 2.86% 9 | 40.63% 128 | 53.65% 169 | 2.22% 7 | 315 | 3.51 |
| The board is clear on its role and scope of engagement in the strategic environment. | 1.27% 4 | 4.44% 14 | 43.17% 136 | 49.21% 155 | 1.90% 6 | 315 | 3.43 |

Q16 This section is interested in the extent to which the board monitors risk, finance and performance effectively.

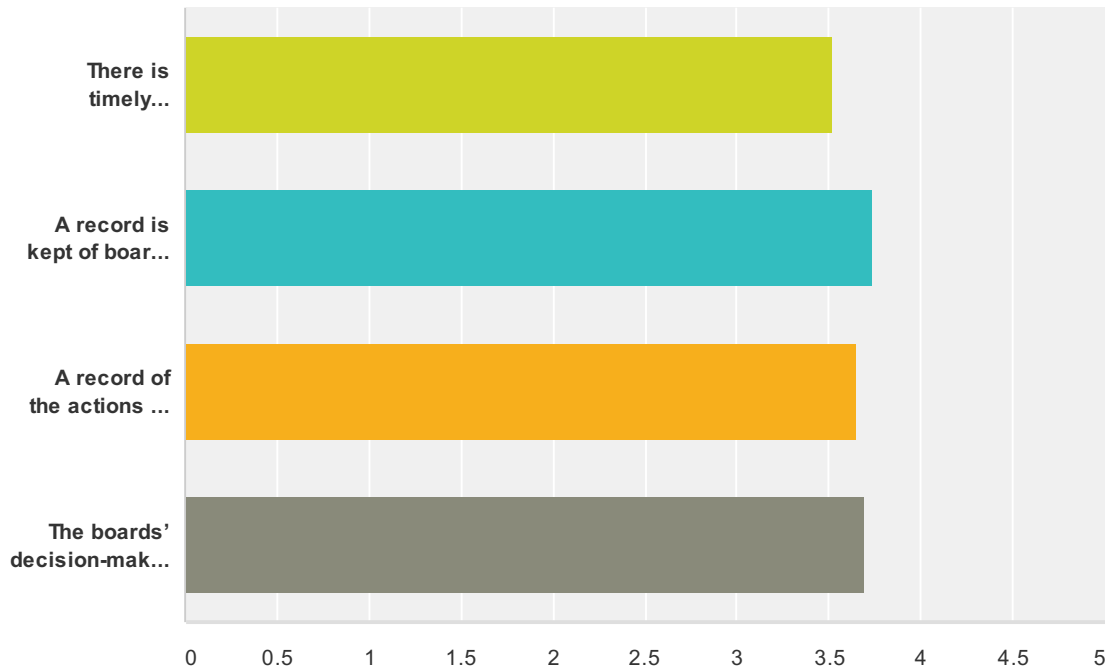
Answered: 311 Skipped: 51



| | Strongly disagree | Disagree | Agree | Strongly agree | N/A | Total | Average Rating |
|---|-------------------|--------------|---------------|----------------|--------------|-------|----------------|
| An effective procedure is in place for ensuring compliance with legal, financial, and record keeping requirements. | 0.64% 2 | 2.57% 8 | 45.66% 142 | 46.95% 146 | 4.18% 13 | 311 | 3.45 |
| The board conducts a comprehensive risk governance review on a regular basis. | 0.96% 3 | 17.04% 53 | 42.77% 133 | 28.94% 90 | 10.29% 32 | 311 | 3.11 |
| The board devotes time in its agenda to consider risk. | 1.29% 4 | 14.15% 44 | 45.34% 141 | 31.51% 98 | 7.72% 24 | 311 | 3.16 |
| The board ensures that management has designed and implemented systems to give effect to policies and procedures endorsed by the board. | 1.29% 4 | 7.07% 22 | 48.55% 151 | 35.05% 109 | 8.04% 25 | 311 | 3.28 |
| Performance reporting links to objectives set out in the strategic and business plans. | 0.96% 3 | 10.29% 32 | 36.66% 114 | 41.16% 128 | 10.93% 34 | 311 | 3.32 |
| The board is provided with sufficient information to assess the financial and non-financial position and performance of the organisation. | 1.29% 4 | 5.14% 16 | 36.98% 115 | 44.05% 137 | 12.54% 39 | 311 | 3.42 |

Q18 The items below focus on the extent to which the board engages in ethical and accountable decision making.

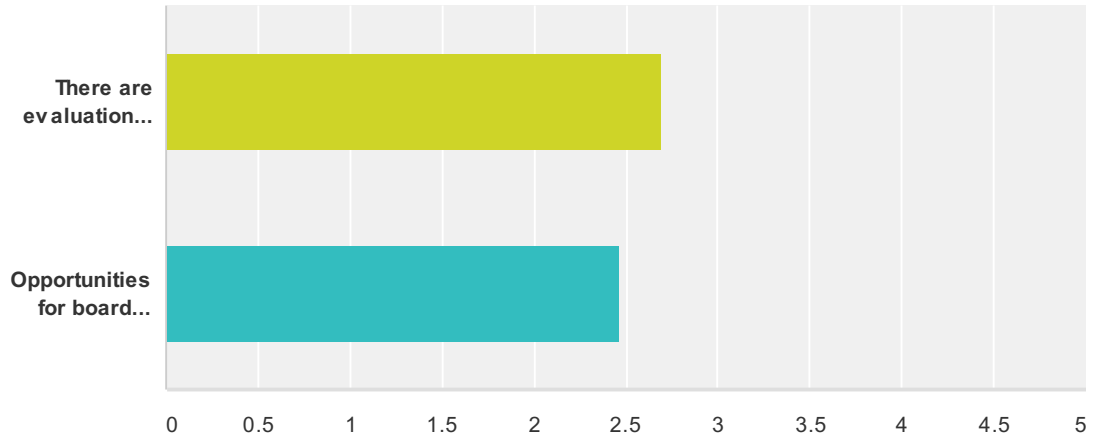
Answered: 310 Skipped: 52



| | Strongly disagree | Disagree | Agree | Strongly agree | N/A | Total | Average Rating |
|---|-------------------|-------------|---------------|----------------|------------|-------|----------------|
| There is timely circulation of the agendas and other papers to the board. | 0.97% 3 | 4.84% 15 | 34.19% 106 | 58.06% 180 | 1.94% 6 | 310 | 3.52 |
| A record is kept of board decisions. | 0.65% 2 | 0.65% 2 | 22.58% 70 | 74.52% 231 | 1.61% 5 | 310 | 3.74 |
| A record of the actions or progress against those outstanding is kept. | 0.65% 2 | 1.61% 5 | 29.03% 90 | 66.45% 206 | 2.26% 7 | 310 | 3.65 |
| The boards' decision-making process meets the ethical standards of the public sector. | 0.65% 2 | 0.32% 1 | 26.77% 83 | 70.32% 218 | 1.94% 6 | 310 | 3.70 |

Q20 This section is interested in the extent to which the board member’s ability to add value is consciously and continuously developed.

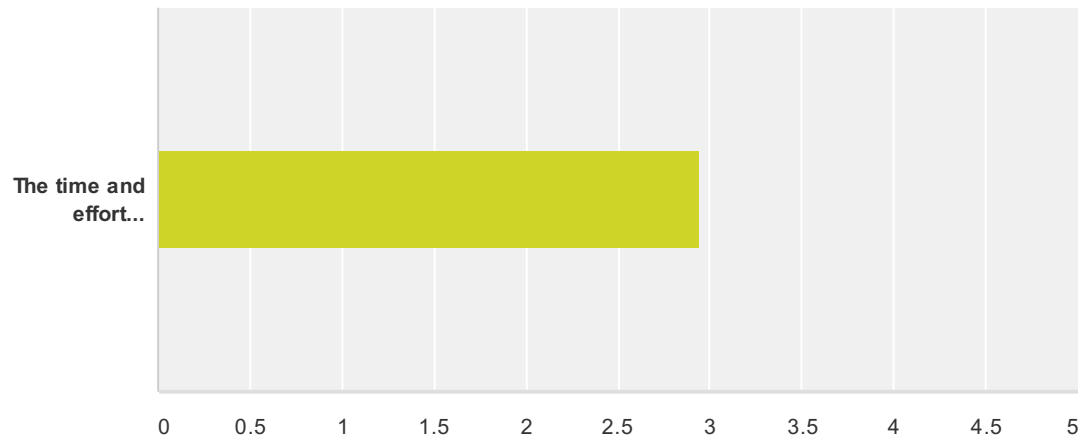
Answered: 309 Skipped: 53



| | Strongly disagree | Disagree | Agree | Strongly agree | N/A | Total | Average Rating |
|--|-------------------|---------------|---------------|----------------|--------------|-------|----------------|
| There are evaluation processes in place to evaluate the performance of the board and its members at least once annually. | 1.94% 6 | 36.57% 113 | 37.22% 115 | 13.27% 41 | 11.00% 34 | 309 | 2.69 |
| Opportunities for board members to upskill are linked to evaluation processes. | 3.24% 10 | 43.69% 135 | 29.45% 91 | 5.83% 18 | 17.80% 55 | 309 | 2.46 |

Q22 This question focuses on the fair and appropriate recognition of board members' service.

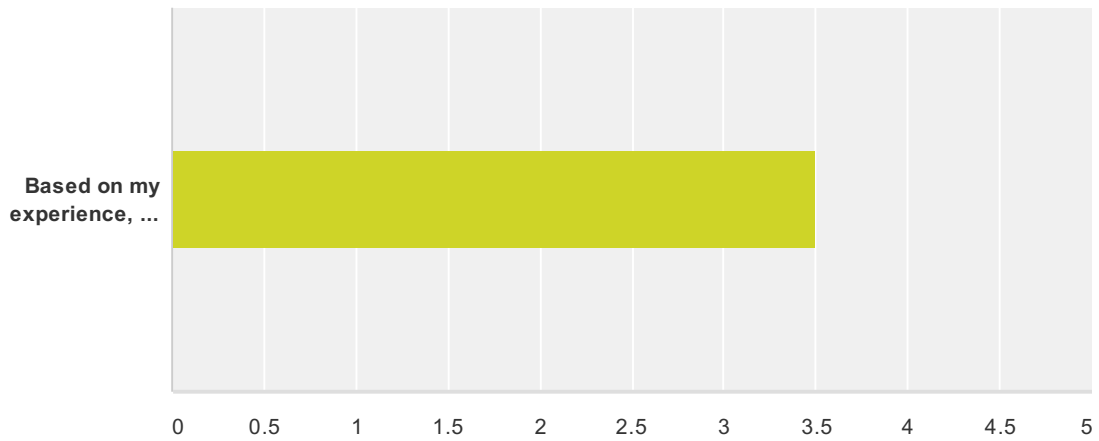
Answered: 309 Skipped: 53



| | Strongly disagree | Disagree | Agree | Strongly agree | N/A | Total | Average Rating |
|--|-------------------|--------------|---------------|----------------|------------|-------|----------------|
| The time and effort contributed by the board is recognised through acknowledgment, reimbursement or remuneration as appropriate and consistent with legislation and Government policy. | 6.47% 20 | 17.48% 54 | 48.22% 149 | 24.92% 77 | 2.91% 9 | 309 | 2.94 |

Q24 This section is concerned with the effectiveness of the board in terms of its influence.

Answered: 306 Skipped: 56



| | Strongly disagree | Disagree | Agree | Strongly agree | N/A | Total | Average Rating |
|--|-------------------|------------|---------------|----------------|------------|-------|----------------|
| Based on my experience, my board is effective. | 0.65% 2 | 2.61% 8 | 42.16% 129 | 53.59% 164 | 0.98% 3 | 306 | 3.50 |

Q26 Optional: Your board name.

Answered: 194 Skipped: 168

| Answer Choices | Responses |
|---|-----------------------|
| It is not necessary to disclose the name of your board. However, if you wish to provide this information in the space below it may help to broaden our understanding of the survey. | 100.00% 194 |