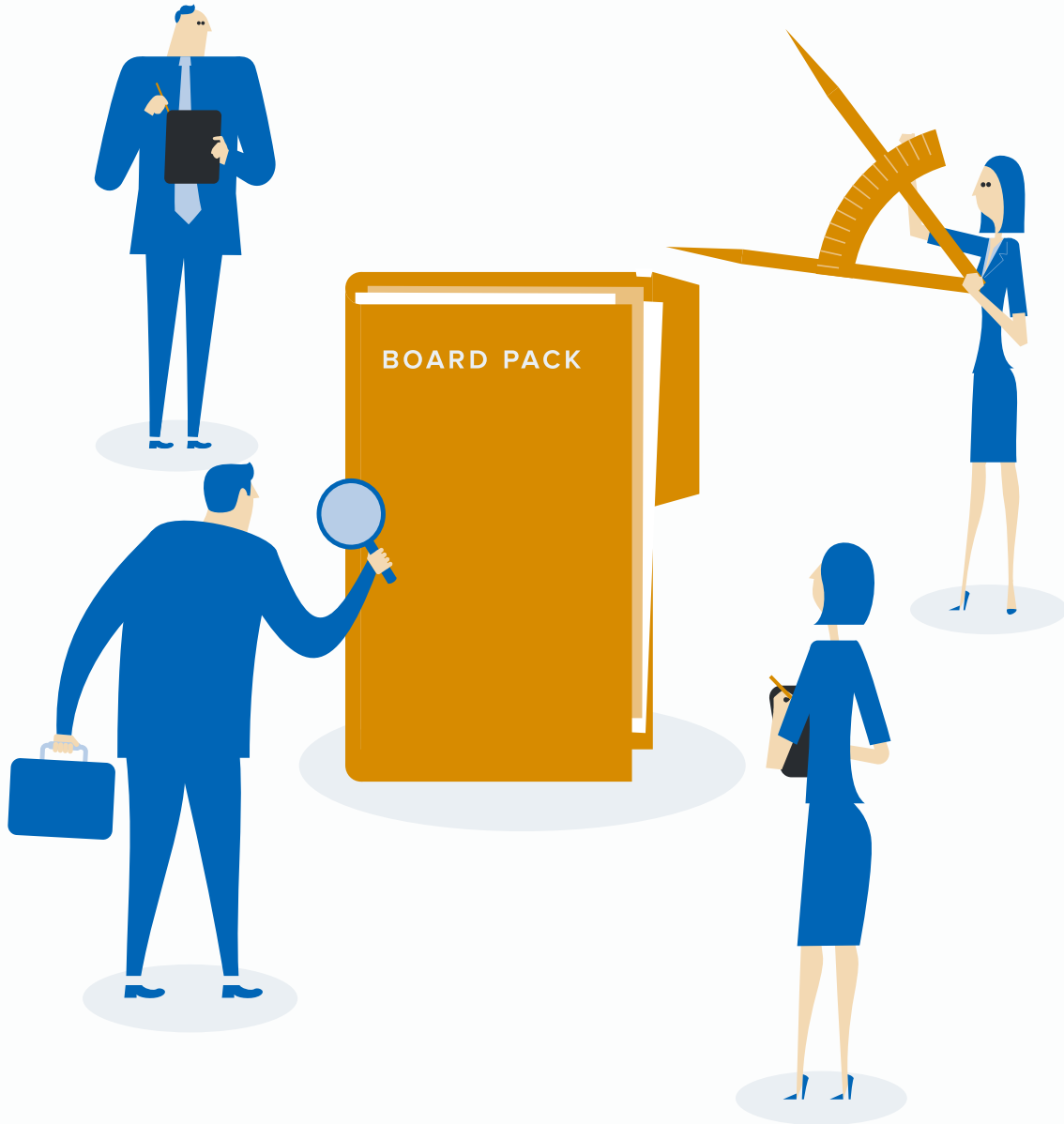# Board Reporting Assessment

How effective are your board papers?

BOARD PACK

How effective are your board papers?

Select your answers below and follow the guidance on the next page to calculate your score.

Style

1. The size of our board pack is almost always...

   ☐ Fewer than 100 pages [0]
   ☐ Between 100-200 pages [1]
   ☐ Over 200 pages [2]

2. The data in our board pack is intelligently presented...

   ☐ Agree [0]
   ☐ Disagree [1]

3. The key messages in our board pack...

   ☐ Stand out clearly [0]
   ☐ Are like a needle in a haystack [1]

Scope & Content

4. Our board pack is... *(Tick all that apply)*

   ☐ Too *backward* looking [1]
   ☐ Not always *upfront* about the bad news [1]
   ☐ Light on *risk* reporting [1]
   ☐ Too *operational* at the expense of strategy [1]
   ☐ Too *internally* focused, with little insight into the wider market [1]
   ☐ Too *financially* focused, with little insight into the non-financials [1]
   ☐ Light on the *implications* of the information presented [1]
   ☐ Not a good reflection of our *priorities* and the things that really matter [1]

5. I am <u>not</u> confident that the data in our board pack... *(Tick all that apply)*

   ☐ Is accurate [1]
   ☐ Is up to date and timely [1]
   ☐ Covers the data points that I think matter [1]

6. Our board papers...

   ☐ Help our board to have more focussed & productive conversations [0]
   ☐ Don't impact the quality of discussions in the boardroom [1]
   ☐ Are an obstacle to the board conversation [2]

Process

7. As far as I am aware, the time taken by management for board reporting is....

   ☐ A burden [1]
   ☐ About right [0]
   ☐ Not sufficient [1]
   ☐ Unknown (I don't have a clear sense of this) [1]

8. Report writers <u>don't</u> receive... *(Tick all that apply)*

   ☐ A clear *brief*, beyond the paper title and deadline [1]
   ☐ Formal *training* in how to write effective board papers [1]
   ☐ *Templates* to steer them towards what matters to the board [1]
   ☐ Thorough *feedback* to help them improve [1]

9. Our board <u>doesn't</u>... *(Tick all that apply)*

   ☐ Formally set out clear *priorities* for the year ahead [1]
   ☐ Provide formal feedback on board *agendas* [1]
   ☐ Provide formal feedback on board *papers* [1]

10. To distribute the papers to our board we... *(Tick all that apply)*

    ☐ Use a secure board portal [0]
    ☐ Use email but all files are encrypted [0]
    ☐ Primarily email but I don't think our files are encrypted [2]
    ☐ Print the materials [1]

11. The board receive all their board papers at least 5 working days before the meeting...

    ☐ Always [0]
    ☐ Sometimes [1]
    ☐ Never or rarely [2]

How does the scoring work?

Next to each answer on the left hand page is a corresponding score. Enter this score into the grid below. For questions where multiple responses can be ticked (such as Question 4), enter the sum of these scores.

For example if you ticked 3 answers for Question 4, each with a score of 1, you would enter '3' into the corresponding box below. If you hadn't ticked any answers on a multi-select question, you would enter '0'.

1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	

STYLE   SCOPE & CONTENT   PROCESS   TOTAL

What does my score mean?

TOTAL SCORE IS 0 - EXCELLENT

Congratulations! Your board pack leads the way and you should be getting a lot of value from your board papers. If you're willing to, please get in touch and we would love to hear your story!

TOTAL SCORE IS BETWEEN 1-10 - GOOD

Very good! You are close to being best in class.

TOTAL SCORE IS BETWEEN 11-20 - WEAK

You fall into the same bracket as most organisations. It is clear more needs to be done to ensure your board is getting value from your board papers.

TOTAL SCORE IS BETWEEN 21-30 - POOR

Your board pack needs urgent attention. It is likely to be detrimental to the performance of your board as well as a drain on internal resources.

Next Steps

It is worth asking your board to fill in this assessment to see if they share your answers. When you are ready, enter your 11 digits into assessyourboardpack.com to access tailored guidance. We would also advise reading the 'Effective Board Reporting' guidance from ICSA and Board Intelligence which offers more detail around the practical steps you can take. Download it for free from icsa.org.uk/boardreporting.

Getting the most from this assessment

This Assessment tool will help you to judge the effectiveness of your board papers and pinpoint where improvements are needed the most. It is one of three resources Board Intelligence and ICSA have created to help organisations improve the efficiency and effectiveness of board reporting:

1. The Board Reporting Calculator - *boardreportingcalculator.com*

Uncover the hidden cost of board reporting to understand just how much time and money your organisation is spending on your board reports. For example, a single board meeting at a FTSE 100 company in a regulated sector like financial services can cost up to £250,000 and over a 100 days of preparation.

2. The Board Reporting Assessment - *assessyourboardpack.com*

The calculator uncovers the cost of producing your board packs and this assessment helps you to see if the cost you put in matches the value you get out.

3. Effective Board Reporting Guidance - *icsa.org.uk/boardreporting*

The calculator and assessment tools provide your organisation with a mandate for change. This guidance sets out the practical steps to bring about that change, transforming your board's ability to make smart decisions.

BOARD INTELLIGENCE

Developed in partnership with: icsa