FAB CAMPAIGNS ONE-PAGER · CYBER GOVERNANCE · VERSION 1.0

10 Questions Every Board Should Ask About Cyber Governance

Qualifying the cyber governance readiness of the board you sit on, or advise.

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DOCUMENT REF.	FC-2026-CYB-01	**VERSION**	1.0 — Live
CLASSIFICATION	C1 · Public	**PAIRS WITH**	FC-2026-AIG-01 · AI Governance

Most boards are being asked: *"Are we cyber compliant?"* The more urgent question is the one underneath it: **what exactly do we protect, and can we prove we can recover it?** These ten questions cut through compliance theatre to the capabilities you cannot afford to lose.

01 • MISSION & CRITICALITY

1 What do we actually do that saves lives, protects people, or delivers critical services, and can every board member answer it the same way?

WHY IT MATTERS *Mission criticality is the foundation. Not all systems are equal, and compliance-led thinking treats them as if they were.*

2 Which specific technology systems directly enable those critical outcomes, not which ones are expensive, but which ones are indispensable?

WHY IT MATTERS *Cyber risk has to connect to operational reality. Until you name the systems, you are protecting spreadsheets, not capabilities.*

02 • IMPACT & DEPENDENCY

3 What happens if each critical system is unavailable for 24 hours, 72 hours, a week, and do we know that in numbers, not adjectives?

WHY IT MATTERS *Quantified impact drives recovery priorities. Boards that cannot answer this in hours and euros are flying blind.*

4 Which suppliers sit in our critical path, and what is our exposure if they fail, are breached, or withdraw service?

WHY IT MATTERS *Risk does not stop at your firewall. Third-party concentration is where most real incidents originate.*

03 • TESTED CAPABILITY

5 **Have we actually tested recovery of our critical systems, end-to-end, with a clock running, or do we just have a document that says we can?**

WHY IT MATTERS *Documents do not restore systems. Tested capabilities do. The gap between the two is where reputations die.*

6 **When did we last restore a critical system from backup under realistic conditions, and did it meet the recovery time we committed to the board?**

WHY IT MATTERS *This separates proven capability from hopeful assumption. "Backups exist" is not the same as "backups work."*

04 • INCIDENT READINESS

7 **Has our incident response been exercised with realistic complications, including the ones we would rather not rehearse?**

WHY IT MATTERS *Real incidents do not follow the script. Tabletop exercises that always end on time are tabletop theatre.*

8 **Do our board reports distinguish between critical and non-critical system risks, or does everything arrive amber?**

WHY IT MATTERS *If every red flag is equal, no flag gets attention. Prioritisation is a board responsibility, not an IT preference.*

05 • INVESTMENT & ASSURANCE

9 **Is our cyber investment proportionate to what we are actually trying to protect, and can we defend that proportionality to a regulator?**

WHY IT MATTERS *Spending should follow criticality, not compliance. Misaligned budgets are a governance failure, not a procurement one.*

10 **What independent assurance do we have that our defences actually work, and is management testing the questions we would want them to ask?**

WHY IT MATTERS *Trust but verify. Self-assessment is where governance theatre lives. Independent evidence is where assurance begins.*

> **THE IMPACT-FIRST PRINCIPLE**
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> *If your organisation saves lives or delivers critical services, protecting that capability is not an IT issue, it is a duty of care. Start with what matters most, then work backwards through the technology stack. The board that prioritises criticality before an incident is the only board that prioritises it at all.*

A LIVE DOCUMENT

This is Version 1. I am testing and refining these questions with boards across the UK and Italy through 2026. If you use them, or disagree with any of them, I want to hear from you. **Reputations are built by being cited, not by being followed.**

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Pairs with: 10 Questions on AI Governance