



The Governance Development Resource Pack

# **Boards and management committees: Governance review results sheet and planner**



## How to use the governance review results sheet and planner

This results sheet and planner is for use with the governance review workshop for boards and management committees as part of the Governance Development Resource Pack (see document *Governance review workshop for boards and management committees: Guide to conducting the workshop*).

Your group may also incorporate averaged results from individual questionnaires completed by members of the board or management committee (see document *Your role as a board or management committee member: Questionnaire for individuals*).

If you wish to incorporate individual results, board or management committee members should be provided with a copy of the *Individual questionnaire: Private form for inclusion in group review* (see Appendix one).

To complete the assessment and planner for your board or management committee:

1. Transfer the totals for each topic in the governance review workshop to the tables in *Group totals: Summary sheet* and add up the total for each section.
2. Compare these group totals with the range provided for group assessment in the tables in *Feedback and follow-up* and mark the follow-up suggestion that applies for each section of the review.
3. If your group has agreed to use individual assessments as part of the governance review process, collect all the individual results from participants (*Individual questionnaire: Private form for inclusion in group review*), add up the total of all individual results for each section of the questionnaire and use the table in *Individual questionnaire: Average results working sheet* to record these totals. Average the results for each section by dividing the total score by the number of people providing results.
4. Compare these average results with the range provided for average individual results in *Feedback and follow-up* and mark the follow-up suggestion that applies for each section of the questionnaire.
5. Make a list of the governance development programs that have been suggested in the follow-up comments.
6. As a group, the board or management committee should then review these results and the recommended programs and identify what work it wishes to complete. The details of this plan of work can then be recorded in the template *Governance development plan* (see Appendix two).



## GROUP TOTALS: SUMMARY SHEET

Once the group has completed the activities in the governance review workshop, transfer the totals for each topic area to the tables below and add up the total for each section. *(Note: Some sections have only one topic area.)*

<b>Sustaining good governance</b>	<b>Totals</b>
Membership base and accountability to members	
Viability of the board or committee	
Board or committee performance review	
<b>TOTAL FOR SECTION</b>	

<b>Understanding the role and responsibility of board or committee members</b>	<b>Totals</b>
Skills and knowledge	
Ethical and responsible action	
Board or committee meetings and decision making	
<b>TOTAL FOR SECTION</b>	

<b>Providing leadership</b>	<b>Totals</b>
Planning and setting direction for the organisation	
The organisation's profile	
<b>TOTAL FOR SECTION</b>	

<b>Ensuring accountability within the organisation</b>	<b>Totals</b>
<b>TOTAL FOR SECTION</b>	



<b>Safeguarding the organisation — risk management and legal compliance</b>	<b>Totals</b>
Risk assessment and management	
Contract, legal and standards compliance	
<b>TOTAL FOR SECTION</b>	

<b>Safeguarding the organisation — financial management and sustainability</b>	<b>Totals</b>
<b>TOTAL FOR SECTION</b>	



## FEEDBACK AND FOLLOW-UP

Compare the amounts in your final totals with the number ranges below. Check where your total amount falls in the range and read the suggestions provided for that range.

### 1. Sustaining good governance

(Note: There is no individual score for this section.)

If the group total is between	Suggested follow-up
48–60	The board or management committee appears to be performing well in this area and to not need any additional development work.
34–47	Overall, the board or management committee appears to be performing adequately in this area, but there are aspects that could be improved by doing the suggested program.
20–33	The board or management committee appears to need some development and improvement in this area. Use the suggested program to assist with this.
Suggested programs	<ul style="list-style-type: none"> <li>• <i>Recruitment, induction and succession planning for boards and management committees</i></li> <li>• <i>Governance performance review</i></li> <li>• <i>Meeting governance standards</i></li> </ul>



## 2. Understanding the role and responsibility of board or committee members

If the group total is between	and/or The average individual result is between	Suggested follow-up
50–63	66–90	The board or management committee appears to be performing well in this area and to not need any additional development work.
35–49	42–65	Overall, the board or management committee appears to be performing adequately in this area, but there are aspects that could be improved by doing the suggested program.
21–34	18–41	The board or management committee appears to need some development and improvement in this area. Use the suggested program to assist with this.
Suggested program	<ul style="list-style-type: none"> <li data-bbox="759 1173 1382 1240">• <i>Governance and the role of a board or management committee</i></li> </ul>	



### 3. Providing leadership

If the group total is between	and/or The average individual result is between	Suggested follow-up
31–39	34–45	The board or management committee appears to be performing well in this area and to not need any additional development work.
22–30	21–33	Overall, the board or management committee appears to be performing adequately in this area, but there are aspects that could be improved by doing the suggested program.
13–21	9–20	The board or management committee appears to need some development and improvement in this area. Use the suggested program to assist with this.
Suggested program		<ul style="list-style-type: none"> <li>• <i>Organisational planning</i></li> </ul>



#### 4. Ensuring accountability within the organisation

If the group total is between	and/or The average individual result is between	Suggested follow-up
22–27	26–35	The board or management committee appears to be performing well in this area and to not need any additional development work.
15–21	17–25	Overall, the board or management committee appears to be performing adequately in this area, but there are aspects that could be improved by doing the suggested program.
9–14	7–16	The board or management committee appears to need some development and improvement in this area. Use the suggested program to assist with this.
<b>Suggested program</b>		<ul style="list-style-type: none"> <li data-bbox="759 1205 1414 1272">• <i>Governance delegations, monitoring and reporting</i></li> </ul>



## 5. Safeguarding the organisation — risk management and compliance

If the group total is between	and/or The average individual result is between	Suggested follow-up
<b>22–27</b>	<b>23–30</b>	The board or management committee appears to be performing well in this area and to not need any additional development work.
<b>15–21</b>	<b>14–22</b>	Overall, the board or management committee appears to be performing adequately in this area, but there are aspects that could be improved by doing the suggested program.
<b>9–14</b>	<b>6–13</b>	The board or management committee appears to need some development and improvement in this area. Use the suggested program to assist with this.
<b>Suggested programs</b>		<ul style="list-style-type: none"> <li>• <i>Risk management</i></li> <li>• <i>Ensuring legal compliance</i></li> </ul>



## 6. Safeguarding the organisation — financial management and sustainability

If the group total is between	and/or The average individual result is between	Suggested follow-up
12–15	26–35	The board or management committee appears to be performing well in this area and to not need any additional development work.
9–11	17–25	Overall, the board or management committee appears to be performing adequately in this area, but there are aspects that could be improved by doing the suggested program.
5–8	7–16	The board or management committee appears to need some development and improvement in this area. Use the suggested program to assist with this.
<b>Suggested programs</b>		<ul style="list-style-type: none"> <li>• <i>Financial management for boards and management committees</i></li> <li>• <i>Sustainability of the organisation</i></li> </ul>



## INDIVIDUAL QUESTIONNAIRE: AVERAGE RESULTS WORKING SHEET

Use this worksheet to collate the individual results of members of the board or management committee and work out an average result or 'score' for each section of the questionnaire.

Results should be provided anonymously on the form provided (*Individual questionnaire: Private form for inclusion in group review*—see Appendix 1).

Section of questionnaire	Total of all individual results	Number of individuals providing total	Average result (total of results divided by number of individuals)
Roles and responsibilities			
Providing leadership			
Accountability			
Monitoring and safeguarding — risk management and compliance			
Monitoring and safeguarding — financial management and budgets			



## APPENDIX ONE

### The Governance Development Resource Pack

#### YOUR ROLE AS A BOARD OR MANAGEMENT COMMITTEE MEMBER: INDIVIDUAL QUESTIONNAIRE

##### PRIVATE FORM FOR INCLUSION IN GROUP REVIEW

This form is provided for you to record a summary of your results from the individual questionnaire for board or management committee members if you need to provide them to your board or management committee for inclusion in a group review.

This form is anonymous, and you do not need to identify yourself in providing this summary to your organisation.

Section of questionnaire	Total for section
Roles and responsibilities	
Providing leadership	
Accountability	
Monitoring and safeguarding—risk management and compliance	
Monitoring and safeguarding—financial management and budgets	



## APPENDIX TWO

### GOVERNANCE DEVELOPMENT PLAN

<b>Governance development programs</b> (list the programs you have decided to complete)	<b>Areas to focus on</b> (make a note of any particular issues or areas you want to pay specific attention to)	<b>Time required</b> (note how long the program will take to complete)	<b>Session time/dates</b>	<b>Notes</b> (make a note of anything else that needs to be considered)