

# Board Performance Assessment

Presented by David Fishel,  
Positive Solutions

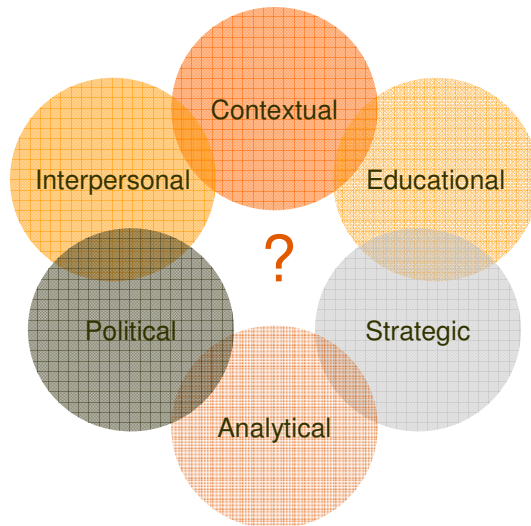


## Why should we assess the Board?

- We care about the organisation
- A stronger board = a stronger organisation
- We want our time used well

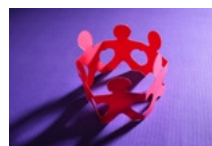


## Dimensions of board performance



## Dimensions of board performance

- Meetings
- Decision making
- Knowledge
- Composition
- Linkage to CEO



## Levels of Assessment

- informal board discussion
- facilitated board discussion
- self-completion survey forms
- stakeholder consultation or 360 degrees evaluation
- a board audit

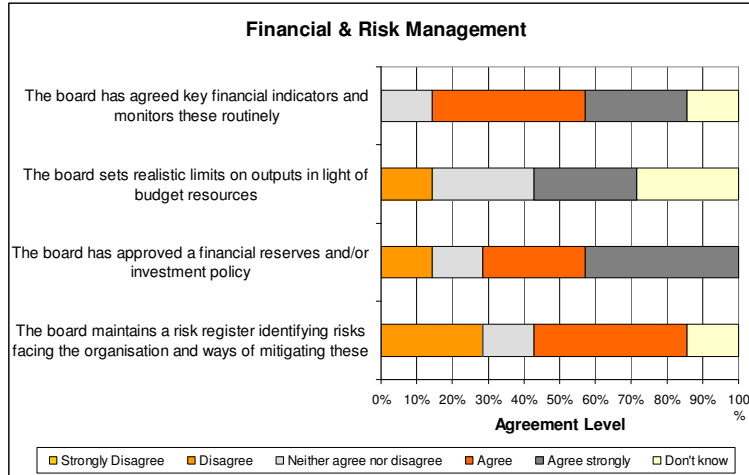


## Survey content

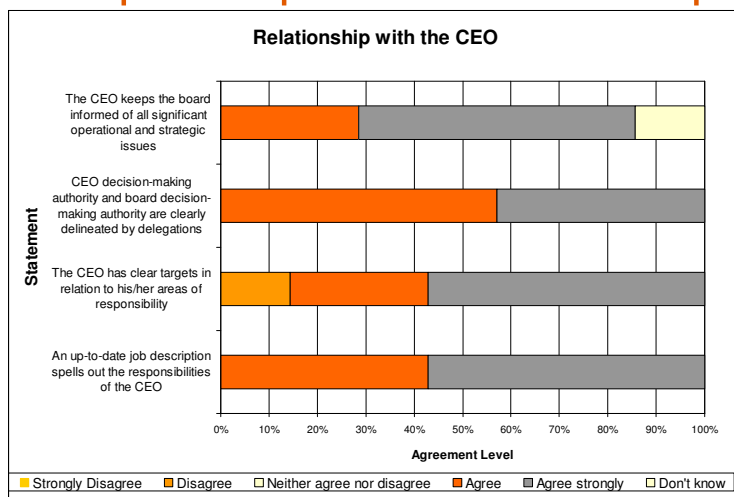
1. Mission, policy and planning
2. Organisational and industry knowledge
3. Relationship with the CEO
4. Marketing and fundraising
5. Financial and risk management
6. Board composition and processes



## Sample outputs - Finance

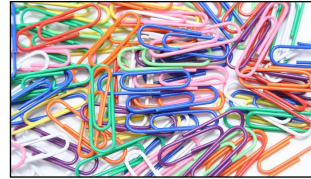


## Sample outputs - Relationships



## Board Audit

- review of board papers
- observation at general meetings
- survey and interviews
- facilitated discussion
- development plan



## Board Standards (1)

1. All board members have undergone an agreed induction process
2. Board members have a duty statement and code of conduct
3. The board has approved a strategic plan, and reviews progress against the plan
4. The board has approved a current marketing and communications plan
5. The board has approved key performance measures



## Board Standards (2)

6. The board receives regular, clear financial reports, including updated cashflow projections
7. The board receives meeting papers at least one week ahead of board meetings
8. The CEO's authority is specified through clear delegations
9. The board undertakes a structured CEO appraisal annually
10. The board has approved a risk register



## Board Standards (3)

11. The board has agreed succession plans for CEO, board membership and chairmanship
12. Individual board member attendance levels are monitored
13. The board evaluated its performance within the last two years
14. The board has developed and adopted a Governance Charter



## Board Targets



How are we going to add value ?

- articulation of policy areas which are not currently defined
- review of financial, risk management, CEO appraisal or other organisational systems
- identification of potential partners in the corporate sector
- drafting of discussion documents to inform future strategic planning

