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Governance Questionnaire



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| Social Business Wales Governance Questionnaire | | | | | | | | |
| There are a number of elements that taken together contribute to good governance. They are not mutually exclusive: everything is connected and an organisation may be only as strong as its weakest element. In this diagnostic questionnaire we explore each in turn:   1. The organisation 2. Membership 3. The Board 4. Staff and volunteers 5. Strategy, planning and delivery 6. External stakeholder participation and engagement. | | | | | | | | |
| **How to use this questionnaire**  Use this diagnostic questionnaire to reflect on governance within the organisation. Consider each section in turn and be realistic as you answer the questions. There are no wrong answers: every organisation has opportunities for further improvement and the focus is on the action your organisation will take forward.  There is space to record your responses as well as identify areas for improvement and actions that will strengthen the organisation and address gaps. | | | | | | | | |
| Section1. The Organisation | | | | | | | | |
| In this section we look at the big picture and explore the vision, purpose, business model, values and culture of the organisation. | | | | | | | | |
| Question | Response | | | | | | | Action |
| **1.1 Purpose and mission** | | | | | | | | |
| What is the purpose of the organisation?  What is the mission of the organisation?  How do both align with the objects in your governing document? |  | | | | | | |  |
| How confident are you that the purpose and mission are relevant and realistic? (Tick one) | Very | Sort of | | A little | | Not really | |  |
| How is the purpose and mission communicated to your immediate stakeholder groups?  *e.g. members, staff, volunteers, beneficiaries, clients, funders.* |  | | | | | | |  |
| How confident are you that everyone understands the purpose and mission of the organisation? (Tick one) | Very | Sort of | | A little | | Not really | |  |
| **1.2 Core values** | | | | | | | | |
| How are the core values communicated to **internal** stakeholders such as staff, volunteers?  How are the core values communicated to **external** stakeholders such as beneficiaries, clients, funders and partner organisations? |  | | | | | | |  |
| How confident are you that core values are adhered to in everyday work and decision making? (Tick one) | Very | Sort of | | A little | | Not really | |  |
| **1.3 Legal structure and business model** | | | | | | | | |
| What is your legal structure?  What are the benefits and drawbacks of the legal structure? |  | | | | | | |  |
| How confident are you that the organisation structure is fit for purpose for the future? (Tick one) | Very | Sort of | | A little | | Not really | |  |
| How do new Board members and management get to know about the detail in the Governing document? |  | | | | | | |  |
| How confident are you that all Board members and senior management understand the essential details in your Governing document? (Tick one) | Very | Sort of | | A little | | Not really | |  |
| How do you keep up-to-date with legal developments that impact on the organisation? |  | | | | | | |  |
| How confident are you that legislative changes are communicated and address effectively? (Tick one) | Very | Sort of | | A little | | Not really | |  |
| Describe the business model you operate?  What are the benefits and drawbacks of your business model? |  | | | | | | |  |
| How confident are you that the business model is fit for purpose and the right one for the future? (Tick one) | Very | Sort of | | A little | | Not really | |  |
| **1.4 Culture and communication** |  | | | | | | |  |
| How do you ensure that everyone feels connected and works towards the same goals? |  | | | | | | |  |
| How confident are you that the culture in the organisation is open and people feel free to challenge the status quo? | Very | Sort of | | A little | | Not really | |  |
| How does communication work internally? (Board, staff, volunteers members)  How do you check people’s understanding of what has been communicated? |  | | | | | | |  |
| Section 2. Membership | | | | | | | | |
| In this section we consider membership of the organisation: the arrangements and structure, the member offer, their participation in the organisation and communication. | | | | | | | | |
| **2.1 Membership arrangements and structure** | | | | | | | | |
| Who are your target members?  Do you have different categories of membership? |  | | | | | | |  |
| How confident are you that the organisation understands the needs and priorities of members sufficiently? | Very | Sort of | | A little | | Not really | |  |
| What are the benefits of membership for members? |  | | | | | | |  |
| How confident are you that the organisation truly adds value and provides real benefits for its members? | Very | Sort of | | A little | | Not really | |  |
| Do you have a member application form?  What is the process for approval of membership?  Are you compliant with clauses about membership in the Governing document? |  | | | | | | |  |
| **2.2 Number of members** |  | | | | | | |  |
| How many members are in the organisation?  Do you keep an up-to-date member’s register? |  | | | | | | |  |
| How confident are you that the organisation’s membership is sufficiently strong? | Very | Sort of | | A little | | Not really | |  |
| How will develop membership in the future? |  | | | | | | |  |
| **2.3 Participation and communication** |  | | | | | | |  |
| Is there an induction pack for new members?  How do you know that your purpose and mission are shared by members?  How do members have a democratic voice within the organisation?  How do you ensure members know their rights and responsibilities?  What participation do you seek from members?  How do you communicate with your members? |  | | | | | | |  |
| How confident are you that you have taken enough action to engage with the membership sufficiently? | Very | Sort of | | A little | | Not really | |  |
| What is the procedure for arranging your Annual General Meeting (AGM)?  How many members attend your AGM? |  | | | | | | |  |
| How confident are you that the AGM engages your membership? | Very | Sort of | | A little | | Not really | |  |
| Section 3. The Board | | | | | | | | |
| In this section we consider the roles and responsibilities of Board members, their participation and how they work together as a group. | | | | | | | | |
| **3.1 Roles and responsibilities** | | | | | | | | |
| What is the role and responsibilities of Board members?  How do you ensure that board members know and understand their roles and responsibilities?  Do board members have job descriptions?  Is there an induction process, including good governance, for new Board members? |  | | | | | | |  |
| What steps are taken to engage board members? |  | | | | | | |  |
| How confident are you that all Board members are committed and engaged? | Very | Sort of | | A little | | Not really | |  |
| **3.2 Effective team-working** | | | | | | | | |
| How do you assess the skillset of the board?  How do the current board’s skills match with the objectives of the organisation?  What skills does each Board member bring to the organisation? |  | | | | | | |  |
| How confident are you that the board has the skills, knowledge, experience and qualities that the organisation will need in the future? | Very | Sort of | | A little | | Not really | |  |
| How do you ensure the board works together as an effective unit?  How do you ensure that all members of the board have the appropriate information to make an informed decision?  How do you manage conflicts of interest? |  | | | | | | |  |
| How confident are you that the board works effectively and efficiently as a unit? | Very | Sort of | | A little | | Not really | |  |
| **3.3 Succession planning** | | | | | | | | |
| How are board members appointed?  How do you prepare for succession on the board? |  | | | | | | |  |
| How confident are you that the board will be right for the future? | Very | Sort of | | A little | | Not really | |  |
| Section 4. Staff and volunteers | | | | | | | | |
| In this section we consider the staff and volunteers team, how they work together as a group and are managed. | | | | | | | | |
| **4.1 Roles and responsibilities** | | | | | | | | |
| How do you know people understand their role and what is required of them?  Are all staff job descriptions up to date?  What is the induction process for staff and volunteers? |  | | | | | | |  |
| How confident are you that the team structure will be right for the future? | Very | Sort of | | A little | | Not really | |  |
| What steps are taken to engage staff? |  | | | | | | |  |
| How confident are you that all staff members are committed and engaged? | Very | Sort of | | A little | | Not really | |  |
| How confident are you that you have taken enough action to engage volunteers sufficiently? | Very | Sort of | | A little | | Not really | |  |
| How do you ensure that everyone works together as a team?  How do you manage conflicts or grievances? |  | | | | | | |  |
| How confident are you that the staff and volunteers work effectively and smoothly as a team? | Very | | Sort of | | A little | | Not really |  |
| **4.2 Performance management** | | | | | | | | |
| How do you ensure that staff achieve expected performance? |  | | | | | | |  |
| How confident are you that the staff have clear goals and understand these fully? | Very | | Sort of | | A little | | Not really |  |
| **4.3 Learning and development** | | | | | | | | |
| How do you assess if staff have the skillsets necessary to fulfil their roles?  How are staff learning and development needs assessed and addressed? |  | | | | | | |  |
| How confident are all staff have or are working towards the skills, knowledge, experience and qualities that the organisation will need in the future? | Very | | Sort of | | A little | | Not really |  |
| In what ways does the organisation support volunteers with their personal development? |  | | | | | | |  |
| **4.4 Recruitment and selection** | | | | | | | | |
| Describe your recruitment and selection process. |  | | | | | | | . |
| How confident are you that the organisation is able to attract the right staff? | Very | | Sort of | | A little | | Not really |  |
| **4.5 Succession planning** | | | | | | | | |
| How do you prepare for succession across the organisation? |  | | | | | | |  |
| How confident are you that the organisation is well-prepared for personnel changes in the future? | Very | | Sort of | | A little | | Not really |  |
| Section 5. Strategy, planning and delivery | | | | | | | | |
| In this section we consider the strategy to achieve the organisation’s mission, how it is developed and delivered. | | | | | | | | |
| **5.1 Planning process** | | | | | | | | |
| Do you have a business plan? If so, when was it last reviewed?  How does the organisation develop a plan for its work?  Who has input and participates in the planning process?  How does the current strategy and plan relate to the vision and purpose? |  | | | | | | |  |
| How confident are you that the current business plan is usable and shapes ongoing decision making? | Very | | Sort of | | A little | | Not really |  |
| **5.2 Outcomes and impact** | | | | | | | | |
| What are the goals and objectives for the organisation?  Are the goals and objectives consistently achieved? |  | | | | | | |  |
| How confident are you that the outcomes and impact are aligned to the vision and purpose? | Very | | Sort of | | A little | | Not really |  |
| How confident are you that they make a real difference? | Very | | Sort of | | A little | | Not really |  |
| How do you measure social impact?  How is social impact reported and to whom? |  | | | | | | |  |
| **5.3 Marketing** | | | | | | | | |
| Describe your products and services.  How does these align with the organisation’s purpose and mission? |  | | | | | | |  |
| How confident are you that the product offering is different enough to be compelling for customers and beneficiaries? | Very | | Sort of | | A little | | Not really |  |
| **5.4 Financial planning and management** | | | | | | | | |
| How do you plan and monitor finances?  Who is involved in financial planning and monitoring? |  | | | | | | |  |
| How confident are you that financial **planning** is effective? | Very | | Sort of | | A little | | Not really |  |
| How confident are you that financial **monitoring and reporting** is sufficient to inform decision making? | Very | | Sort of | | A little | | Not really |  |
| Are all financial policies and procedures up-to-date? |  | | | | | | |  |
| How confident are you that financial systems are sufficient and fit for purpose? | Very | | Sort of | | A little | | Not really |  |
| **5.5 Operations and delivery** | | | | | | | | |
| How do you ensure that resources are used efficiently and effectively?  How do you encourage improvement and innovation across the organisation?  How often do people challenge the status quo? |  | | | | | | |  |
| How confident are you that operational delivery is effective and efficient? | Very | | Sort of | | A little | | Not really |  |
| **5.6 Systems, policies and procedures** |  | | | | | | |  |
| How often do you review and update your policies?  Do you work to any quality standards? e.g. ISO 9001, PQASSO or sector specific standard? |  | | | | | | |  |
| How confident are you that policies and procedures are comprehensive, relevant and fit for purpose? | Very | | Sort of | | A little | | Not really |  |
| How do your people find out about policies and procedures?  How do you ensure that your people buy into and share the principles behind policies and procedures? |  | | | | | | |  |
| How confident are you that policies and procedures are understood and implemented by everyone at all times? | Very | | Sort of | | A little | | Not really |  |
| **5.7 Sustainable development** | | | | | | | | |
| What steps does the organisation take to enhance economic, social and environmental well-being?  How will the duty to carry out sustainable development placed upon public bodies by the Well-being of Future Generations (Wales) Act impact upon the organisation? |  | | | | | | |  |
| **5.8 Risk management** | | | | | | | | |
| How do you approach risk management?  Who is involved in risk management? |  | | | | | | |  |
| How confident are you that your business plan address risks sufficiently? | Very | | Sort of | | A little | | Not really |  |
| Section 6. External stakeholder participation and engagement | | | | | | | | |
| In this section we consider the external organisations and individuals that have an interest in the organisation and its work and how the organisation engages with them. | | | | | | | | |
| **6.1 Stakeholder groups** | | | | | | | | |
| Who are your key external stakeholder groups?  How might the interests and priorities of each stakeholder group benefit the organisation? |  | | | | | | |  |
| How confident are you that the organisation understands external stakeholder groups sufficiently? | Very | | Sort of | | A little | | Not really |  |
| **6.2 Participation and communication** | | | | | | | | |
| How strong is current participation and partnership working with external stakeholders? Do you have a contact strategy in place for key stakeholders? |  | | | | | | |  |
| How confident are you that communication with external stakeholders is two-way and effective? | Very | | Sort of | | A little | | Not really |  |