How Good is our Governance?	
The Organisations' Purpose, Values, Corporate Goals and Outcomes for Service Users	
Breakout Session 1	**Action**
Is the purpose of your organisation clear?	• Clarify purpose in review Corporate Plan • Map other scrutiny bodies
Do we have organisational values, are they 'owned' and are they being put into practice at all levels?	• QI framework – look for evidence of how values are embedded in practice
Do we have clarity of focus on what we are trying to achieve? Is there a shared understanding of the strategy and objectives?	• Board planning event – 13/14 December
How good is the information we receive on performance, costs, service quality and value for money?	• No action required
For all the above: How do we know?	• Effectiveness Reviews of Committees • Performance Reporting • Internal Audits
Functioning Effectively as a Board	
Board Structure	
Breakout Session 2	**Action**
Composition and effectiveness of Committees and relationship with main Board	• Effectiveness Reviews of Committees • Performance Reporting • Internal Audits
Is the Audit Committee operating effectively?	• Internal Audit Plan
Are the 'Group Dynamics' right?	• Require Board, Executive – Staff Performance Appraisal
What is the nature of the relationship within the Board and between Board and Management?	• Require Board, Executive – Staff Performance Appraisal
How can we achieve constructive challenge without fracturing the Board?	• Good Chairing Skills • Opportunity for closed discussions
Is the Board capable of handling a crisis?	• Deconstruct a crisis situation ie Health & Sport Inquiry

Functioning Effectively as a Board	
Do we have good processes for decision making?	
Breakout Session 2	**Action**
What is the Board's engagement with the strategy?	• No action required
How is the agenda set?	• Effectiveness review • Review of agenda setting • Reports programme
Scheduling and Conduct of Meetings	• Effective Chairing • Review of Committee effectiveness
Does the Board have a collective view of risk – risk management/risk taking?	• Internal Audit reports • Review of Strategic Risk Register (early 2013)
How do we monitor decisions and benchmark success?	• No action required
Use of professional advice to inform/support decision making	• Future benchmarking required as part of new QI framework • Clarity on who and how to benchmark in it's broadest sense ie. Board effectiveness
Functioning Effectively as a Board	
Quality and Timelines of Information	
Breakout Session 2	**Action**
How should we influence the quality and nature of information provided to you as a Board Member?	• Clarity on role of Committees in relation to the Board ie. S & P Committee
Timelines, quality and length of papers for Board Meetings	• No action required
Quality and timelines of information on which decisions are made	• No action required
How can we ensure that Board Members (non-executives) have an understanding of the business?	• No action required
How can we improve?	• No action required
Is there scope for improvement and if so what action do we need to take?	• Clarity in papers from Committees to Board to advise of actions expected ie. Recommendations/noting/advice (Scheme of Delegation) • All committees to provide annual review to evidence impact & outcomes • Aide memoir to track Committee decisions

Effective Performance and 'Real' Accountability	
Breakout Session 3	**Action**
Is there a performance management system in place which ensures that staff are aware of corporate objectives and are clear as to how they are contributing to achievement of the corporate objectives?	• New performance management systems – corporate and individual levels to support new Corporate Plan 2013-16
Who are we accountable to, for what and how well do these accountability relationships work? How good is our relationship with our stakeholders?	• Implement new public reporting strategy • Quality indicators framework – stakeholder survey
How well do we understand the views of the public and service users and incorporate them into our decision making?	• As above • Secure online area for Board Members • Develop Ambassadorial role of Board Members with all stakeholders • Review Scheme of Delegation
How effective is the scheme of delegation and the schedule of matters reserved for the Board as a guide to the executive and the Board?	• No action required
Is there scope for improvement and if so what action do we need to take?	• No action required
Developing the Capability and Capacity of the Board and Individual Board Members	
Breakout Session 4	**Action**
How do we ensure an appropriate skills mix on the Board?	• Chair clarified skill mix required with Scottish Government • Review attendance of Board Members as part of appraisal process as non attendance impacts on risk/quorate/decision-making
Is there an effective system of appraisal/development for Board Members?	• Feedback loop to be closed on how effective appraisal/development systems are for Board members • Develop 360° feedback • Evaluation of development events
How do we ensure currency of knowledge/skills?	• Regular development sessions/robust appraisal systems to identify/raise awareness of emerging issues • Inter-Board development sessions to share individual knowledge and expertise
Is there scope for improvement and if so what action do we need to take?	• Role for deputisation process in Board & Committees to assist sharing information and succession planning