

# Governance scorecard

---

The governance scorecard contains 55 questions that can be answered as 'yes', 'no' or 'working on it'. If the response is 'no', a comment box is provided to explain the rationale. The governance scorecard must be reviewed and approved by the board of directors and signed by the chair before submission to LAO.

## Board membership and orientation

1	Are there written job descriptions or statements of responsibilities for the chair and the members of the board?
2	Does the composition of the board reflect the qualification and/or experience necessary to comply with the Clinic-LAO MOU, including community representation, such as legal, financial, human resources and program experience?
3	Are the knowledge and skills needs of board members assessed annually and any identified gaps addressed in an annual board development plan?
4	Is there a board manual/orientation manual?
5	Do new board members receive orientation other than receiving an orientation manual?
6	Do board members use the resources available on the <a href="#">Board Supports Working Group (BSWG) website</a> to help maintain and/or improve their governance effectiveness?
7	Do board members have a good understanding of the <i>Canada Not-for-profit Corporations Act</i> and related board responsibilities?

## Board Operations

8	Does the board update the need for <i>ad hoc</i> and standing committees annually and revise the structure accordingly?
9	Does the board have standing committees as provided for in the clinic's by-laws?
10	Does the board meet on a regular basis and in accordance with the clinic's by-laws and document meeting minutes, including key discussions and decisions for reference purposes, transparency and accountability?
11	Has quorum been reached at 80 per cent or more of the board meetings?
12	Are minutes, committee reports and staff reports distributed to directors at least five days in advance of board meetings?
13	Are minutes and materials reviewed and approved at each board meeting?
14	Does the board have a process to annually review plans for succession to the positions of board chair and committee chairs?

15	Does the board have a process to annually consider development opportunities for potential board chairs and committee chairs?
----	---

### **Fiscal Management**

17	Is the clinic's annual budget discussed by the board prior to approval?
18	Does the board receive at least quarterly financial reports and does it monitor the performance of the clinic in relation to its budget?
19	Are quarterly financial reports submitted to LAO in a timely manner?
20	Does the board meet with its financial auditors annually to review the audited financial statements?
21	Are the clinic's periodic and annual reports submitted to LAO within the required deadline?
22	Are the organization's audited financial statements received and approved by the board and provided to LAO within four months of the year end?
23	Are the organization's financial statements publicly available within six months of year-end?

### **Policies & Planning**

24	Does the clinic have up-to-date policies for the following:
24 A.	Conflict of interest for members of the board of directors
24 B.	Staff supervision
24 C.	Clinic accessibility
24 D.	Human resources (e.g. vacation, bonuses, overtime, etc.)
24 E.	Complaints
24 F.	Retainer
24 G.	Outside work for staff
24 H.	Legal disbursement-client collection
24 I.	Purchasing, which ensures a competitive process for acquiring goods and services above a certain value, to be determined by the board
24 J.	Limitation reminder or tickler system
24 K.	Financial eligibility
24 L.	Opening, closing and central storage of clinic file
24 M.	Policies and procedures in place to maintain security and confidentiality of sensitive information
24 N.	A code of ethics/conduct that applies to directors, staff and volunteers
25	Has the board reviewed its policies, procedures and bylaws in the past 12 months?
26	Are board members aware of and in compliance with the <u>Clinic Travel, Meal and Hospitality Expenses Directive</u> ?
27	Does the clinic have a current three- to five-year strategic plan or a set of long range goals and priorities?

28	Does the clinic develop and carry out an annual business plan as per the Clinic-LAO MOU?
29	Does the board articulate clear and measurable goals and objectives for clinic service and develop timelined activities to achieve goals?
30	Does the clinic review data/information to identify service gaps and consider innovative approaches to close them?
31	Does the clinic evaluate the effectiveness of its work by assessing results or impact on clients and the community?
32	Does the board have a process in place to identify the clinic's major strategic and operational risks and a plan to mitigate these risks?

### **Board/executive relationship**

33	Is there a clear differentiation and understanding of roles and responsibilities between the board and executive director, including approval of expenditures of the executive director?
34	Does the board feel there is good two-way communication between the board and the executive director, e.g. reporting of significant organizational statistics, planning, risk and deadlines reviews, financial status and results, and compliance reports?
35	Does the executive director report to the board, and have a detailed job description, annual performance objectives, with an annual performance review conducted by the board?
36	Does the executive director report regularly to the board on the carrying out of staff performance evaluations?
37	Does the board annually review key HR and financial matters delegated to the executive director, executive limitations, and approve the executive director's total compensation package and annual expenses?
38	Does the board annually discuss the succession plan for the most senior staff position in the clinics?

### **Board/LAO relationship**

39	Is there is an understanding of the board's accountability to LAO?
40	Do board members believe there is good two-way communication between the board and LAO?
41	Do members of the board meet annually with LAO representatives?
42	Does the board measure the clinic's performance to ensure alignment with LAO's goals and objectives?

**Total tally: 55 Yes=\_\_\_\_\_; No=\_\_\_\_\_; Working on it=\_\_\_\_\_**

**Board relationship with its community**

# of board members	
# of board members that represent community agencies	
# of clinic members (that pay membership)	
# of members who attended the last AGM	
# of community agencies that are members of clinic	
Month when AGM is usually held	

**Comments:**


Name of legal clinic: \_\_\_\_\_

Date approved by the board: \_\_\_\_\_

Name of clinic board chair: \_\_\_\_\_

Signature of board chair: \_\_\_\_\_