

Membership of the board

Issue	Yes or No	Notes and Action Points
The board has agreed, in writing, the skills and knowledge that the chair, secretary, treasurer and members need to carry out their roles		
The board contains enough people with a suitable balance of skills and experience to carry out its role		
The board membership reflects the diversity of the local community		
There is a strategy for recruiting, developing and training board members, including induction when they first join		
There is a budget to pay for board members training and development		
Members are clear what they gain from being on the board – expenses, training, experience, contacts etc		
The members are elected through open advertisement for a fixed period of time		

The legal framework

Issue	Yes or No	Notes and Action Points
The organisation has a document which governs how it is managed – e.g. constitution, trust deed, memorandum and articles		
Board members have received and read copies of this document and understand what it means to be a charity, a trust, a company etc		
Board members understand their legal responsibilities under this document		
The board is properly informed of its other legal responsibilities for staff, users, property etc		
Board members are aware of their individual legal responsibilities and liabilities		
The board has an agreed policy and procedure for dealing with any conflicts of interest by board members		
The board has access to appropriate legal and professional advice		
If the organisation is a charity the operational legal framework complies with the requirements of the Office of the Scottish Charity Regulator and any amendments to the legal framework are duly notified to OCSR		
The organisation has arrangements in place to ensure that it complies with all relevant contracts and agreements		

Board management

Issue	Yes or No	Notes and Action Points
There is a clear structure for governing the organisation		
The role of the board is clear and understood		
The board has an agreed and written statement of the responsibilities of the chair, treasurer, secretary and any other officers		
All of the appropriate board members are involved in making decisions		
The board has written job descriptions for board members describing their roles and key areas of responsibility		
The board has a clear policy for dealing with members who fail to attend without good reason		
Board members know what to do if they disagree with a board decision		
Board members feel confident about raising issues and know how to get items on to the agenda		
The board regularly reviews its own abilities and performance		
The board has a clear code of conduct and rules as to how to remove members if necessary		
Board meetings are effective and meet the standards set by the board		

Meetings and committees

Issue	Yes or No	Notes and Action Points
The board meets regularly, at times and places to suit all of its members		
The board has agreed a clear schedule of meetings for the year that includes those needed for planning, monitoring and review and to meet any legal requirements, such as for an annual general meeting		
The role of any sub-committees and working groups is clear and they add value to the work of the organisation		
It is clear that the full board must ratify any recommendations that the committees make		
A clear written record is kept of meetings of the board, sub-committees and working groups		
All decisions and actions to be taken are clearly identified		
The written record is kept safely and signed as a true record at the start of the next meeting		

Partnership with the paid manager and staff

Issue	Yes or No	Notes and Action Points
There are processes in place to ensure an effective partnership between board and staff		
The role of the chair in linking the board to the manager is clearly defined		
The role of the manager and all additional staff is clear and written down		
The boundaries between the role of the board and that of the manager are clear and are reviewed regularly		
The board establishes clear limits to the authority of staff, sub-committees and working groups		
The manager and staff are provided with effective support and supervision		
The manager's performance is appraised every year		
Appropriate employment policies and practices are in place		
The organisation works to appropriate terms and conditions		
The staff have adequate skills to fulfill their duties		
There is an adequate training programme in place to fill any skills gaps		

Financial health

Issue	Yes or No	Notes and Action Points
The organisation is solvent and has sufficient financial reserves		
The board as a whole is competent in taking financial decisions		
The board has designed effective systems for managing finances and accounts by staff and board. The staff are clear what items of expenditure need board approval.		
The board receives regular financial and cash flow statements		
The board regularly compares the budget with actual income and expenditure		
The board receives written reports highlighting any exceptional items in the finances		
The board receives clear information about how items will be paid for before any decision is taken to buy capital items, employ staff, take on leases		
At least three quotations are obtained from potential suppliers before considering any capital expenditure		
The board is clear as to whether they need an audit or an independent examination		

<p>The chair meets with the external auditor at least once a year and the board receives copies of all correspondence from the auditors</p>		
<p>The effectiveness of the auditors or independent examiner is reviewed regularly</p>		
<p>The organisation has adequate insurance to cover all its activities an the level of insurance is reviewed annually. A number of insurance quotes are obtained or an insurance broker is used</p>		
<p>The board is satisfied with the quality of financial information they receive at board meetings</p>		
<p>If the organisation is a charity the Board ensures compliance with regard to accounting practices required by the Office of the Scottish Charity Regulator</p>		
<p>The organisation has identified all the major risks and put in place systems to mitigate those risks</p>		
<p>The organisation has put into place arrangements to safeguard all assets</p>		
<p>The Board ensures that the Annual Report and Statement of Accounts are produced and distributed timeously</p>		

Relationship with funders

Issue	Yes or No	Notes and Action Points
The board is fully aware of any conditions that may come with a grant and what reports and returns are expected from them		
The board is aware of what funding organisations expect from them		
The board are up to date with funding and fundraising opportunities		
The board meets with or contacts funders at least once a year		
These meetings are formally reported to the board		
The treasurer or other responsible person makes sure that funders receive the financial information they want and that any specific conditions are complied with		

Accountability to beneficiaries and other stakeholders

Issue	Yes or No	Notes and Action Points
The board is clear who the beneficiaries and users of the organisation are		
The board has identified all other key stakeholders		
The views of all stakeholders are regularly gathered and considered by the board		
The board communicates effectively with all of its stakeholders, through meetings, newsletters, annual reports etc.		
The rights of stakeholders are included in rules, policies and procedures of the organisation		
Users have a real voice in the running of the organisation and are involved in judging the organisation's work		
The board is clear how the organisation contributes to the well-being of the community		
The Board gives consideration to involving all stakeholders with regard to disability and diversity		
An effective complaints procedure is in place		

Values, vision and policy

Issue	Yes or No	Notes and Action Points
The values and vision of the organisation are clearly understood and stated		
There is a written statement of mission or aims which is well known to everyone		
The mission fully matches the objects set down in the organisation's constitution		
Board members know what the organisations objects allow them to do		
The organisation regularly re-assesses the need it was set up to tackle. Are we still doing the right job?		

Priorities and strategy

Issue	Yes or No	Notes and Action Points
The board has agreed the major priorities for the work of the organisation		
The board has agreed a long term strategy or business plan to achieve its priorities		
The board regularly reviews the internal and external environment for changes that may affect the strategy and is aware of major risks and opportunities		
The board and staff review and set the organisation's objectives once a year		
The organisation has realistic objectives and plans to put them into action		
Staff are aware of the objectives and have clearly defined authority to carry them out		
Stakeholders are involved in setting the strategy and the main objectives		

Monitoring and standards

Issue	Yes or No	Notes and Action Points
The board has agreed standards for judging the value of the organisation's work		
The standards are used to monitor the progress of the organisation		
The systems for monitoring performance provide reliable, valid and timely information		
Monitoring information can be used in a number of ways and can supply outputs to funders		
The results of all reviews are adequately documented and given to staff		
The board measures and appraises its own performance – are you fit for purpose?		
There is an agreed code of conduct for board members which is monitored by the board		

Policies and procedures

Issue	Yes or No	Notes and Action Points
The organisation's policies and procedures are clearly documented		
They are kept in a central file and readily available to board members, staff and others with an interest in the organisation		
Policies and procedures are regularly reviewed		
The board has procedures to ensure that all policies are implemented, monitored and evaluated		
There is a clear policy and process for identifying and developing new policies		
Appropriate insurance and indemnity cover is in place to cover all business activities		

Board manual

Your organisation should develop and circulate a manual to each member of the board. This will ensure that members have copies of all the key documents that they need to be effective and efficient. The board manual would normally contain the following information. Check if you have seen a copy of the board manual.

Document	Yes or No
Job descriptions showing roles and responsibilities for board members and officers	
Job descriptions of key staff and their main terms and conditions	
Copy of the constitution, trust deed or memorandum and articles	
Mission statement	
Organisational chart	
Procedure for appointing board members	
Terms of reference for board meetings, sub-committees and working groups	
Copies of policy statements with dates for review	
Declaration letter confirming that the board member is willing and eligible to stand	
Procedure for appointing and selecting the organisation's manager and other staff	
Last annual report	
Latest audited accounts	
Projected income and expenditure statements	
Procedure for paying allowances and expenses	
Procedure for declaring a conflict of interest	
Calendar for board and other meetings, with list of members of sub-committees	
Information about induction and training	
Contact details of other trustees and key staff	

For Further Information Please Contact:

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