

COMMUNITY IMPACT BUCKS BOARD SELF-ASSESSMENT 2015

This document should be read in conjunction with our [Top Tips for Recruiting Trustees](#) document.

Here is an example of the self-assessment process we use to audit the skills present on our trustee board.

How to complete the questionnaire

The questionnaire is based on the NCVO Self-assessment Tool for Voluntary Sector Organisations and is designed to help trustees of Community Impact Bucks assess how well the Board is functioning and to identify areas where the Board can improve its performance. It is expected to take between 30 and 60 minutes to complete.

To encourage candour, the questionnaire doesn't ask for your name. Your anonymous responses and those of your colleagues will be put together and analysed before the results are distributed for discussion at a Board Meeting later this year.

The questionnaire is structured around the NCVO's 12 basic board responsibilities with a set of statements designed to elicit your response in each area. Each section begins with a description of one of the core board responsibilities. Please read it and respond to the statements that follow.

The answers range on a scale from 1 to 4, with 1 representing 'strongly agree' and 4 representing 'strongly disagree'. You may choose to answer 'not sure' or 'not applicable'. Tick one box that best expresses your candid response to each statement.

It is a good idea to leaf through the questionnaire before beginning to answer the questions.

Each section ends with the question 'How can the Board do better in this area?' This gives you the opportunity to add questions, ideas and suggestions in your own words. Please take time to answer the last question in each section since your answers will be helpful in formulating ideas to strengthen Board performance.

SELF ASSESSMENT QUESTIONNAIRE

Responsibility 1: Determine the organisation's mission

The Board is responsible for establishing the organisation's mission. In addition, the Board should periodically review the mission and revise it if necessary. The mission statement should be clear and concise. Every board member should understand and support it.

Tick Box: 1 = Strongly agree 4 = Strongly disagree							
		1	2	3	4	Not sure	N/A
1.1	All Board Members are familiar with the current mission of Community Impact Bucks.						
1.2	All Board Members support the current mission						
1.3	The current mission is appropriate for the next two to three years.						
1.4	The programmes and services of Community Impact Bucks reflect and serve the mission.						
How can the Board do better in this area? <i>This panel will expand as you type</i>							

SELF ASSESSMENT QUESTIONNAIRE

Responsibility 2. Engage in strategic planning

One of the most important contributions that a board can make is to establish the organisation's direction and major goals. At least once every three to five years the Board should engage in a formal planning process. Changes in the environment or new challenges may require changes in the Overall Aim or Specific Aims or the way in which the organisation does its work. Changes in organisational leadership and other internal factors may also affect the organisation's long term plans.

Tick Box: 1 = Strongly agree 4 = Strongly disagree							
		1	2	3	4	Not sure	N/A
2.1	The Board has a clear understanding of whom Community Impact Bucks is intended to serve.						
2.2	The Board has a strategic vision of how the organisation should evolve over the next 3 years.						
2.3	The Board periodically engages in a strategic planning process that helps it to consider how the organisation should meet new opportunities and challenges.						
2.4	The Board has identified key indicators for tracking progress toward the organisation's strategic goals.						
How can the Board do better in this area? <i>This panel will expand as you type</i>							

SELF ASSESSMENT QUESTIONNAIRE

Responsibility 3. Formulate needed policies

Instead of actively managing organisational activities, the Board exercises leadership through establishing written policies to govern the way Community Impact Bucks is run. It is up to the Board to create a comprehensive set of policies to protect the organisation, provide practical guidance for staff and volunteers and establish an ethical framework as a basis for organisational activity.

Tick Box: 1 = Strongly agree 4 = Strongly disagree							
		1	2	3	4	Not sure	N/A
3.1	The Board has established policies that cover all 12 core areas of board responsibility.						
3.2	The Board is able to debate and reach a decision on points of policy in an efficient way.						
3.3	The Board has systems for implementing policy and communicating policy decisions to those affected by them.						
3.4	The Board creates policy to govern its own processes and behaviour						
How can the Board do better in this area? <i>This panel will expand as you type</i>							

SELF ASSESSMENT QUESTIONNAIRE

Responsibility 4. Approve and monitor the organisation's programmes and services

A voluntary organisation carries out its mission by offering programmes and services. The Board is responsible for deciding which programmes, among the many which Community Impact Bucks could offer, best support the Mission and Strategic Goals of the organisation. The Board is also responsible for monitoring and evaluating the programmes and services which it provides. The following statements apply to the programmes of Community Impact Bucks and to those for which it has a direct or shared responsibility but not the programmes of other organisations which it may fund or support without performance responsibility.

Tick Box: 1 = Strongly agree 4 = Strongly disagree							
		1	2	3	4	Not sure	N/A
4.1	The Board is knowledgeable about the organisation's current programmes and services.						
4.2	The Board knows the strengths and weaknesses of each major programme.						
4.3	The Board periodically considers adopting new programmes and modifying or discontinuing current activities.						
4.4	The Board has an effective system for tracking programme performance.						
How can the Board do better in this area? <i>This panel will expand as you type</i>							

SELF ASSESSMENT QUESTIONNAIRE

Responsibility 5. Ensure adequate financial resources

The Board must make sure that the organisation has the resources to carry out its objectives. Its work in this area involves creating policies, governing financial reserves and income generation and making sure that these policies are carried out.

Tick Box: 1 = Strongly agree 4 = Strongly disagree							
		1	2	3	4	Not sure	N/A
5.1	The Board has an adequate financial reserves policy which the board monitors on a regular basis.						
5.2	The organisation has a strategy to ensure income generation.						
5.3	The Board understands the organisation's income generation strategy.						
5.4	The Board contributes to the income generation efforts by providing leadership, establishing effective policies and offering the voluntary help of trustees on an individual basis.						
How can the Board do better in this area? <i>This panel will expand as you type</i>							

SELF ASSESSMENT QUESTIONNAIRE

Responsibility 6. Provide effective financial oversight and risk management

The board is responsible for preserving the organisation's resources and assets. The board is required to establish budget guidelines, approve an annual operating budget and then monitor performance against that budget throughout the year. The board should also comply with regulations governing the audit of accounts to verify to itself and to the public that the organisation is accurately reporting the sources and uses of its funds. The board must also ensure that organisational funds are responsibly invested to ensure the organisation's future.

Tick Box: 1 = Strongly agree 4 = Strongly disagree							
		1	2	3	4	Not sure	N/A
6.1	The Board ensures that the budget reflects the priorities established in the business plan.						
6.2	The Board receives financial information on a regular basis.						
6.3	Financial reports are timely, understandable and accurate.						
6.4	The organisation exercises appropriate financial controls.						
6.5	The Board complies with regulations governing the audit of accounts and considers all recommendations made in the auditor's report and management letter.						
6.6	The Board has established appropriate investment policies.						
6.7	The Board has approved policies and processes that enable the organisation to manage risks and mitigate their impact.						
6.8	The Board has adequate liability insurance in the event of lawsuits being filed against the organisation as a whole or against trustees, staff or volunteers as individuals.						
6.9	The Board periodically reviews all of the insurances carried by the organisation and ensures that it is adequate and competitively priced.						
How can the Board do better in this area? <i>This panel will expand as you type</i>							

SELF ASSESSMENT QUESTIONNAIRE

Responsibility 7. Select and support the Chief Executive and review his or her performance

The Board is responsible for the selection of the Chief Executive. When necessary, the Board will draft a clear job description that outlines the duties of the Chief Executive and will undertake a carefully planned search and recruitment process.

The Board will support the Chief Executive by working in partnership with her or him, providing constructive feedback, conducting regular evaluation and offering development opportunities.

Tick Box: 1 = Strongly agree 4 = Strongly disagree							
		1	2	3	4	Not sure	N/A
7.1	A written job description spells out the responsibilities of the Chief Executive.						
7.2	The Board assesses the Chief Executive's performance in a systematic and fair way and on a regular basis.						
7.3	The process for determining the Chief Executive's remuneration is objective and adequate.						
7.4	The Board conducted its last search for a Chief Executive in a professional and competent manner.						
How can the Board do better in this area? <i>This panel will expand as you type</i>							

SELF ASSESSMENT QUESTIONNAIRE

Responsibility 8. Understand and respect the relationship between the Board and the staff and volunteers of Community Impact Bucks

In order to serve the organisation well, the Board must have a clear understanding of the differences between its role and those of the staff and volunteers.

The primary Board/staff relationship is that between the Board and the Chief Executive and the quality of that relationship is of the utmost importance.

Tick Box: 1 = Strongly agree 4 = Strongly disagree							
		1	2	3	4	Not sure	N/A
8.1	The respective roles of the Board and staff are clearly defined and understood by all.						
8.2	The respective roles of the Board and the Chief Executive are clearly defined and understood.						
8.3	There is a climate of mutual respect between the Board and the Chief Executive.						
8.4	The Board gives the Chief Executive enough responsibility to lead the staff and manage the organisation effectively.						
8.5	The mutual responsibilities of Board committees and the staff assigned to assist each committee are clearly understood.						
8.6	Board Members do not attempt to direct the work of staff members or volunteers.						
How can the Board do better in this area? <i>This panel will expand as you type</i>							

SELF ASSESSMENT QUESTIONNAIRE

Responsibility 9. Act as a responsible employer

The Board is ultimately responsible for the way that Community Impact Bucks treats staff, volunteers, partners and others who work on its behalf. The Board should establish carefully thought-out human resources policies that provide a sound framework for employing and working with people in all areas of the organisation's activity.

Tick Box: 1 = Strongly agree 4 = Strongly disagree							
		1	2	3	4	Not sure	N/A
9.1	The Board has established adequate, up-to-date human resources policies.						
9.2	The Board has created any needed policies to ensure that the organisation behaves in an equitable and legal manner toward staff, volunteers, partners and any other individuals working on its behalf.						
9.3	The Board carries out regular monitoring and evaluation to ensure that all employment policies are carried out effectively.						
9.4	The Board has carried out a thorough risk assessment for all organisational sites, equipment, services and programmes and has addressed potential risks in those areas.						
How can the Board do better in this area? <i>This panel will expand as you type</i>							

SELF ASSESSMENT QUESTIONNAIRE

Responsibility 10. Enhance the public reputation of Community Impact Bucks

Board Members can contribute a great deal toward developing public awareness of Community Impact Bucks and strengthening its reputation among all stakeholder groups.

The Board should require and enable the development of a marketing and communications strategy for the organisation.

As part of the communications strategy, the role of Board Members should be defined and there should be clarity about who serve as spokespersons for the organisation, particularly in response to the media about controversial issues.

Tick Box: 1 = Strongly agree 4 = Strongly disagree							
		1	2	3	4	Not sure	N/A
10.1	The organisation has an effective marketing and communications strategy.						
10.2	Board Members promote a positive impression of Community Impact Bucks in the community.						
10.3	Trustees are clear about who can act as a spokesperson for the organisation.						
How can the Board do better in this area? <i>This panel will expand as you type</i>							

SELF ASSESSMENT QUESTIONNAIRE

Responsibility 11. Carefully select and induct new Board members

A good board is made up of individuals who can contribute critically needed skills, experience, perspective, wisdom, time and other resources to the organisation. Because no one person can provide all of these qualities, and because the needs of the organisation are always evolving, the Board should have a well-conceived plan to identify and recruit good new trustees.

Once new members are elected, the Board should offer an appropriate induction programme to introduce them to the organisation and to their responsibilities as a trustee. In addition, people should be periodically rotated off the Board to ensure that the group can benefit from an infusion of new ideas while remaining a reasonable size.

The Board of Community Impact Bucks strives to achieve a balance in the Board between continuity and fresh thinking.

Tick Box: 1 = Strongly agree 4 = Strongly disagree							
		1	2	3	4	Not sure	N/A
11.1	The Board has an effective process to nominate and elect new trustees.						
11.2	The Board's composition reflects the diversity of background, expertise and other resources needed by Community Impact Bucks.						
11.3	The Board provides new members with a comprehensive induction to Board responsibilities and to the organisation's work and finances.						
11.4	The Board has established policies for length of board service and rotation of board members.						
11.5	The Board has designed a programme of continuous support for each member.						
11.6	There is a designated budget for the development of the Board.						
How can the Board do better in this area? <i>This panel will expand as you type</i>							

SELF ASSESSMENT QUESTIONNAIRE

Responsibility 12. Carry out Board business efficiently

The Board of Community Impact Bucks carries out much of its work in meetings. To make meetings effective, participants should receive and review agendas and background materials in advance. Effective boards work with meeting agendas that focus on strategic issues, allow for discussion and lead to action.

Tick Box: 1 = Strongly agree 4 = Strongly disagree							
		1	2	3	4	Not sure	N/A
12.1	Board Members receive clear and succinct agendas and written materials insufficient time before meetings.						
12.2	The Board focuses most of its attention on long-term, significant policy issues rather than short-term administrative matters.						
12.3	Board Members have adequate opportunities to discuss issues and ask questions.						
12.4	The Board meets frequently enough to fulfil its responsibilities.						
12.5	The Board is the right size to govern effectively.						
12.6	Most Board Members are actively engaged in the work of the Board.						
12.7	The Board creates and periodically reviews and updates the policies governing its own procedures.						
12.8	Board Members are familiar with the policies governing board procedure.						
12.9	The Board has an effective conflict of interest policy in place for itself and staff.						
<p>How can the Board do better in this area? <i>This panel will expand as you type</i></p>							