

## **Bond Board Objectives** *as at June 2011*

At the Board Residential in January 2010, following a process of self-appraisal (with MT involvement) of Board performance, and further to Bond's own Board guidance documents, the Board agreed to renew its commitment to the NCVO guidance for Boards (<http://www.ncvo-vol.org.uk/advice-support/trustee-governance/board/responsibilities>)

These are adopted rolling annual objectives for the overall performance of the Board:

- **Furthering the charity's overall purpose, as set out in its governing document, and setting its direction** – for example, by developing plans and strategies and monitoring progress.
- **Ensuring the work of the charity is effective, responsible and legal** – for example, by the use of policies and procedures and systems for monitoring and evaluating the charity's work.
- **Being 'accountable' to those with an interest or stake in or who regulate the charity** – for example, by preparing annual reports and accounts and consulting with stakeholders.
- **Safeguarding finances, resources and property and ensuring they are used to further the charity's purposes** – for example, by insuring and documenting assets, maintaining financial systems, monitoring income and expenditure and ensuring the charity is financially sustainable or viable.
- **Being clear about who carries out work on behalf of the charity** – trustees, staff, volunteers – and respecting boundaries between the governance role of the board and operational or day to day matters.
- **Ensuring the board operates effectively** – for example, ensuring it receives the right reports and advice, by planning the recruitment and induction of trustees, providing trustees with support and training or carrying out reviews or appraisals of the board's effectiveness.

In addition, the Board sets a limited number of Supplementary Objectives each year to follow the FY and the planning years of Bond, where there are matters of strategic or constitutional importance which require special board focus and attention through the year.

### **Prior Year Supplementary Objectives: 2010/11**

In 2010/11 the Board had four supplementary objectives:

1. Governance: a) Review of Board composition and structure,  
b) Developing Board openness,
2. Ensure the Bond Strategy 2011-2016 process and adoption.
3. Assure revision of the Bond Statement of Principles

Objectives 1a) & 2 were both successfully achieved through the year by the secretariat under Board leadership, and adopted/passed at the Nov 2010 AGM.

Objective 1b) is a continuing work in progress and is carried forward to 2011/12.

Objective 3 was de-prioritised by explicit Board decision due to high management team turnover, complex interface with the Bond Effectiveness Programme, and the importance of focussing on getting Objectives 1a) and 2 guaranteed delivery. Objective 3 is therefore carried forward to 2011/12.

## Bond Board Supplementary Objectives 2011/2012

	How? ( <i>Initiate</i> ) ( <i>Maintain</i> ) ( <i>Improve</i> )	Lead and Sub-Group
<p><b>1. GOVERNANCE</b></p> <p>To develop / consolidate ways of working which start from the principles of the Board working with (and demonstrating) openness, responsiveness, and accountability.</p>	<p>Ways of working for both the secretariat and the Board will be developed (and documented) ensuring</p> <ul style="list-style-type: none"> <li>• <b>Board members visibility and accessibility to members is enhanced in the network</b> (<i>Improve</i>) (build on Board role established in strategy process); <i>MT to alert Board to opportunities (chairing events, lobby meetings, Annual Conference sessions, etc.)</i></li> <li>• <b>Board proceedings continue to be routinely and easily available</b> (<i>Maintain</i>) (maintaining confidentiality) to the membership, <i>KH/on-going</i></li> <li>• <b>Declarations of Interest</b> to be made <b>by 1 Apr 2011</b> and <b>Board Self-Appraisal</b> to be undertaken (<b>July 2011</b>) and published on website <b>before Nov 2011</b> AGM (<i>Initiate</i>); <i>FM &amp; NR; and website space.</i></li> <li>• <b>Priorities (Objectives) of the Board are clearly explained</b> and promoted (<i>Initiate</i>). <b>June 2011</b> <i>AF&amp;NR (&amp;FM): web space and occasional communications</i></li> </ul>	<p>Lead: Chair / Anna</p> <p>Staff Lead: Nick R plus all MT</p>
<p><b>2. STATEMENT OF PRINCIPLES</b></p> <p>To assure the provision of authoritative and influential lead to the membership, by Bond, on renewal of the Bond Statement of Principles.</p>	<p><i>The Board decided to slow the work on SoP in 2010/11 however, progress was made with the engagement of an independent consultant to review SoP. With stability in management of the BEP now, further work remains to articulate clearly and separately the standards on which Bond membership is conditional.</i></p> <p>Objective is to ensure that <b>by Nov 2011 AGM</b> there is a <b>clear proposition (or options) on Statement of Principles to bring forward</b> for voting (based on prior consultation) by members.</p>	<p>Lead: Paul V</p> <p>1 Sue T 2 Nicola M 3 Michael H</p> <p>Staff Lead: Nick R/Rob L</p>
<p><b>3. REVISED BUSINESS MODEL</b></p> <p>To assure the development of a Bond business model which can give future stability and sustainability, independent of DFID strategic funding.</p>	<p><i>Following PPA rejection in late 2010, the Board agreed that in the short-term it was worth pursuing alternative funds from DFID. However, the Board also believe that in the longer-term it is both prudent and liberating for Bond to develop a business model capable of being independent of government funding.</i></p> <p>A small sub-group will work with the secretariat through the FY to <b>reflect on and develop an alternative financial model</b> for initial <b>proposal to the July 2011 Board</b>, for refinement and discussion, and <b>adoption in October 2011</b>, to inform the AGM and the 2012/13 budget process.</p>	<p>Lead: Tim B-W (treasurer)</p> <p>1 Dominic 2 Christine (subj c'tmnts)</p> <p>Staff Lead: Nick R / Florian M</p>