

Statement of the role of a member of St Anne's Board (Council of Management)

St Anne's Board (or the Council of Management as it was originally known) has final responsibility for the governance of the organisation. The Board's main role is to direct the organisation's work by taking the lead on agreeing the organisation's values, mission and strategic objectives.

To do this the Board should:

- Set up policies and plans to achieve the association's objectives;
- Monitor the association's performance in relation to its plans, budgets, controls and decisions;
- and hold management to account

Board members should become suitably well-informed about the organisation and its environment to make up to date policy decisions. They should be able to show ongoing development of members' skills through, for example: going to conferences and courses, holding board 'away days' with discussions on learning topics, visits to the association's business areas, shadowing executive directors or taking a special interest in specific functions or activities.

To enable them to fulfil the key responsibilities detailed below it is expected that members will:

- Develop an appreciation of St Anne's environment
- Study board papers
- Lead discussion – particularly in areas where the member has special expertise. This could include proposing agenda items and submitting papers for discussion.
- Focus on key issues
- Review and evaluate potential new initiatives
- Comply with the legal requirements of being a Charity Trustee, a Company Director and a Housing Association board member.

Key Responsibilities

- ◆ Identify the values and objectives of the organisation and ensure that these are met
- ◆ Establish effective policies and plans to achieve the values and objectives
- ◆ Agree policies and decisions on all matters that may create significant financial or other risk to the organisation, or that raise important issues of principle
- ◆ Make sure that the organisation's affairs are carried out lawfully and in line with generally accepted standards of performance and propriety
- ◆ Establish and oversee a framework of delegation and systems of control
- ◆ Approve each year's budget and accounts before they are published
- ◆ Monitor how the organisation performs in relation to policies, plans, decisions, control and budgets
- ◆ Appoint the Chief Executive and monitor her/his performance