

## Board Meeting in Public Tuesday, 26 March 2024

<b>Title of Report</b>	Trust Fund Committee Effectiveness Review Report	<b>Agenda No.</b>	5.4.5
<b>Nature of Report</b> (tick one)	<input checked="" type="checkbox"/> Official <input type="checkbox"/> Official Sensitive		
<b>Author(s)</b>	Brenda Thomas, Interim Company Secretary		
<b>Lead Executive</b>	Carl Vincent, Chief Financial Officer		
<b>Non-Executive Director Sponsor</b> (if applicable)	Chair of Trust Fund Committee		
<b>Presented for</b> (tick all that applies)	<input type="checkbox"/> Approval <input type="checkbox"/> Information <input checked="" type="checkbox"/> Discussion <input checked="" type="checkbox"/> Assurance <input type="checkbox"/> Update		
<b>Purpose of the report and key issues</b>			
<p>This report presents the findings of an internal effectiveness review of the Trust Fund Committee for the year to January 2024.</p> <p>The Committee discussed the findings of its effectiveness at its meeting on 11 March and was asked to collectively agree what actions should be taken, including areas of prioritisation and timescales for delivery.</p>			
<b>Previously Considered by</b>			
Trust Fund Committee on 11 March 2024.			
<b>Recommendation</b>	The Board is asked to note the outcomes of the effectiveness review of the Trust Fund Committee.		
<b>Risk(s) identified (Link to Board Assurance Framework Risks)</b>			
Linked to Regulatory Compliance risk (BAF-09).			
<b>Strategic Objective(s) this paper relates to:</b> [Click on all that applies]			
<input checked="" type="checkbox"/> Collaborate with partners <input type="checkbox"/> Invest in people and culture <input type="checkbox"/> Drive innovation <input type="checkbox"/> Modernise our operations <input type="checkbox"/> Grow and diversify our donor base			
<b>Appendices:</b>	Appendix 1: Trust Fund Committee Effectiveness Review Analysis		

## 1. Background

Just as the Board should undertake a review of its own effectiveness, committees of the board should also undertake a yearly review of their own effectiveness.

The Trust Fund Committee should regularly assess its own performance – and the adequacy of its terms of reference, work plans, forums of discussion and communication, with a view to highlighting skills and/or knowledge gaps and identifying areas in which the committee and its processes might be more effective.

This is the first self-effectiveness review of the Trust Fund Committee.

Management of the committee transferred from the finance directorate to Company Secretary in October 2023.

## 2. Review Process

A self-assessment questionnaire was circulated to members and regular attendees of the committee. Five completed questionnaires were received from two non-executive directors (NEDs), one executive director and two regular attendees. One executive director did not complete the questionnaire due to sick leave.

For the purpose of this report, members refer to all individuals who completed the questionnaire.

The questionnaire examined six parts, with sub-sections for each part as follows:

1. Part One: Membership, independence, objectivity and understanding
  - 1.1 Membership, independence and objectivity
  - 1.2 Making the most of your time
2. Part Two: Skills and experience
  - 2.1 Range of skills
  - 2.2 Training and development
3. Part Three: Roles and responsibilities - Governance
4. Part Four: Scope - Terms of reference
5. Part Five: Communication and reporting
6. Part Six: Continual Improvement

Members were asked to select from four ratings with the representative scores in bracket:

1. **Neutral** (0) - Since this was the first effectiveness review of the committee, members may not have a definite position on some of the questions.
2. **Room for improvement** (1) - The committee is falling short of requirements and should consider how it can work towards becoming more effective in this area.
3. **Meeting standards** (2) - The committee is performing to the required standard in this area. There may be room for improvement, but the Committee can be seen to be discharging its responsibilities effectively.
4. **Excelling** (3) - This is an area where the Committee is performing beyond the standard expectations and is an area of strength when it comes to exercising its responsibilities.

Each area of the effectiveness questionnaire allowed space for comments, and members were encouraged to provide greater insight rather than simply pointing out what could be improved. This

provides an important opportunity to expand on any considerations relating to that section of the effectiveness tool and to highlight any concerns about the committee's performance.

The completed questionnaires submitted have been analysed to draw conclusions, with the summary of the findings from the review detailed in section three.

### **3. Summary of Analysis**

An in-depth analysis of each part with comments made for each section is presented in Appendix 1.

All comments have been anonymised.

It should be noted that a comprehensive review of the committee's terms of reference was recently undertaken and approved by the Board at its meeting in July 2023. Since then, only two committee meetings have been held.

### **4. Delegations review**

A comprehensive evaluation of the committee's delegations outlined in its terms of reference is typically conducted as part of the committee's effectiveness review process. However, due to the recent comprehensive review and approval of the committee's terms of reference by the Board in July 2023, and the limited number of meetings held by the committee since then, an assessment of the committee's delegations to ensure adherence to its responsibilities as assigned by the board and documented in its terms of reference had not been undertaken.

This review would be undertaken as part of the next year's effectiveness review exercise and would be RAG rated to identify any gaps.

This review is separate from the annual update of the committee's terms of reference which is a separate item on the agenda.