

Board Meeting in Public
Tuesday, 03 February 2026

Title of Paper	Board Effectiveness Review		Agenda No.	5.1.1		
Nature of Paper	<input checked="" type="checkbox"/> Official <input type="checkbox"/> Official Sensitive					
Author(s)	Silena Dominy, Company Secretary					
Lead Executive	Helen Gillan, Director of Quality and Governance					
Non-Executive Director Sponsor	Peter Wyman, Chair					
Presenter(s) at Meeting	Silena Dominy, Company Secretary					
Presented for	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Assurance	<input checked="" type="checkbox"/> Information <input type="checkbox"/> Update				
Is there a plan to communicate this to the organisation?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yet to be determined Published within Public Board pack on website					

Executive Summary

Corporate governance best practice and Cabinet Office guidance sets out the principle that a Board effectiveness review should be conducted annually. Every third year this should be externally facilitated as was the case for the 2024 review undertaken by BDO LLP the findings of which were reported to the Board in January 2025. In other years an internal review suffices.

Members of the Board completed questionnaires during December 2025. The response rate was 94%, with all but one director sharing their views. For each question a rating was provided and the opportunity for explanation given.

The Board generally operates well and improvements over the last year have been acknowledged particularly in relation to risk management.

Some areas have been acknowledged to be improving with opportunity to advance further, such as the Board's approach to continuous improvement, strategic focus, stakeholder engagement.

Opportunities for improvement in relation to long-term strategic planning, board culture and succession planning have also been raised for further discussion.

Board Sub-committees were generally viewed to be working effectively with the standard of papers and size of meeting packs an area that can generally be improved. This is also true for the Board.

Previously Considered by

N/A

Recommendation

The Board is asked to review the outcomes of its self-effectiveness review, and collectively agree what actions they wish to prioritise over the next year and who will lead on such.

Risk(s) identified (Link to Board Assurance Framework Risks)

P-11 Corporate Governance

Strategic Objective(s) this paper relates to:

- | | | |
|---|--|--|
| <input checked="" type="checkbox"/> Collaborate with partners | <input checked="" type="checkbox"/> Invest in people and culture | <input checked="" type="checkbox"/> Drive innovation |
| <input checked="" type="checkbox"/> Modernise our operations | <input type="checkbox"/> Grow and diversify our donor base | |

Appendices: