

Initial conclusions

- **The board is performing**
 - **strongly in terms of its relationship with the wider environment**
 - **strongly in terms of the relationship with the Executive**
 - **strongly in terms of its relationship with itself**
- **Board composition is strong**
- **Behaviours inside the boardroom are positive**
- **Key areas of governance process score highly**

Initial conclusions

- The board is firmly inside the high performance quadrant in terms of board effectiveness
- This represents a very healthy platform for the next stage of the board's evolution, and the organisation's evolution
- The board is fit-for-purpose
 - Is it fit-for-the-future?
 - What more might be done to enhance performance?
- Is the situation described so far one which the board recognises?

Issues for consideration

- Dynamics have been affected by the pandemic
- The stakeholder universe is complex, and communications could be strengthened – internally and externally
- Rethinking the vision and values could help
- As could focusing the website
- Do brand and reputational issues need more emphasis?
- The relationship between the board and the management team is a little cosy
- The board does not have sufficient visibility of succession planning at staff level
- Is the management team sufficiently diverse?

Issues for consideration

- Board composition is good
- Does the board have sufficient 'lived experience' of poverty?
- How can more challenge be introduced into the discussions?
- Is too much being expected of the Trustees?
- Is everyone sufficiently involved?
- Is there enough non-sector knowledge?
- Is everyone 'present'?
- Does culture need more attention?
- Need for a more focused developmental programme
- What are the board's leadership ambitions?