

Date: 13 April 2023

Title: Board Effectiveness review

Author: *This section has been redacted as it includes personal data*, Business and Governance Officer

Responsible Executive Director: Richard Greenhous, Chief of Staff

[Open paper for discussion](#)

Background

1. The Board must review its effectiveness once a year.
2. Under Cabinet Office guidance, the review is typically conducted by the Chair, with an independent review conducted once every three years.
3. After an initial scoping phase, it was decided that this, as our first review, would be independently facilitated and it would be a 'full fat' review.
4. We commissioned contractors with the objective to:
 - a. Clarify expectations for the right business of the Board
 - b. Identify ways in which the Board can be better supported
 - c. Identify ways in which the Board can better support the OEP.
5. [Independent Audit Limited](#) were appointed in a competitive tendering process. The CV of the director is at Annex A.
6. The project consisted of:
 - a. Scoping meetings and research into the OEP
 - b. Conducting semi-structured interviews with non-executive and executive directors, the independent member of the Audit and Risk Assurance Committee and the Head of Business Strategy and Planning. The questionnaire used is at Annex B
 - c. Production and presentation of a report to the Board assessing the effectiveness of the Board and its Committees.

7. This is the start of a wider piece of work on Board effectiveness. The rest of the work will take place throughout the next year, and will include Board member appraisals and Chair and Board member objectives.

Discussion

8. At the meeting, *this section has been redacted as it includes personal data* from Independent Audit Limited will present the report, and their findings and recommendations.
9. There will then be opportunity for Board members to ask questions and provide their own reflections on the report.
10. In particular, we would appreciate the Boards input on which of the recommendations it views as the most important, and therefore which we should prioritise for implementation in the wider Board effectiveness programme.

Annexes

Annex A – *This section has been redacted as it includes personal data.*

Annex B – *This section has been redacted as its publication would be prejudicial to the effective conduct of public affairs.*

Annex C – *This section has been redacted as its publication would be prejudicial to the effective conduct of public affairs.*

