

# Recommendations from the Board effectiveness review and response

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	<b>Recommendations</b>	<b>Board Response</b>
	<b>Strategic planning and ambition, and risk management</b>	
a)	The Board should consider the introduction of a more formal strategic planning process including a documented strategy.	The Board accepted this recommendation and has developed a three-year strategy for 2021-24.
b)	The Board should consider the introduction of a risk register based system of risk management.	The Board accepted this recommendation and is developing a risk register and system of risk management.
	<b>Functioning of the Board</b>	
c)	Consider holding a session to agree ways of working in a virtual context, asking people to express their preferences and concerns and considering ways to ensure inclusivity.	The Board accepted this recommendation and has held discussions on the best way of working in a virtual context. The Board will regularly revisit this discussion including the potential transition to a hybrid way of working with a mixture of both in person and virtual meetings.
d)	Explore its appetite for setting up either ad-hoc or permanent working groups. Working groups might improve efficiency, while maintaining a sufficient level of engagement with issues by the main Board.	The Board accepted this recommendation and will set up ad hoc working groups as needed.
e)	Consider increasing the level of detail of discussions that is provided in meeting minutes and scheduling catch-up meetings between absent members and the Chair when the absent member was unable to send a deputy.	The Board accepted this recommendation and has asked the secretariat to provide a greater level of detail in the minutes of meetings reflecting more in-depth discussion. The Chair will be available to meet with members that were absent from meetings as needed.
	<b>Composition of the Board</b>	
f)	The Board should consider whether it would benefit from introducing a senior independent member role with a job description based on appropriately adapted best practice.	The Board discussed this recommendation but did not consider the introduction of a senior independent member role to be needed at this time but will keep it under review going forward.

g)	The Board should consider collecting self-reported diversity data on members to allow them to assess their success against their commitment to “providing equal opportunities for all, irrespective of race, age, disability, gender, marital status, religion, sexual orientation and transgender.”	The Board accepted this recommendation and is looking to collect diversity data.
h)	The Board should consider whether a light touch succession plan would be useful to ensure the relevant balance of skills and to help improve diversity.	The Board accepted this recommendation and proposes that the terms of reference for the Nominations Committee will be updated to consider the diversity of the Board as part of succession planning.
<b>Stakeholder consultation and feedback</b>		
i)	The Board should consider introducing more structured processes for gathering and using feedback from external stakeholders	The Board accepted this recommendation and will consider introducing more structured processes for gathering feedback.
j)	The Board should consider systematically surveying wider end user opinion for the purpose of discussing issues such as new potential disclosure requirements. This could include a review of its relationship with the UPAG.	The Board accepted this recommendation and will look to utilise its relationship with the User Preparer Advisory Group to gain more feedback from external stakeholders.
<b>Evaluation of the Board</b>		
k)	The Board should consider using the questionnaire developed for this review as a framework for group discussion on the operation of the Board and its performance on an annual basis and arranging for an external evaluation of its performance every three years in line with its terms of reference.	The Board accepted this recommendation and plans on undertaking regular reviews of its effectiveness.
l)	The Board should consider formalising a framework for learning lessons that looks at different perspectives to summarise successes and lessons to learn.	The Board accepted this recommendation and will look to formalise a review framework.
<b>Support for Board members</b>		
m)	The Board should consider putting in place an induction for all new members, covering the remit of the Board, the role of the member and an opportunity to talk with the Chair prior to the member’s first board meeting.	The Board accepted this recommendation and a board member induction pack has been developed. The Chair has already initiated introduction meetings with all new members to the Board.
n)	The Board should consider whether there is merit in putting in place structured, on-going development for board members, including both technical understanding and support to enable all members to fully discharge their role effectively.	The Board accepted this recommendation and will incorporate ongoing training and updates as part of its forward agenda.