

Item: 18

Title: Board effectiveness review – proposed approach

Gweithredu / Action required	Approval
Amseru / Timing	Urgent
Argymhelliad / Recommendation	<p>That the Board:</p> <ul style="list-style-type: none"> - Note the proposed approach for the Chair’s appraisal. - Note the approach for individual Board members appraisals. - Agree the proposed approach to the Board effectiveness review. - Agree the statements for inclusion in the Board effectiveness questionnaire. - Agree to use an external facilitator to support the discussion and the development of objectives.
Risg / Risk	An ineffective Board can lead to multiple problems. These include the organisation failing to meet its objectives, poor leadership and culture, failure to seize opportunities, poor performance and failure to meet statutory and other requirements.
Cyllid / Finance	External facilitation of Board effectiveness review session. The cost can be met from this year’s budget - cost tbc.
Amcan Cynllun Corfforaethol / Corporate Plan Objective	Priority 07: Be a well-run, trusted and ambitious organisation.
Cydraddoldeb, amrywiaeth a chynhwysiant /	An integrated impact assessment has been carried out. The anonymous questionnaire will be created using a digital form which could have a negative impact on the digitally vulnerable. We do not foresee this impacting any

<p>Equity, diversity and inclusion</p>	<p>of our existing Board members of staff that will take part, but this is something to bear in mind for future members – we could support the digitally vulnerable where necessary.</p> <p>Members also have the option to complete the questionnaire in Welsh. This has highlighted some positive impact in relation to the Welsh language.</p>
<p>Cyfathrebu / Communications</p>	<p>Please tick one of the following boxes if this activity will have an impact on:</p> <p>Internal: our people <input checked="" type="checkbox"/></p> <p>External: our customers/partners/stakeholders <input checked="" type="checkbox"/></p> <p>External: our organisation’s reputation <input checked="" type="checkbox"/></p>
<p>Cymeradwyaeth / Approval/Clearance</p>	<p>Chief Executive</p>
<p>Trafodaethau/ Penderfyniadau Blaenorol / Previous discussions/decisions</p>	<p>The proposed approach and draft questions were sent to the Board out of committee for early comment.</p>
<p>Awdur/ Cyflwyno / Author/presenting</p>	<p>Ceri Sullivan, Head of Governance and Board Secretary</p>
<p>Dyddiad / Date</p>	<p>16.01.23</p>
<p>Cefndir / Background</p>	
<p>Appraisals are a two-way process, looking back to assess and celebrate past performance and looking forward to develop and improve future performance.</p> <p>Boards of public sector bodies are required to carry out an annual effectiveness review. This expectation has been set out in our Framework Document. We have made a commitment to carry out annual Board effectiveness reviews and individual Board member performance appraisals in our Standing Orders.</p> <p>Details of the different performance review processes are included in the Board effectiveness review document which can be found at Annex A. These processes are consistent with the processes in place for other Welsh Government Sponsored Bodies.</p>	

Draft statements have been pulled together for inclusion in the Board effectiveness review questionnaire. The questionnaire responses will inform the Board effectiveness report. These statements can be found at Annex B.

Given this is the Board's first effectiveness review, we think that members would benefit from external facilitation to help guide the discussion and help make sure that the Board can collectively focus on the content of the report and on producing objectives in response to the report.

Manylion / Detail

Actions for Board:

- Note the proposed approach for the Chair's appraisal.
- Note the approach for individual Board members appraisals.
- Agree the proposed approach to the Board effectiveness review.
- Agree the statements for inclusion in the Board effectiveness questionnaire.
- Agree to use an external facilitator to support the discussion and the development of objectives.