**Some of the key questions that typically appear on a board appraisal are included in the table below.**

|  |  |  |
| --- | --- | --- |
| Advancing Charitable Purpose | | Comments |
| Does the board understand and comply with the Charity’s governing document? | Always  Most of the time Sometimes Never  Don’t know |  |
| Are all charity trustees aware of your charity’s purposes and public benefit and how your charity works to achieve these? | Yes No  Don’t know |  |
| Do all charity trustees understand and meet their obligations to act in accordance with the best interests of the charity and its beneficiaries at all times? | Always  Most of the time Sometimes Never  Don’t know |  |
| Has the board approved an annual plan and/or budget and formally undertaken an annual evaluation of actual performance by reference to the plan and/or budget? | Yes No  Don’t know |  |

|  |  |  |
| --- | --- | --- |
| Behaving with integrity | | Comments |
| Are you satisfied that updated Codes of Conduct are approved by the Board and circulated to all  Board members, management and employees? | Yes No  Don’t know |  |
| Are you satisfied that the procedures relating to the disclosure of Board members interests are complied with? | Yes No  Don’t know |  |
| Are you satisfied that the Board has adequate procedures in place to monitor and manage potential  conflicts of interest and confidential information of management and Board members? | Yes No  Don’t know |  |
| Has the board agreed a set of values for your charity and do these  underpin its decision-making and the activities of the charity? | Yes No  Don’t know |  |

|  |  |  |
| --- | --- | --- |
| Leading people | | Comments |
| Does the board make sure that there are proper arrangements in place for the recruitment, support and supervision of staff and/ or volunteers to enable them to work effectively? | Always  Most of the time Sometimes Never  Don’t know |  |
| Are the roles and responsibilities of the board clearly defined and communicated in role descriptions for all positions within the board? | Always  Most of the time Sometimes Never |  |
|  | Don’t know |
| Are you assured that the charity has all the necessary tools in place to effectively manage staff and/ or volunteers (policies, procedures, job and role descriptions, HR records, etc), where applicable? | Always  Most of the time Sometimes Never  Don’t know |  |

|  |  |  |
| --- | --- | --- |
| Exercising control | | Comments |
| Do the charity trustees provide sound financial oversight and ensure that resources are properly managed? | Always  Most of the time Sometimes Never  Don’t know |  |
| Does the board review the controls and procedures adopted by the charity to provide itself with reasonable assurance that such controls and procedures are adequate to secure compliance with statutory and governance obligations? | Always  Most of the time Sometimes Never  Don’t know |  |
| Does the board regularly identify and review the risks the charity faces and do you take action to manage these? | Always  Most of the time Sometimes Never  Don’t know |  |
| Does the charity operate in accordance with legal and regulatory requirements? | Always  Most of the time Sometimes Never  Don’t know |  |
| Does the charity seek expert and professional advice when needed? | Always  Most of the time Sometimes Never  Don’t know |  |
| Do the charity trustees understand their legal duties and the roles and responsibilities, both individually and collectively? | Always  Most of the time Sometimes Never  Don’t know |  |

|  |  |  |
| --- | --- | --- |
| Working effectively | | Comments |
| Do all charity trustees take collective responsibility for decisions? | Always  Most of the time Sometimes Never  Don’t know |  |
| Are decisions clearly and formally recorded in a timely way which allows for actions to be followed up? | Always  Most of the time Sometimes Never  Don’t know |  |
| Do all charity trustees contribute at Board meetings and in-between? | Always  Most of the time Sometimes Never  Don’t know |  |
| Does the board of charity trustees meet often enough to be effective? | Yes No |  |
| Are meetings structured and productive, and are charity trustees well prepared having read the agenda, minutes of previous  meetings, and reports that will form the basis for discussion? | Always  Most of the time Sometimes Never  Don’t know |  |
| Are you satisfied with the quality of the board papers and minutes (e.g. not overly lengthy, clearly explain the key issues and priorities, consistent, timely)? | Always  Most of the time Sometimes Never  Don’t know |  |

|  |  |  |
| --- | --- | --- |
| Is adequate time allowed and sufficient energy given to discussion and decision making at meetings? | Always  Most of the time Sometimes Never  Don’t know |  |
| Are there trustees on your board with the skills and experience your charity needs? | Yes No  Don’t know |  |
| Does the charity provide charity trustees with opportunities for training and development? | Always  Most of the time Sometimes Never  Don’t know |  |
| Do you take into account skills gaps when recruiting and developing trustees? | Always  Most of the time Sometimes Never  Don’t know |  |
| Do all new trustees receive an induction which introduces them to their responsibilities and to the charity? | Always  Most of the time Sometimes Never  Don’t know |  |
| Do you have maximum terms of office for trustees to ensure the board is refreshed? | Yes No  Don’t know |  |
| Do you check how well your board is performing from time to time? | Yes No  Don’t know |  |

|  |  |  |
| --- | --- | --- |
| Being accountable and transparent | | Comments |
| Does your charity communicate openly about itself and its work? | Always  Most of the time Sometimes Never  Don’t know |  |
| Do you know who the charity’s stakeholders are for example, users or beneficiaries, volunteers, donors, etc? | Yes No |  |
| Do you communicate effectively with your stakeholders and are you responsive and accountable to them? | Always  Most of the time Sometimes Never  Don’t know |  |
| Do you have a complaints procedure and do you learn from your mistakes? | Yes No  Don’t know |  |
| How does the board communicate with, and listen and respond  to, members, staff, volunteers, beneficiaries and other stakeholders? | Provide Details |  |
| Does the charity meet all legal and contractual obligations to provide information to all of your funders and donors, both public and private? | Yes No  Don’t know |  |

**Sample Board Member Skills Matrix**

Note: The matrix set out below is not intended to be an exhaustive list of matters a Board should consider as the skills required will vary depending on the charity’s charitable purpose and the size and complexity of the organisation.

The skills listed should be the primary skills required of the charity trustees making up the Board. However, most charity trustees will have other and overlapping skills.

The Board of [Charity Name] has identified in the matrix below the key skills required for the Board as a whole to meet its objectives. To assist with the recruitment and selection of new members, the skills matrix may be used to review the existing skills and capabilities on the Board and identify any gaps/low levels of coverage in skills and experience listed.

|  |  |  |  |
| --- | --- | --- | --- |
| Skill required by the Charity | Reason for this area of expertise | Current Board member/s offering specialist capability in this area | Additional notes if relevant |
| Strategic planning |  |  |  |
| Financial management |  |  |  |
| Legal |  |  |  |
| Governance/risk management |  |  |  |
| Fundraising |  |  |  |
| Employment law and HR management |  |  |  |
| Running organisations |  |  |  |
| Project management |  |  |  |
| Retailing/Commercial focus |  |  |  |
| Research |  |  |  |
| Stakeholder engagement |  |  |  |
| Policy development |  |  |  |
| IT/cyber Security |  |  |  |

**Sample Trustee Skills Audit**

Note: The table provides some examples and is not intended to be an exhaustive list of the skills that an individual charity trustee should have.

The table can be filled in by members of the Board and used as part of the induction process for any new charity trustee as well as to inform succession planning.

### What kind of expertise do you consider you bring to the Board?

|  |  |  |  |
| --- | --- | --- | --- |
|  | Have some knowledge | Good current hands-on experience | Have expertise in this area |
| Communications |  |  |  |
| Financial, especially charity accounting |  |  |  |
| Fundraising |  |  |  |
| Governance |  |  |  |
| Human resources |  |  |  |
| Information technology |  |  |  |
| Legal (charity, company, employment, health and safety) |  |  |  |
| Policy implementation |  |  |  |
| Research |  |  |  |
| Strategic planning, strategic frameworks, systems |  |  |  |
| Volunteer support |  |  |  |
| IT/cyber security |  |  |  |

1. What other experience or skills do you feel you offer?
2. Are there any areas of the charity’s work you have a particular interest in and/or would like to become more involved in?
3. Please give brief details of courses you have undertaken in the past year - include governance/trustee training, work based training/development and/or any other development/training activities.

**Questions to consider before and at the review meeting by the trustee and the person conducting the review**

|  |  |  |
| --- | --- | --- |
|  | Note of your responses in preparation for the review meeting (trustee and the Chair) | Note of key points and agreed actions at the review meeting (trustee and the Chair) |
| What did you hope to contribute this year or when you joined? |  |  |
| What have you contributed at Board and sub- committee meetings? |  |  |
| What (in particular) do you hope to contribute going forward? |  |  |
| Has anything got in the way of you contributing? |  |  |
| Do you want to change any of your roles, e.g. your sub- committee membership? |  |  |
| Do you aspire to become a subcommittee Chair (or  stepping down as a Chair)? |  |  |
| Do you intend to complete your term as a trustee? |  |  |
| Is there anything you think the Chair could do to better support you or the board in being more effective? |  |  |

**Board Meeting Evaluation Sheet**

Response Key:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Strongly Agree |  | Neutral |  | Strongly disagree |
| 5 | 4 | 3 | 2 | 1 |

### The meeting materials were provided timely for review.

5 4 3 2 1

### The materials mailed in advance provided me with sufficient preparation for the meeting.

5 4 3 2 1

### I had adequate opportunities to discuss the issues presented today and ask questions.

5 4 3 2 1

### Today’s agenda items were appropriate for board discussion.

5 4 3 2 1

### I have a sufficient understanding of the issues covered.

5 4 3 2 1

### I feel as if today’s meeting was a good use of my time.

5 4 3 2 1

### What was most helpful for you at this board meetings?

What was least helpful for you?

Please recommend any agenda items for upcoming meetings:

Other comments/suggestions: