

Board Paper

for Open session

Subject:

Update on recommendations and actions following the
Board and Committees Effectiveness Review 2024

Board meeting:

10 December 2025

Agenda item:

7

Action:

- For noting ☒
- For discussion ☐
- For decision ☐

Purpose

To note the update on the recommendations and actions resulting from the 2024 Board and Committees Effectiveness Review.

Recommendations

The Board is asked to note the updates on the recommendations and actions arising from the 2024 Board and Committees Effectiveness Review.

Annexes

N/A

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1. Open Session

- 1.1. This item is being taken in the open session as it is a regular update on the actions we have taken since the 2024 Board and Committees Effectiveness Review.

2. Background and Key points

- 2.1. The Board will be aware that we run annual Board and Committees Effectiveness Reviews, with an externally facilitated review taking place every third year in line with good practice, and so that we can fulfil our sponsoring Government Department's expectations in this area. During the intervening years, we run internally facilitated reviews.
- 2.2. The last externally facilitated review was undertaken in 2023, and we have taken forward the actions arising out of that review in line with the Board's decisions. For example, the Board now has a more formalised briefing and development programme each year, the annual review process has been reviewed and updated, a Finance, Risk and Audit Committee has been implemented, the Board has received a briefing on risk management, governance improvements have been taken forward etc.
- 2.3. An internally facilitated review ran in 2024, the outcomes and planned actions from which were provided to the Board in December 2024 for consideration and agreement.
- 2.4. We have set out below the progress that has been made in relation to the relevant recommendations and actions arising from the 2024 Report:

Topic	Summary of the Recommendation	Update on Action and Timelines
ARB's Service Complaints Policy	Ensuring that the organisation develops a clear and accessible complaints policy and procedure which can be easily accessed on its website. The Board then needs to ensure that it regularly receives reports on the positive and negative feedback and complaints received; can demonstrate how it learns from mistakes and errors; and uses this learning to improve	A new approach to our service complaints process was developed and implemented in January 2025. Staff members were briefed about the revised process and how it operates. All relevant information is made available on the ARB website. The Customer Service Complaints statistics are considered and reported as part of the performance monitoring reports which are considered by the Senior

	performance and internal decision making.	Leadership Group, the Finance, Risk and Audit Committee and the Board. This will continue to be in place going forward and considered as part of our normal governance processes.
Board Handbook Review – Board Complaints Policy	Review the policy to determine whether they reference breaches of the relevant codes of conduct, and it is dealt with.	Whilst originally scheduled for review in 2025, the policy and processes relating to this area will be reviewed in the first half of 2026, and require more significant review than originally anticipated. The delay has occurred due to Governance team resource being redirected to deal with some complex data requests. Appropriate benchmarking will be conducted in order to ensure our measures are in line with best practice.
Safeguarding Policy	Prioritising safeguarding culture and practice; Safeguarding training should be provided to Board Members in relation to their duties and responsibilities, and the Board needs to make sufficient time available for it to review incidents and safeguarding risks.	The Executive will conduct a benchmarking exercise to determine best practice in the regulatory sector in early 2026 before deciding whether to develop a policy for ARB. We will then review and discuss the position with the Board within the first six months of 2026. If appropriate, we will then develop any relevant policy as needed. As above, this has been delayed due to Governance team resource being redirected to deal with some complex data requests.
Balanced Scorecard	Deciding what KPI information the Board requires to form judgements and progress against strategic priorities/aims	An improved approach to the provision of relevant information and data to the Board was implemented in 2025.

	/operational/business plan. Process needs to be designed to ensure relevant information and data is collected in line with the chosen targets.	The Director of Performance and Planning will however be providing updates on the development of a new performance monitoring framework at the Board's meeting in December 2025.
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2.5 The 2025 Board and Committees Effectiveness Review has recently been completed and is dealt with under a separate item on the Board agenda.

3. Resource Implications

- 3.1. The internally run Board and Committees Effectiveness Review in 2024 was covered from within the Governance Team's budget.
- 3.2. The majority of the recommendations and actions to continuously improve Board and Committee governance and effectiveness require staff, and where appropriate, Board and committee agenda, time. Occasionally specialist or legal advice may be needed in relation to some of our policy reviews, however provision for this will be included within the Governance Team's budget.

4. Risk Implications

- 4.1. Boards and committees continually need to monitor and improve their performance. This can be achieved through regular review and evaluation, which provides a valuable feedback mechanism for improving effectiveness, maximising strengths and highlighting areas for further development.
 - 4.2. Undertaking regular effectiveness reviews at both Board and Committee levels, including external facilitated reviews, will mitigate against poor performance and enable the Board and its Committees to determine where improvements can be made. This in turn will continue to ensure that ARB is operating effectively and in line with good practice as well as its own governance requirements.
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5. Equality and Diversity implications

- 5.1. The Board approved a new Equality, Diversity and Inclusion Strategy in early 2025, which is now being taken forward through ARB's Business Plan.
- 5.2. We regularly consider the equality, diversity and inclusion implications when revision or developing our organisational policies. These aspects will be considered when we undertake the relevant policy reviews referred to above.

6. Recommendations

- 6.1. The Board is asked to note the updates arising from the recommendations and actions of the 2024 Board and Committees Effectiveness Review.