



## **Report for Ormiston Families**

### **Review of governance practices for year to February 2022**



March 2022

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[www.thedigiboard.co.uk](http://www.thedigiboard.co.uk)

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# Review of governance practices for year to February 2022



## Section 1:

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## Introduction

Digi-Board is the leading provider of online governance review tools designed specifically for charities and not-for-profit organisations. The information submitted by participants is kept confidential, is securely stored and is only accessible by authorised individuals.

Digi-Board questionnaires evaluate a board's effectiveness and governance for charities and not-for-profit organisations. The construct of questionnaires does not assume, nor require participants to have prior understanding of governance or the relevant governance code e.g. Charity Governance Code ("the Code").

Questions are designed for participants to "learn as they go" and gain a better understanding of what it takes to achieve best practice. Aggregated responses provide a collective view of how the charity is pursuing "good governance". When reading this report, please note that all individual responses are fully anonymised and confidential.

## What Is Assessed?

The governance practices assessed in a Digi-Board review are shown in the diagram to the right. They describe how the Board and Leadership team at Ormiston Families:-

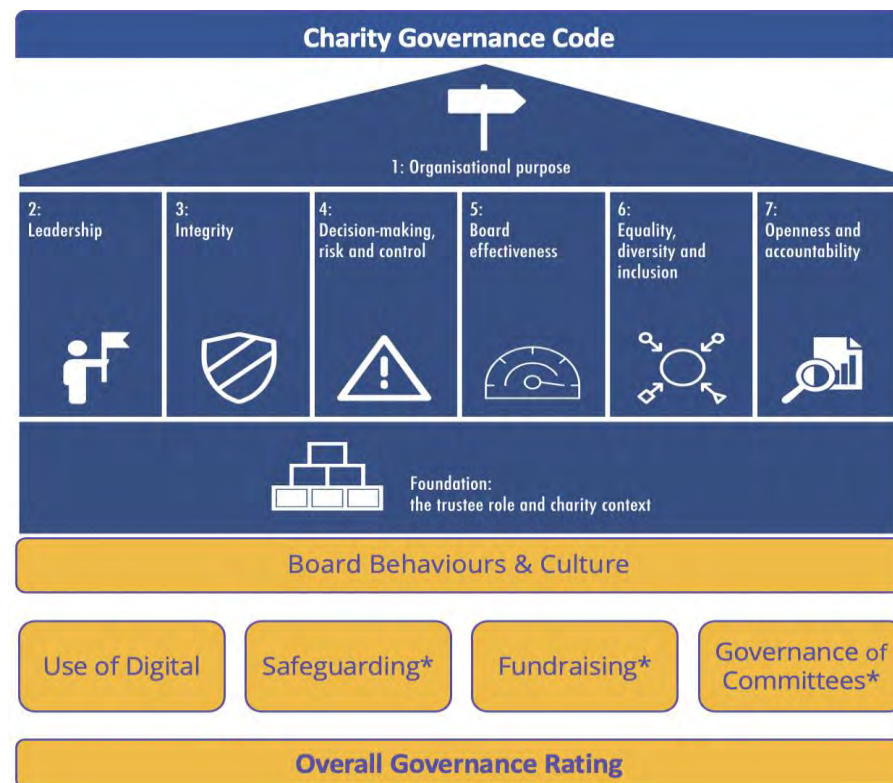
- adopt best practice principles of the **Charity Governance Code<sup>1</sup>** to underpin a charity's purpose and the Board's role.
- adopt **board behaviours and culture** that influence the charity's reputation
- approach the **use of digital** i.e. GDPR, cyber security and digital tools
- take an overall view of governance to rate **"How are we doing?"**

### The following optional topics have been included in this review

- **safeguarding** (of all stakeholders of the charity)
- **fundraising**
- **governance of committees**

<sup>1</sup>see Appendix 1 - for description of the principles of the Charity Code of Governance or visit <https://www.charitygovernancecode.org/en>

CC3 The Charity Commission's Essential Guidance for Trustees can be found at [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/866947/CC3\\_feb20.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/866947/CC3_feb20.pdf)



## How to Use This Report

This report reviews current governance practices at Ormiston Families' assessed against those outlined in the latest Charity Governance Code (The 'Code') and other key factors that contribute to good governance.

It is widely acknowledged that board effectiveness and meeting beneficiaries' needs, is affected by everyone 'pulling in the same direction'. This is illustrated in the diagram below. Findings from Digi-Board reviews reinforce the view that, good governance is at its best when the Board and Executive work together. Roles and responsibilities are clearly understood and the Board and Executive are closely aligned with a common goal to deliver the organisation's purpose for beneficiaries and stakeholders.



This report supports all those who have an active role in governance at Ormiston Families, to

- Identify priority areas for attention to improve governance
- support the board and executive teams (where applicable) in the ongoing collective responsibility for promoting good governance
- ensure good governance is maintained as part of Ormiston Families continuous improvement programme

## What Does This Mean For Ormiston Families?

Summary insights to the governance practices at Ormiston Families are described in this report. The practices drive trust and confidence to assure beneficiaries, funders and donors that a charity is committed to good governance and doing “the right things in the right way”. Insights are derived from participants responses to the Digi-Board questionnaire and provide markers for Ormiston Families about their governance.

The report highlights **What do we need to do to improve our governance?** Participants responses provide a collective view based on the ratings shown below. **NB: “I can’t judge” is not included when calculating ratings**



We derive Ormiston Families governance strengths and priority areas for focus and attention from the data. Colour coded charts identify strengths (**green**) to areas of concern (**red**). There are descriptions of overall governance performance with further detail for each principle. The **most frequently flagged** issues are generally areas of concern, whilst **zero flagged issues** – can underline governance strengths.

Quantitative and qualitative analysis along with participants comments provide additional insights to the way the board works with the senior leadership team (where applicable). These are illustrated by drawing on relevant charts and commentary.

This report provides a “snapshot” of the governance practice at Ormiston Families for the year to February 2022. Charts in this report show these comparisons both for the overall approach to governance and for each principle.

The findings are based on the aggregated responses of 18 participants; 12 Board Trustees and 6 senior leadership team colleagues. Results are also benchmarked for comparative purposes with other charities who have completed Digi-Board reviews. Ratings indicate Ormiston Families' relative position with respect to best practice as defined by the Charity Governance Code (as described on page 4 of this report).

### NB:

- Further charts are available on request for more detailed interpretation, comparison and insight subject to our Terms and Conditions. Access to the online charts can be arranged for nominated individuals in the Ormiston Families team
- Digi-Board can provide supporting additional services if required – for further details please see appendix 2 of this report.

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18	Overall Recommendations for Governance Improvements

## Executive Summary: Review of Governance Practices at Ormiston Families

### Overall Results

The overall results underpin Ormiston Families commitment to being a well-run charity and to implement changes that demonstrate continuous improvement in governance. Ormiston Families has strong overall ratings for 9 out of 15 of the governance practices. Furthermore, Ormiston Families equals or exceeds Digi Board's "**all charities benchmark**" for 14 of the 15 practices and is only lower in ED&I which had already been identified as an area for improvement. This is a commendable achievement and an example of how charities can role model good governance. We suggest that Ormiston Families could share this learning with other charities and its stakeholders as part of the charity's future development and growth. The overall result is positive, and demonstrates good governance, and the recommendations and areas for improvement will help the charity to improve to an even higher level, as opposed to requiring rectification.

### Overall Ratings

The overall ratings are drawn from the results of the '**How Are We Doing**' section of the questionnaire. Ormiston Families' **overall rating** for the current review returns a score of 5.6 rated as **Very Well**.

Ratings for **fundraising (5.3)** returned a **Quite Well** rating. The ratings of **Very Well** for **purpose (5.8)**, **governance (5.6)** and **reputation (5.6)** are even better and reflect Ormiston Families' commitment to good governance.

Some analysis related to the charity's **purpose** is mixed. Interestingly, one quarter of Trustees felt they **can't judge** how well the charity achieves its organisational purpose. Two-thirds (67%) felt "we could do better at agreeing the charity's target impact for our beneficiaries". This is clearly an area for discussion and further review.

Comments generally indicate the importance of maintaining a focus on **governance**, which is well perceived. The functioning of committees is seen as a positive approach. There were general comments about the Board composition in this section, and a general view that improved review of Board performance would be helpful, and a commitment to greater diversity to reflect lived experience.

Ormiston Families has had excellent feedback which has supported the charity to build public trust and confidence and its **reputation** in the community. There are suggestions that this could be enhanced by communicating more about the organisation's good works as part of the communications strategy to help raise awareness.

The most common suggestion to improve **fundraising**, is to learn about innovative approaches, and from other charities. One important suggestion is that the organisation should invest more in the team and diversify areas of income generation.



## Executive Summary: Review of Governance Practices at Ormiston Families – cont...

### Governance Principles

#### Key Strengths

Ormiston Families has achieved ratings of **Quite Well** for 8 out of the 15 governance principles and **Very Well** for 3 topics. Four principles are rated as **OK – but could do better**. The governance practices emerging as core strengths show ratings (range: 1 poor to 5 exceptional) for **Integrity (4.5)**, **Safeguarding (4.6)** and **Committees (4.5)**.

#### Areas for Improvement

**Equality Diversity and Inclusion (3.0)** is the area most in need of improvement.

**Use of Digital (3.8)**, **Board Composition (3.8)** and **Open & Accountable (3.9)** were rated as the next weakest governance practices.

Quick wins can be achieved for each by addressing the frequently flagged **“We could do better at...”** issues described on page 18.

#### Emerging General Themes

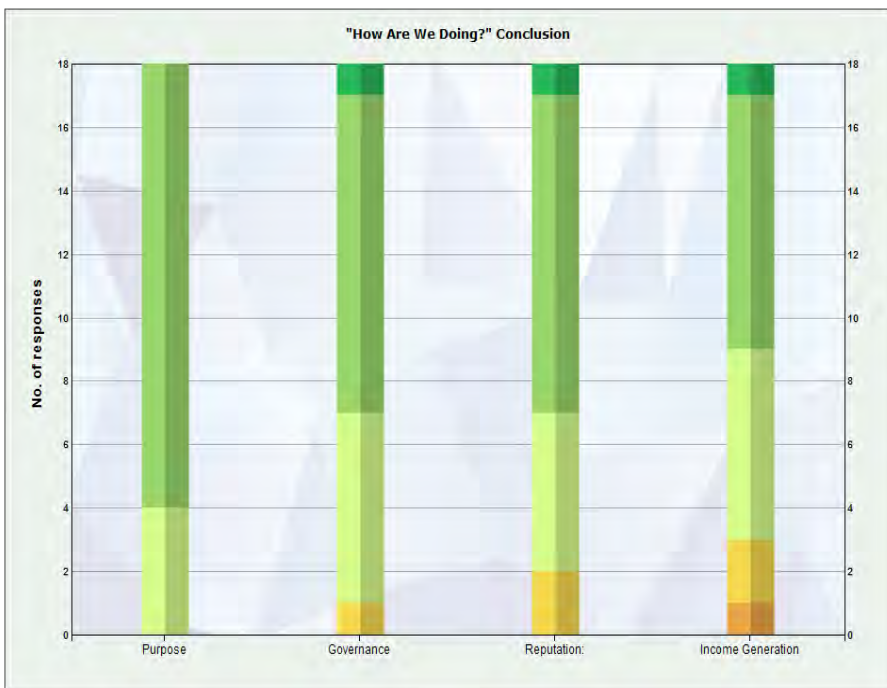
There are several emerging themes from reviewing the data in addition to those mentioned above.

1. The ratings indicate confidence in the leadership of the charity and that it is well governed. This is further supported by relatively high ratings for Leadership (4.4), and Risk and Control (4.3). These ratings indicate that Ormiston Families’ governance is performing well and is supported by the benchmark being above that for other charities as can be seen in the table and graph on page 13.
2. The Trustees and SLT are strongly aligned around their perceptions of governance practices – comparative ratings are shown on page 15.
3. Ormiston Families has invested in Equality, Diversity and Inclusion at an operational level and has an ED&I Champion in post within the staff who has developed an action plan. However, this area has not been addressed at Board level and as such it is one of the weakest areas. Work to address the Board’s Composition and ED&I at this level is necessary to ensure that the Trustees are role modelling best practice across the organisation, and perhaps embedding ED&I within the organisational governance in a similar way to Safeguarding.
4. An open and transparent recruitment process for Trustees will be helpful to address the risks of a homogenous Board and “group think”.
5. The charity could spend some time reviewing its organisational purpose. This can be addressed by flushing out different perceptions about Ormiston Families’ target impact for its beneficiaries, to ensure that its charitable aims are being delivered effectively and agreeing how best to monitor and review these outcomes.
6. Board Behaviours & Culture scored quite well overall but there are some flagged issues and weaker areas of concern, particularly the need to do more to explore how board culture impacts on the reputation of the organisation.

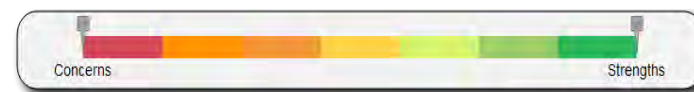
## How Are We Doing?

The chart below provides an overview of how Ormiston Families is performing with respect to its purpose, reputation, governance and funding. Improving governance enhances the organisation’s reputation, which in turn could influence the ability to secure financial support. Overall the ratings were generally high, with an overall score of **5.6**.

**Purpose, Governance and Reputation** received “**Very Well**” ratings whilst those for **Income Generation** was rated as “**Quite Well**”.



The heatmap below shows that the Trustees gave higher ratings than the Senior Leadership Team on all four aspects of governance. There is however some alignment between the Trustees and the SLT about how well Ormiston Families is performing, especially with regard to Purpose.



## 'How Are We Doing?' – Recommend One Thing

The boxes below include representative comments relating to the four sections of the 'How Are We Doing' questions. For each we asked people to recommend one thing that could be done to improve performance in that area. This, together with the Top Flagged Issues on page 17, provides an overview of the views of participants.

### Purpose

- ensure that strategic objectives such as learning and development are properly funded.
- an increased emphasis in board meetings on capturing the effectiveness (or non-effectiveness) of the charity's operations from the executive.
- establish a committee monitoring our purpose and how well we are delivering charitable benefit to our beneficiaries and progressing towards our operational strategy, this could include monitoring EDI
- regularly test and refine our purpose to meet current / future need.

### Reputation

- I think there are many people that don't know who we are - what could we do to change this?
- Raise profile and understanding of work
- we need to find ways to get ourselves and what we do better known to a wider public.
- Board should probably 'test' our reputation with key stakeholders regularly
- More trustee attendance to staff conferences and service visits
- would like to see communication strategy as a regular agenda item for the board

### Governance

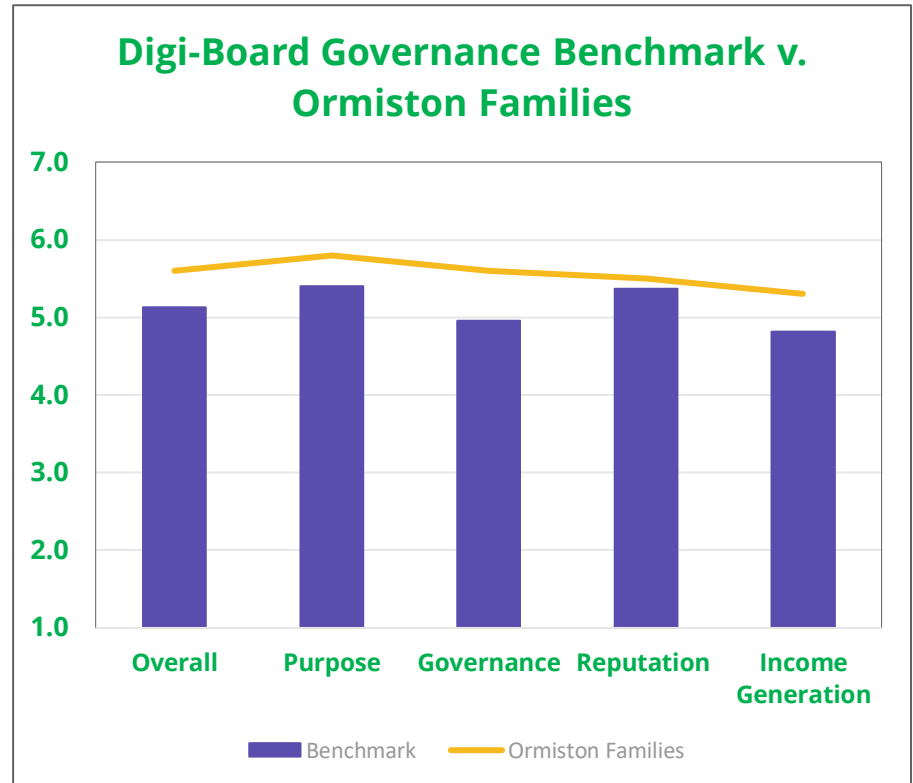
- a more diverse board and open and transparent recruitment rather than always using networking to find new trustees.
- ensure all members are aware of all codes of practice including fundraising code of practice.
- We could reflect on our own performance more as a board and set stretch objectives on a regular basis
- Increase 'lived experience' inputs and diversify the composition of the Board.

### Income Generation

- The board can play a greater strategic role in supporting and challenging going forward to highlight the importance of income generation to the organisation as a whole.
- Do more to promote what OF is doing among those most likely to donate.
- Be more entrepreneurial than commercial, when did we develop exciting new diverse sources of income last instead of just try to squeeze a little more out of what we already do?

## Benchmarking: Ormiston Families v. Digi-Board All Charities for 'How are we Doing' Ratings

'How are we doing' Rating	Ormiston Families	Benchmark
Overall	5.6	5.1
Purpose	5.8	5.4
Governance	5.6	5.0
Reputation	5.6	5.4
Income Generation	5.3	4.9

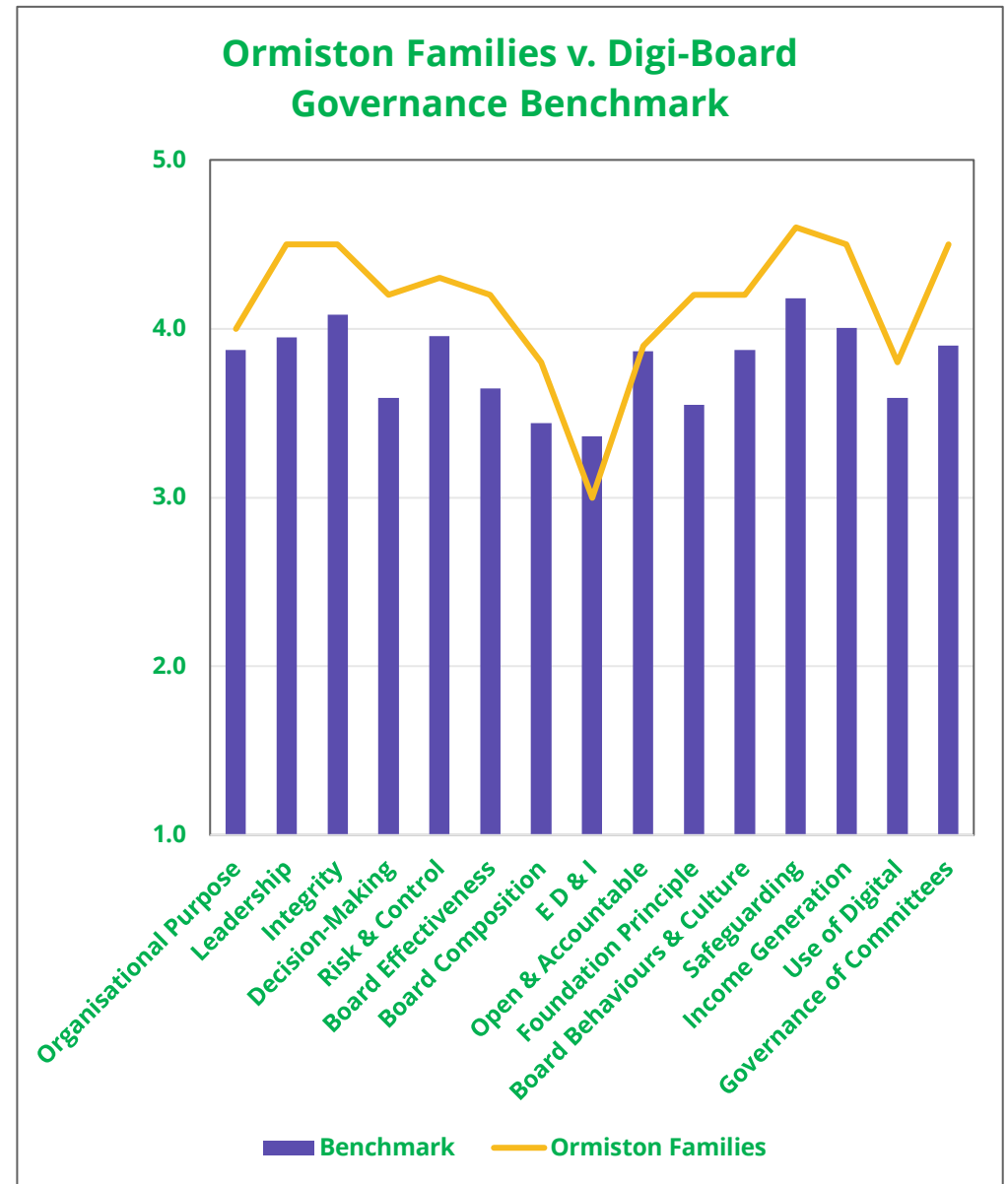


The table and graph provide an overview of Ormiston Families' governance performance using a 7 point scale.

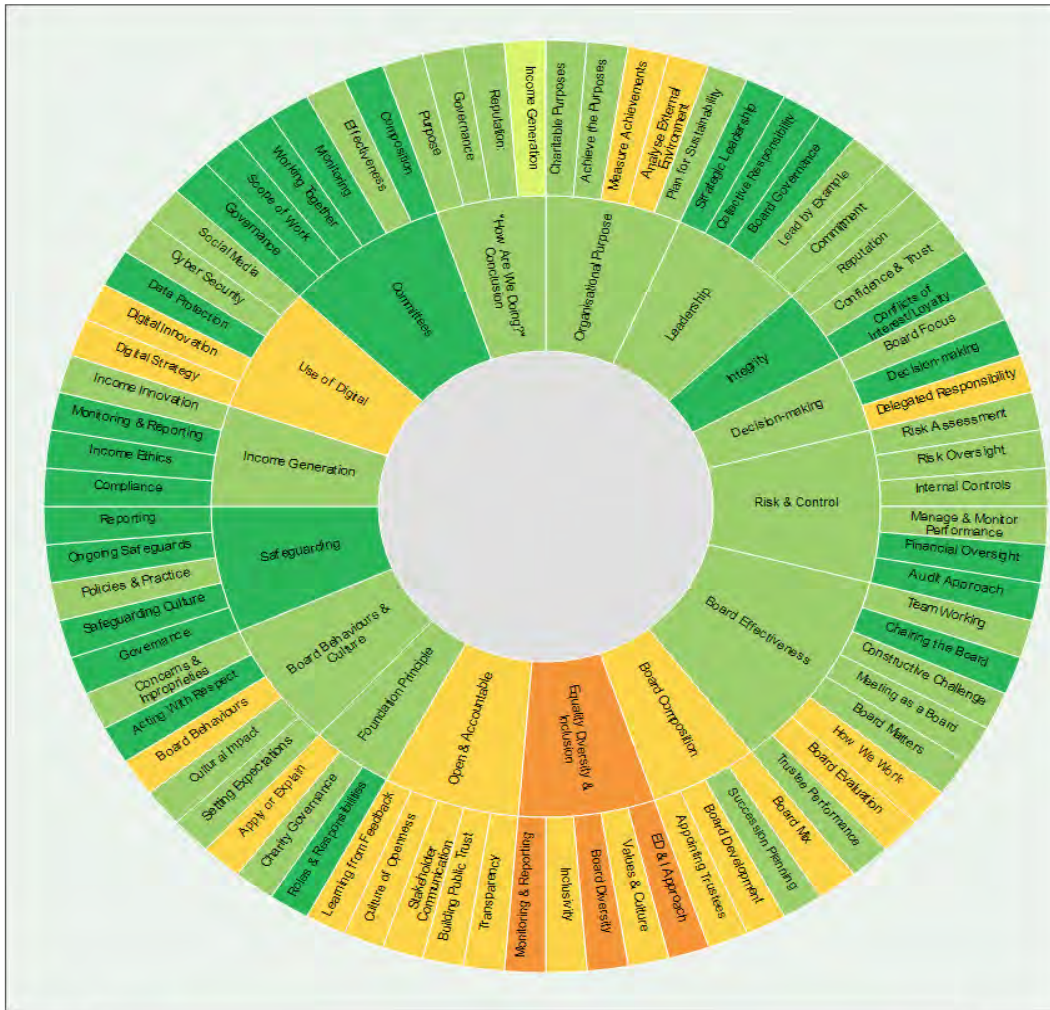
The results show that Ormiston Families exceeded the **“all charity benchmark”** for its governance practices – a highly commendable achievement.

## Benchmarking: Ormiston Families Governance Practices v. Digi-Board All Charities Ratings

	Ormiston Families	Benchmark
Organisational Purpose	4.0	3.8
Leadership	4.4	3.9
Integrity	4.5	4.1
Decision-Making	4.2	3.6
Risk & Control	4.3	4.0
Board Effectiveness	4.2	3.6
Board Composition	3.8	3.4
E D & I	3.0	3.4
Open & Accountable	3.8	3.9
Foundation Principle	4.2	3.5
Board Behaviours & Culture	4.2	3.9
Safeguarding	4.6	4.2
Income Generation	4.4	4.0
Use of Digital	3.8	3.6
Governance of Committees	4.5	4.5



# Ormiston Families Governance Overview



The wheel opposite uses “traffic light coding” to show relative governance strengths and those for further attention.

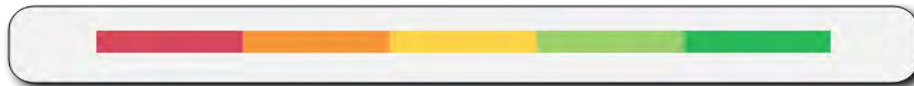
The visual nature of the chart gives an “at a glance” view of strengths and areas for further attention. The inner wheel shows the rating for each governance principle e.g. **Decision making** – rated as “**Quite Well**” overall.

The outer wheel indicates which aspects influence the ratings for each principle e.g. for **Decision making** is rated as “**Quite Well**” while **Delegated responsibility** received an “**Ok - but could do better**” rating.

The strongest areas were **Committees, Integrity** and **Safeguarding**.

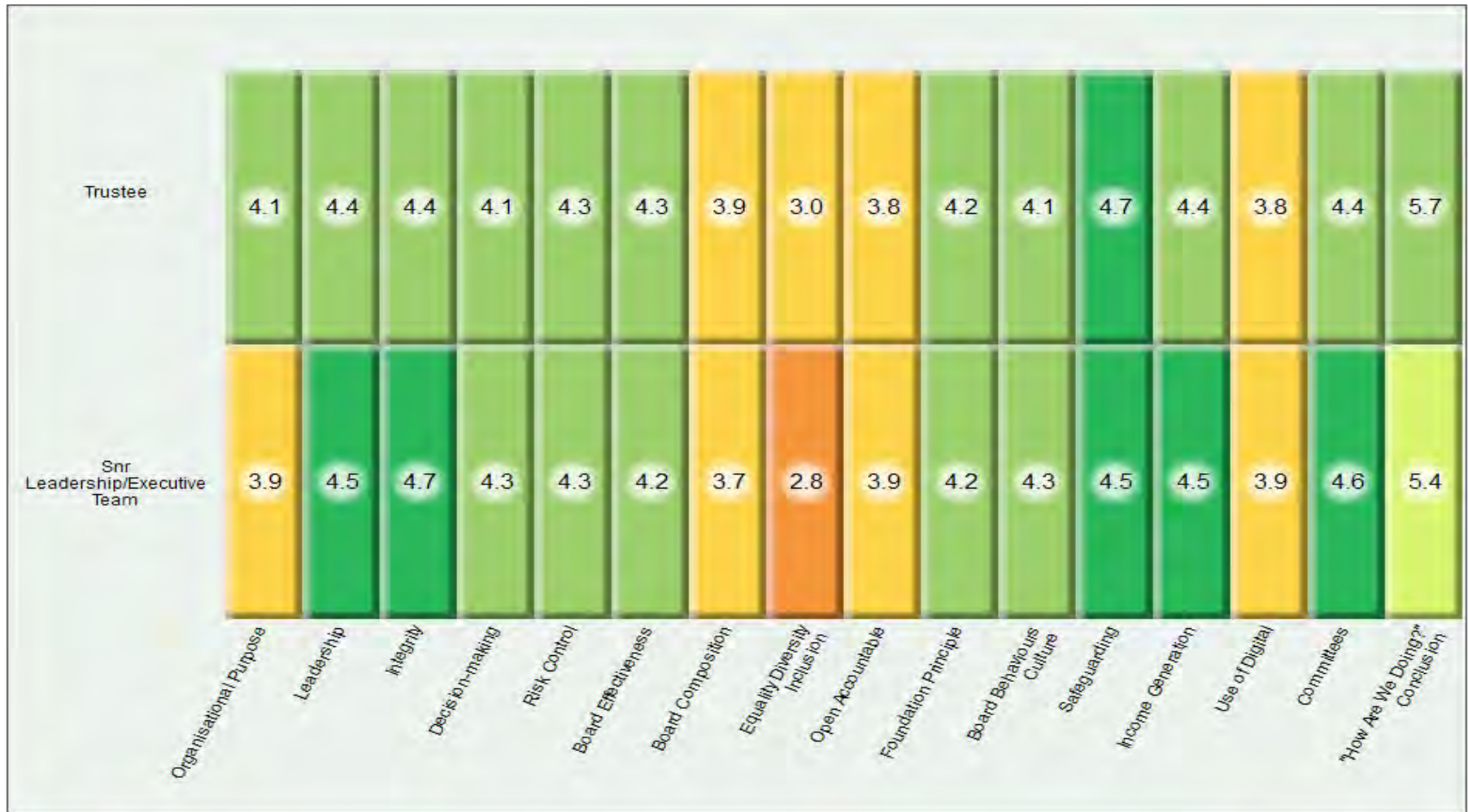
The area most in need of improvement is **Equality, Diversity and Inclusion**.

**Board Composition, Open & Accountable,** and **Use of Digital** rated as OK – but could do better.



## Overview Comparing Ormiston Families Trustees with SLT

The heatmap compares the ratings that were assigned for each governance principles by the Trustee Board and the SMT for this review. Generally the two groups are well aligned.



## Ormiston Families Key Strengths and Areas for Improvement

These tables show Ormiston Families' core strengths and lowest ranked principles. It is recommended that these form the basis for prioritising improvements in governance, along with the most frequently flagged issues which are shown on the next page. These scores show a high degree of agreement between Trustees and SLT.

**Table 1: Aggregated scores (out of 5) of the highest and lowest rated governance practices.**

Top Strengths	Overall	Trustees	SLT
Safeguarding	4.6	4.7	4.5
Integrity	4.5	4.4	4.7
Committees	4.5	4.4	4.6
Leadership	4.4	4.4	4.5
Income Generation	4.4	4.4	4.5

Areas for Improvement	Overall	Trustees	SLT
E D & I	3.0	3.0	2.8
Board Composition	3.8	3.9	3.7
Use of Digital	3.8	3.8	3.9
Open & Accountable	3.8	3.8	3.9
Organisational Purpose	4.0	4.1	3.9



**NB Board Behaviours & Culture does not feature in the lowest rated list but some particular scores were low** e.g. “How well do we invest time to evaluate and learn how we behave as a board?” Half of respondents rated “OK – could be better” or lower (including “Not at all well”); the other half only said “Quite Well”

### Other points to note:

- 25% of Trustees (3/12) **can't judge** how well the charity determines its aims in meeting the needs of beneficiaries
- 33% of Trustees (4/12) **can't judge** how well actual or suspected safeguarding issues are reported or acted upon on



**Table 2: Most flagged issues indicate actionable priorities to realise “quick wins” to improve governance**

**“We could do better at ...”**

**Equality, Diversity & Inclusion**

- Incorporating the lived experience of the communities we serve in our decision making **14 / 18**
- Setting an example by recruiting Trustees with different backgrounds and 'different ways of thinking' **13 / 18**
- Having a Board that reflects a range of backgrounds, experiences and diversity of thought **11 / 18**

**Board Composition**

- Reviewing the mix of skills, knowledge and diversity of the Board against what we need to deliver our purposes effectively **12 / 18**

**Leadership**

- Emphasising to our staff why governance is important **12 / 18** (NB 5 / 6 SMT)

**Board Behaviours & Culture**

- Seeking feedback from colleagues and volunteers about their experience of our culture, values and behaviours **12 / 18** (NB 10 / 12 = 83% Trustees)

**Use of Digital**

- Having recent and relevant digital experience amongst our Trustees **12 / 18**
- Investigating digital solutions to identify new opportunities for fundraising **9 / 18**

**Open & Accountable**

- Canvassing stakeholders' opinions about our reputation **10 / 18**
- Disclosing how we use stakeholder feedback to improve our work **10 / 18**

**Organisational Purpose**

- Agreeing the charity's target impact for our beneficiaries **9 / 18** (NB 8 / 12 Trustees = 67%)
- Measuring our charity's public benefit **9 / 18**
- Evaluating the impact of external developments on our charity **9 / 18**

## Overall Recommendations for Governance Improvements

**The online Governance Review demonstrates a strong performance from Ormiston Families with overall high ratings, and no areas of significant concern.**

These suggested recommendations offer an opportunity to implement continuous development and improvement to enhance the organisations' governance further. Time can be spent at the forthcoming workshop to explore these further and tease out some of the issues. At the end of the day an agreed implementation plan will provide direction for the charity to address these recommendations.

1. To take a stronger leadership role in the charity's Equality, Diversity and Inclusion policies and practices, by role modelling best practice, and viewing this as an organisational cultural issue and not just a legal requirement.
2. To review Board composition, with particular consideration of how to address key gaps e.g. in diversity, digital knowledge and lived experience, whilst ensuring that the Board continues to have the necessary skills and capability to undertake its duties.
3. To consider the Implementation of a more open and transparent recruitment process for Trustees, to avoid the risks of "group think" and lack of diversity.
4. To review and discuss the Board's role in how the charity achieves its organisational purpose, by agreeing the target impact for beneficiaries and how to monitor and report on success factors / Key Performance Indicators to ensure the charity delivers its charitable aims effectively.
5. To invest time in evaluating how the Board behaves, and how this may impact its reputation, and to review effectiveness and performance as a Board.
6. To develop a digital strategy.
7. To investigate more innovative approaches to income generation.
8. To look at enhancing communication to key stakeholders, including staff, service users, funders and supporters about the charity's governance strengths.

## Section 3: Governance Principles – Dashboards by Topic

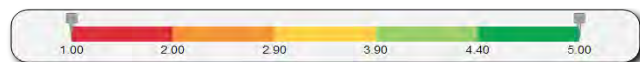
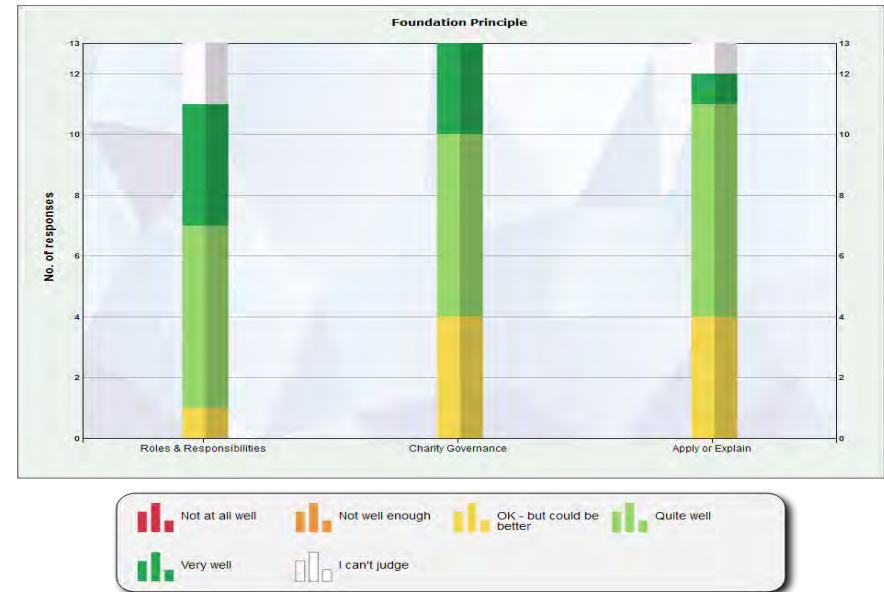
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27	Board Composition
28	Equality, Diversity & Inclusion (E D & I)
29	Open & Accountable
30	Foundation Principle
31	Board Behaviours & Culture
32	Safeguarding
33	Income Generation
34	Use of Digital
35	Governance of Committees

## Section 2: Governance Principles – Introduction to Dashboards

The pages in the following section provide a summary “dashboard” for each of the general governance principles and the optional topics relevant to this review. Each page shows summary charts, commentary and provides information on the most significant issues flagged by participants.

The graphs on the following pages show – see example opposite:-

- a summary bar chart with collective results by question.
- the number of respondents by rating for each question
- the key to the colour coded rating is shown below the chart



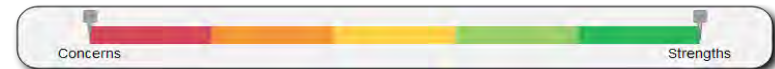
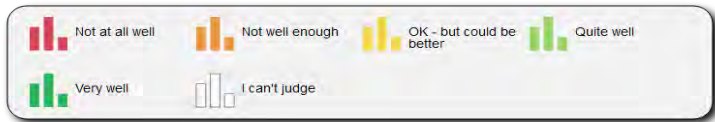
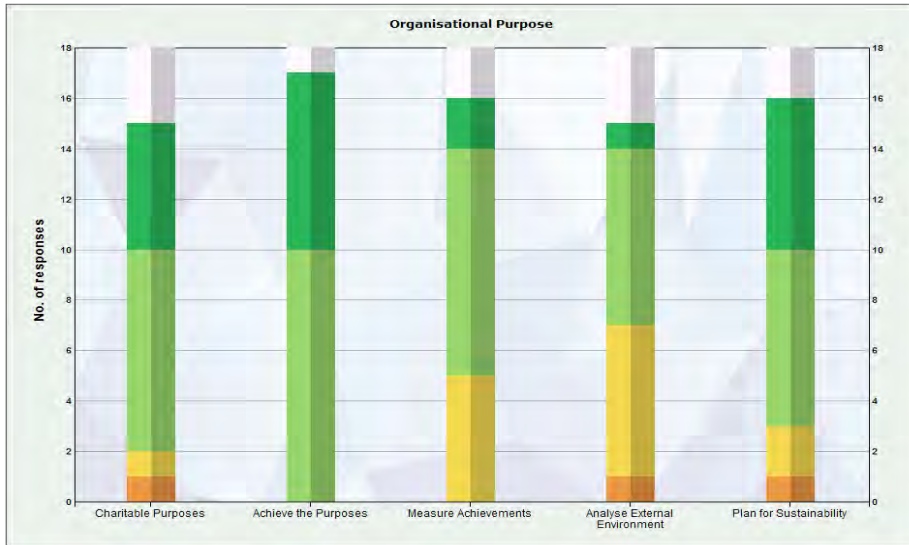
The heatmaps, show – (see example to the left):-

- the collective ratings of the Trustee Board and compare these with those of the SLT.
- the extent of alignment between the results for each question
- the key to the colour coded rating is shown below the chart

# Organisational Purpose

**Rating 4.0 out of 5**

**“Quite Well” Rating - with relative strength for Achieve the Purposes**



**Commentary on results for Organisational Purpose:**

- Although this scored highly, more time clarifying Ormiston Families’ purpose is a recommended priority. Flagged issues highlight concerns about identifying the target impact for beneficiaries, particularly amongst Trustees.
- One quarter of the Trustees “can’t judge” charitable purpose
- Concerns could be flushed out at a workshop to align the purpose to the vision, mission and values. Agreeing KPI’s or success measures can be included in the implementation plans to embed the new approach.
- Comments include: “We look closely at financial plans but we do not look at numbers of beneficiaries we plan to serve within those plans or share that with stakeholders”

Top Flagged Issues	Flagged
Agreeing the charity’s target impact for our beneficiaries	9/18
Evaluating the impact of external developments on our charity	9/18
Measuring our charity’s public benefit	9/18

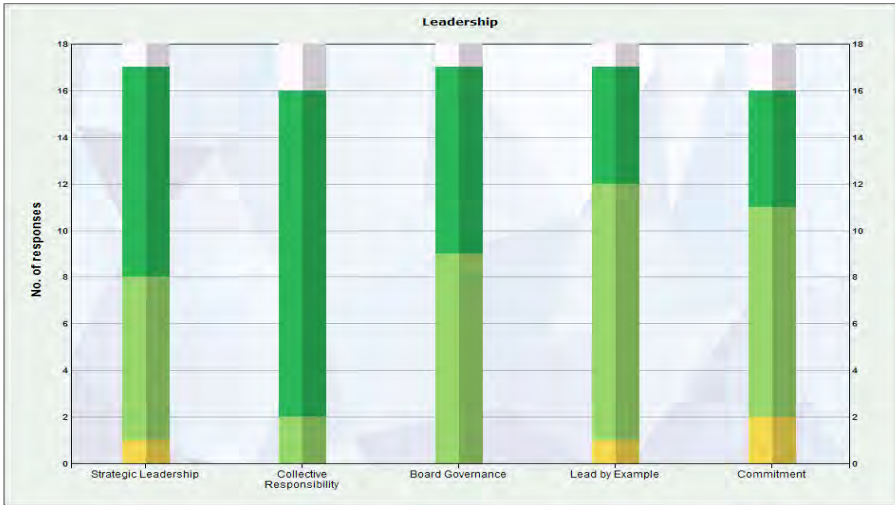
Least Flagged Issues	Flagged
Considering partnership or merger	0/10
Developing a strategy to meet our purpose	1/10

# Leadership

Rating 4.4 out of 5



Quite Well rating - with Collective Responsibility a core strength



**Commentary on results for Leadership:**

1. A strong showing with collective responsibility emerging as a core strength with an extremely high rating
2. The SLT's perception of leadership is strong with no apparent concerns, although they have flagged an issue around emphasising to staff why governance is important. This could be addressed by ensuring greater visibility and Trustee attendance at the staff conference and service visits, for example, and internal communications via the staff bulletin or similar.
3. One comment said "some Trustees do take on considerably more responsibilities which may stretch them more than others. This is an area we need to be more aware of and aim to compensate for".

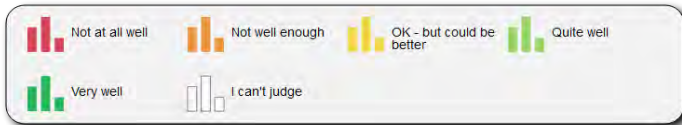
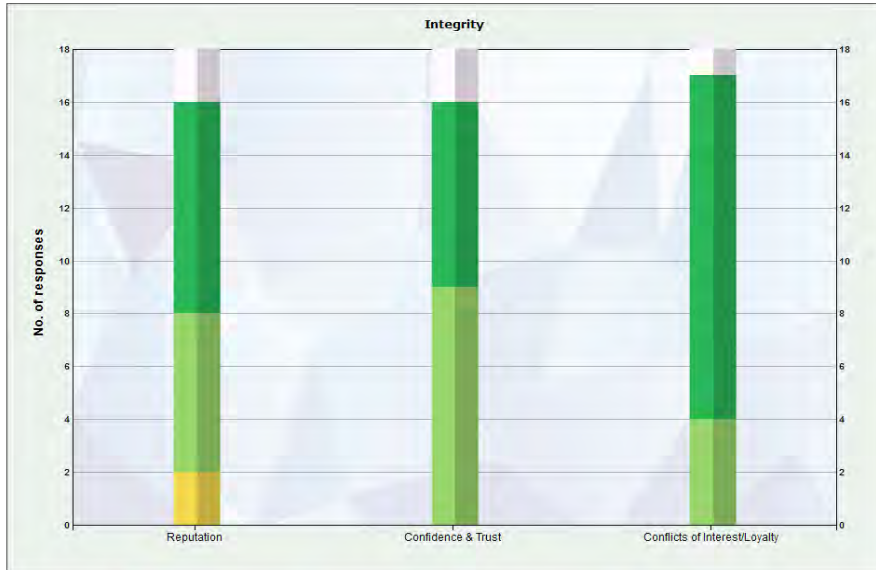
Top Issues Flagged	Flagged
Emphasising to our staff why governance is important	12/18
Championing our charity's purpose to those we work with	6/18

Least Flagged Issues	Flagged
Nurturing a culture of no blame	0/10

# Integrity

Rating 4.5 out of 5

Very Well rating: a Core Strength to retain and maintain



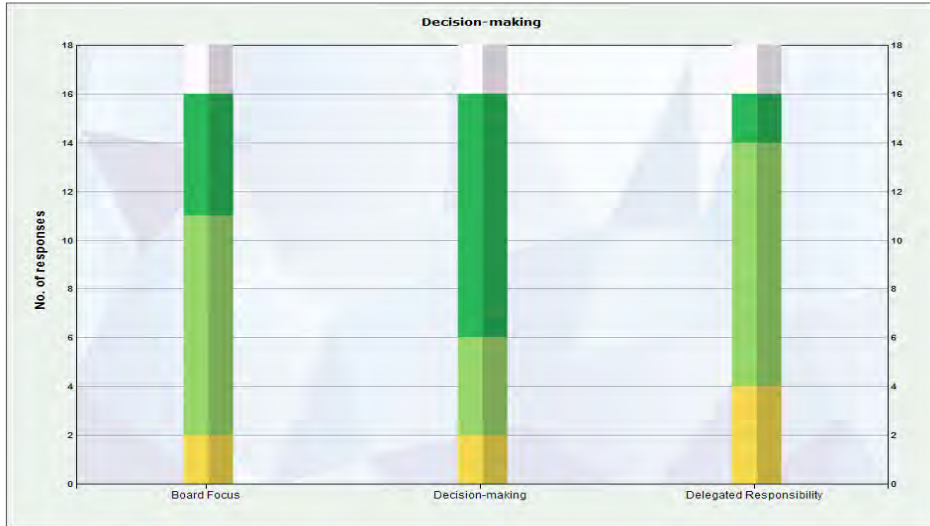
## Commentary on results for Integrity:

1. The self-assessed integrity rating of Ormiston Families is a role model of best practice as defined by the Charity Governance Code
2. The two top flagged issues were of more concern to the Trustees than the SLT and are worthy of further discussion to build on the strength of this principle e.g. how to evaluate reputational risks.
3. Creating a story about how the organisation takes steps to improve the charity's governance, and the charity's governance strengths, could be publicised to build on and further enhance Ormiston Families' growing reputation in the local community. This could be part of a wider communications/social media engagement strategy.

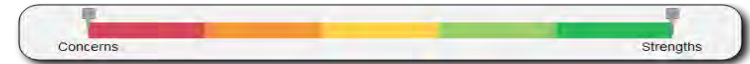
Top Issues Flagged	Flagged
Assessing how our decisions might dent public confidence and trust in our charity	6/18
Evaluating risks that could bring our charity into disrepute	5/18
Least Flagged Issues	Flagged
Maintaining an open and up-to-date register of interests	0/18
Challenging constructively where personal interest becomes apparent	0/18

# Decision-Making

Rating 4.2 out of 5



Quite Well rating – with a need to address delegated responsibilities



## Commentary on results for Decision Making:

- The ratings indicate a Quite Well rating for decision-making. Even so the Board and SLT are still concerned about board focus and especially the drift into operational matters.
- Comments and the ratings suggest a need to review the delegations framework to ensure clarity about monitoring how this works in practice.
- Monitor performance v. strategic goals and review of KPI's to ensure they remain relevant and are aligned with long term sustainability
- Resolving concerns around purpose, and agreeing top-level KPIs, can support the board to maintain a focus on oversight, scrutiny and strategic priorities rather than operational matters.

## Top Issues Flagged

Issue	Flagged
Making sure performance discussions look forward to where we need to be, rather than just at results	8/18
Avoiding a drift into operational matters	7/18

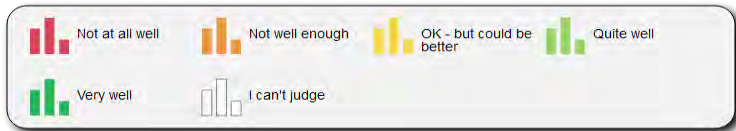
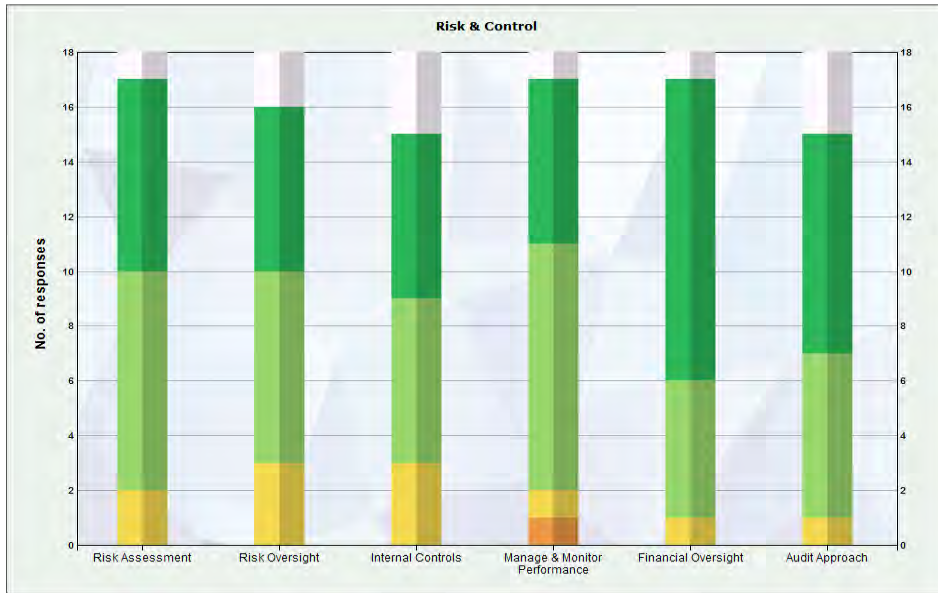
## Least Flagged Issues

Issue	Flagged
Having a delegations framework that clearly describes boundaries for delegated matters	0/18
The Board taking collective responsibility for delegated matters	0/18



# Risk & Control

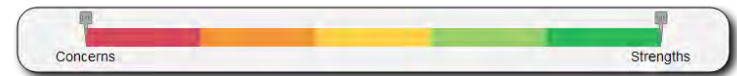
**Rating 4.3 out of 5**



## Commentary on results for Risk & Control:

1. Risk and Control is a strength with financial oversight achieving a "Very Well" rating.
2. One comment acknowledged the high rating but admitted "we could probably do more to convey the quality and extent of our risk management to stakeholders".
3. Other typical comments included reference to the fact that the organisation is less good at monitoring service delivery KPIs than others relating to financial controls and statutory compliance. Work to address this would be helpful especially in conjunction with looking at the organisational purpose.

## Quite Well Rating – with Financial Oversight as a core strength



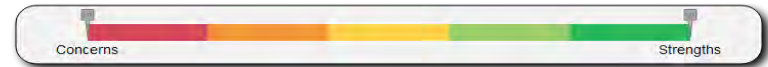
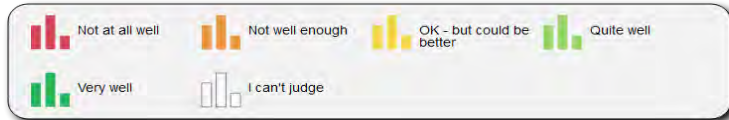
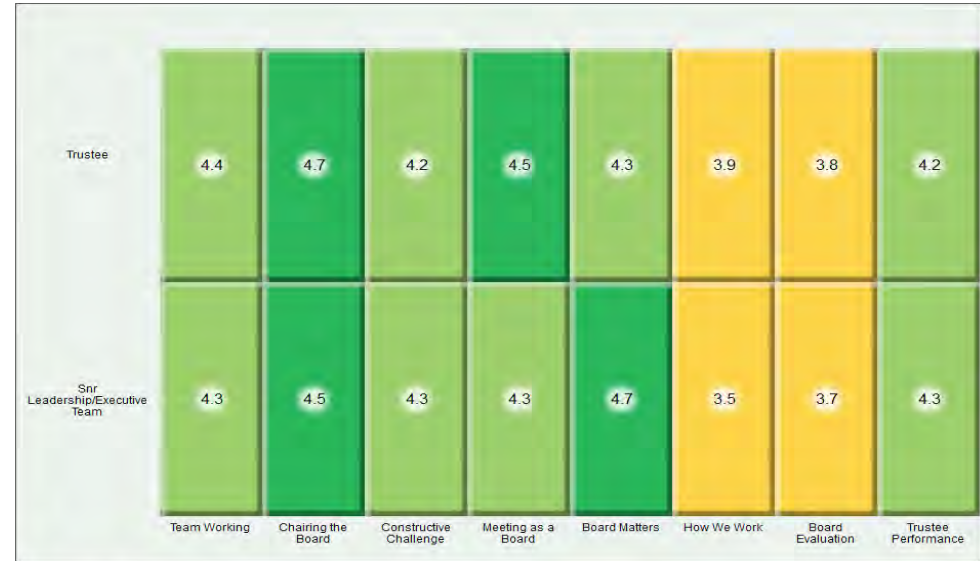
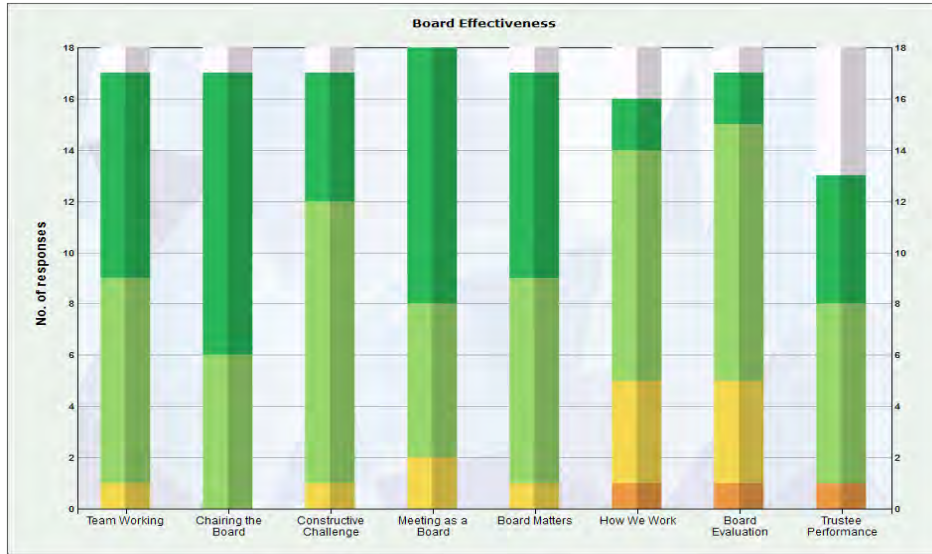
Top Issues Flagged	Flagged
Explaining to our stakeholders how we manage risk and implement internal controls	9/18
Deciding on the level of risk we are prepared to accept	5/18
Least Flagged Issues	Flagged
Understanding the main accounting judgements in our annual returns	0/18
Having recent and relevant financial expertise among our Trustees	0/18

# Board Effectiveness

Rating 4.2 out of 5



Quite Well rating - with a need to review how the Board evaluates how it works



## Commentary on results for Board Effectiveness:

1. A good result for board effectiveness, with some strong aspects
2. Comments and ratings indicate that trustees are not clear on how the board evaluates its performance as this does not seem to have been done in the past 3 years at least.
3. Some trustees commented they were unsure about what is covered at the governance committee as they do not attend it and so these minutes could be shared more widely with the whole Board.
4. There was a comment that the review of individual trustee's performance could take into account comments and feedback from the wider team.

## Top Issues Flagged

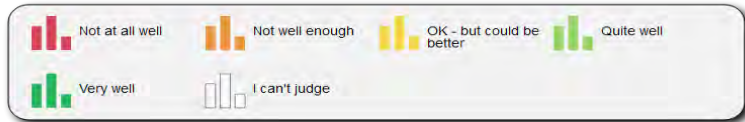
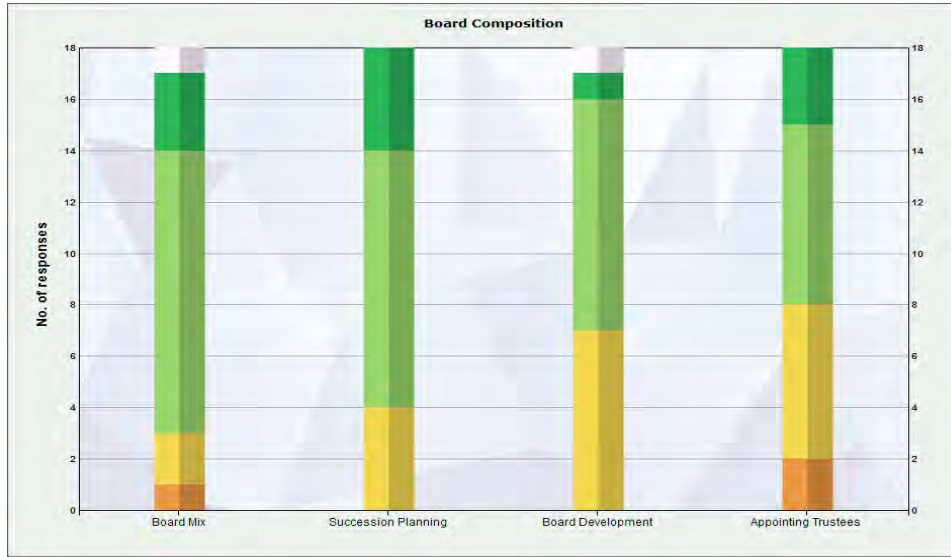
Issue	Flagged
Making time to get to know each other outside of meetings	8/18
Creating co-coaching opportunities between Trustees	8/18
Looking back periodically to check we are spending time in the right way	8/18

## Least Flagged Issues

Issue	Flagged
Arranging for the Board to meet as often as it needs to	0/18
The Chair providing support and guidance to Trustees	0/18

# Board Composition

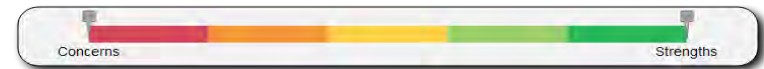
**Rating 3.8 out of 5**



## Commentary on results for Board Composition:

- Board composition is a relative weakness for Ormiston Families, although the responses recognised the need for a more diverse board and particularly one that reflects the local demography and lived experience.
- Several comments made reference to the fact that Trustee recruitment is predominantly done through existing networks, friends and contacts, creating a lack of diversity.
- An open and transparent recruitment process should be implemented, and time spent exploring the unconscious biases that may exist in identifying who are appropriate Trustees.
- Succession planning is generally good and thought about in time.

**Ok - but could be better rating - one of the weakest governance principles**



Top Issues Flagged	Flagged
Reviewing the mix of skills, knowledge & Board diversity of against what we need to deliver our purposes effectively	12/18
Following a formal and transparent recruitment procedure with objective criteria based on merit	8/18
Providing ongoing leaning and development for Trustees	8/18

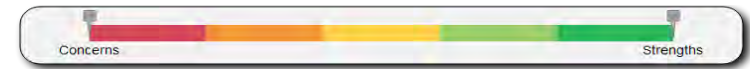
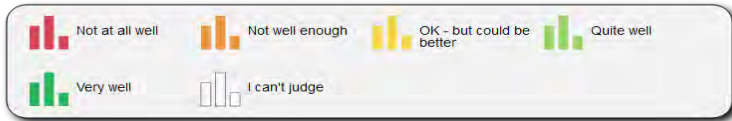
Least Flagged Issues	Flagged
Agreeing the length of Trustee appointment / re-election in line with statutory provision / governing document	0/18

# Equality, Diversity & Inclusion

Rating 3.0 out of 5



Ok - but could be better rating –the weakest governance principle which warrants Ormiston Families’s attention



## Commentary on results for E D & I:

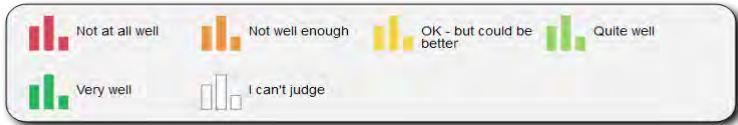
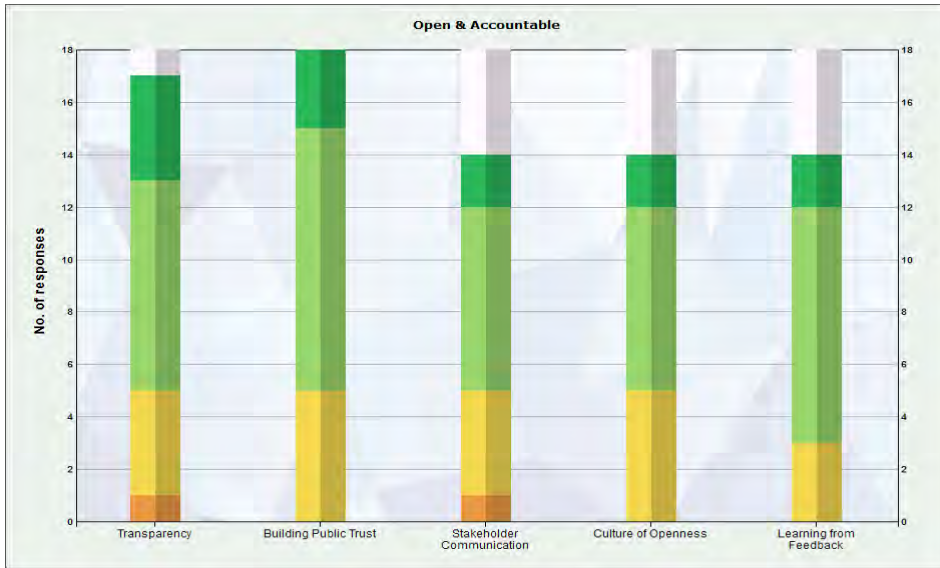
- ED & I is the weakest governance principle. This is reflected in the ratings which are all below the “average” of 3.5. The ratings are very low relatively to Ormiston Families' high governance standards.
- This weakness is demonstrated by “**not well enough**” ratings. This is an apparent inconsistency as diversity and inclusivity appear to work well at an operational level.
- In particular, board diversity is an issue as highlighted in the board composition ratings.
- Most of the issues were flagged by **over half** the respondents indicating there is much work to do across this whole topic, which can be explored further in a workshop setting.

Top Issues Flagged	Flagged
Incorporating the lived experience of communities we serve in our decision making	14/18
Setting an example by recruiting Trustees with different backgrounds and 'different ways of thinking'	13/18

Least Flagged Issues	Flagged
None that are noteworthy	N/A

# Open & Accountable

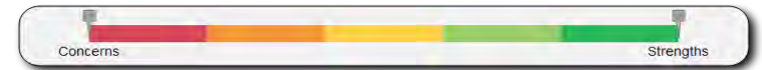
Rating 3.9 out of 5



## Commentary on results for Openness & Accountability

1. There were several comments about the lack of opportunities for stakeholders to meet the Board, in large part due to the pandemic.
2. A third of Board members felt they couldn't judge how well the organisation communicates with stakeholders or demonstrates it is open to feedback. This indicates this area needs some review and scrutiny in the appropriate forum.
3. Consider using social media engagement and other external communications to extend the message of Ormiston Families to a broader stakeholder group, and especially in telling the story of how the charity responds to feedback.

Ok - but could be better rating - a weaker governance principle,



## Top Issues Flagged

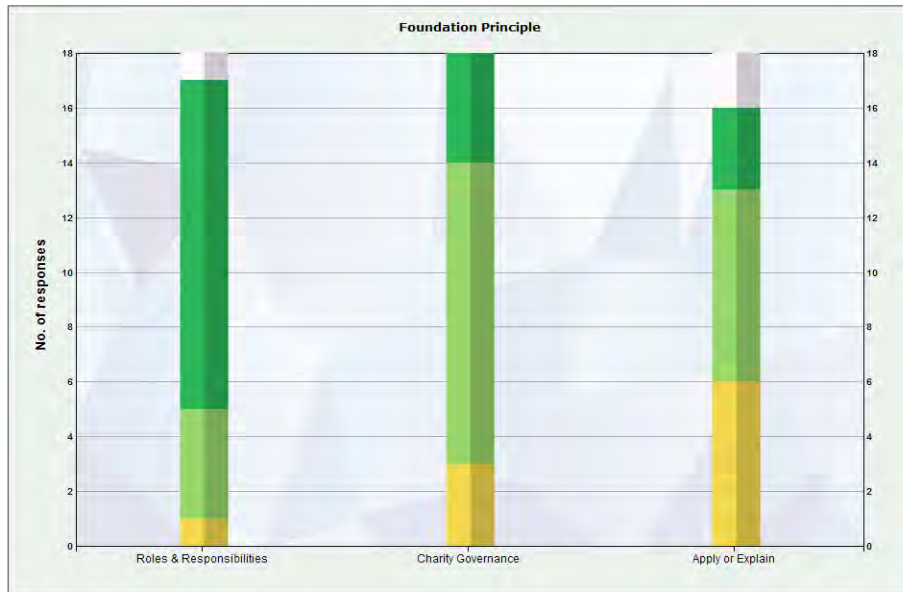
Issue	Flagged
Creating opportunities for stakeholders to meet the Board	10/18
Disclosing how we use stakeholder feedback to improve how we work	10/18
Canvassing stakeholders' opinions about our reputation	10/18

## Least Flagged Issues

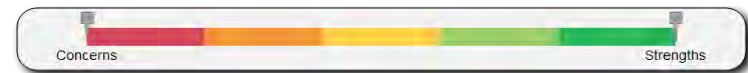
Issue	Flagged
Ensuring our charity takes an impartial approach to handling internal and external complaints	1/18
Seeking external advice when appropriate	1/18

# Foundation Principle

Rating 4.2 out of 5



## “Quite Well” Rating - with relative strength of Roles and Responsibilities



### Commentary on results for Foundation Principle

1. The results indicate that the Trustees and SLT have good understanding of their respective roles & responsibilities.
2. Interestingly the 6/18 who rated as “OK” for how CC3 applies to Ormiston Families were all Trustees. This serves as a useful reminder for Trustees to refer to the document on a regular basis.
3. The contents of this report will support the Board to demonstrate how it applies the Charity Governance Code’s principles.
4. Identifying the priorities for governance improvements and measuring progress through future reviews provides the evidence base data for Ormiston Families’ impact statement and annual reports

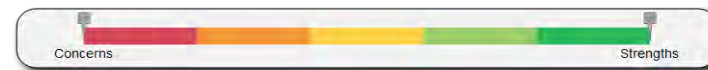
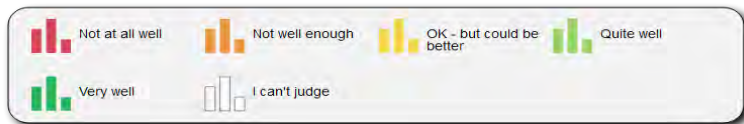
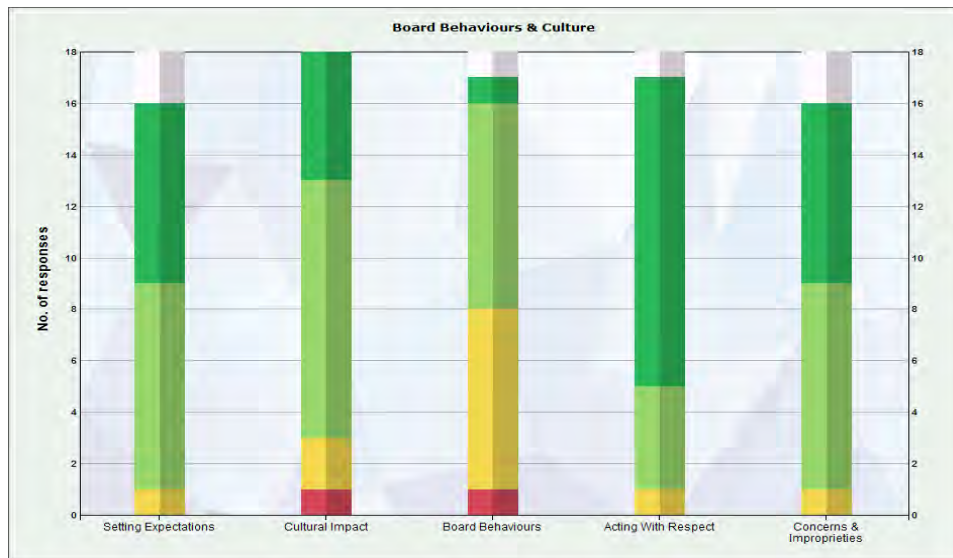
Top Issues Flagged	Flagged
Conducting periodic reviews to identify how we have improved our charity’s governance	5/18
Explaining how we are using the Code in the annual report	5/18

Least Flagged Issues	Flagged
Keeping up-to-date with legal and regulatory responsibilities	0/18

# Board Behaviours & Culture

Rating 4.2 out of 5

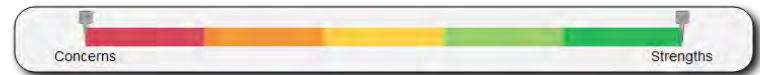
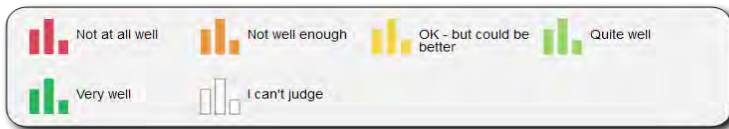
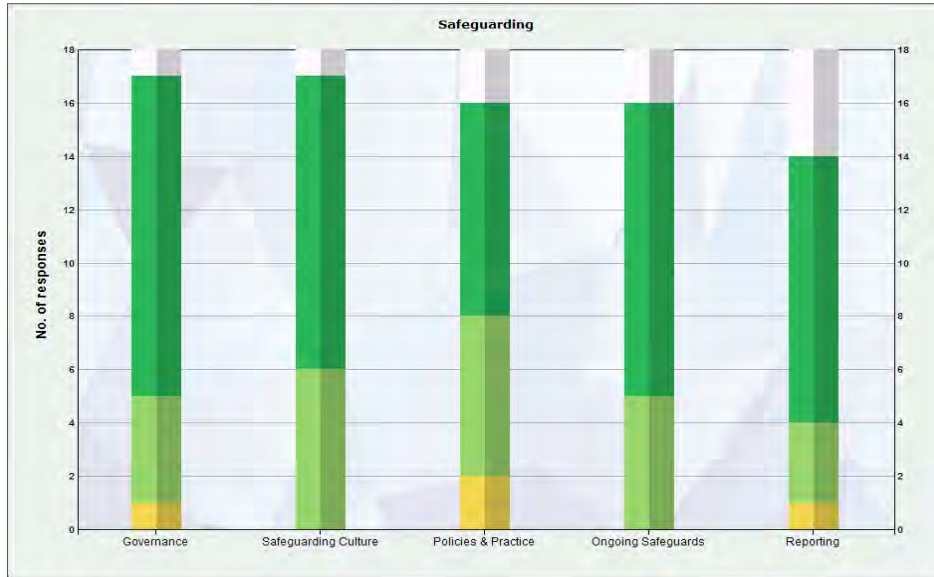
Quite Well Rating – a core strength overall with board behaviours a slightly weaker area



**Commentary on results for Board Behaviours & Culture:**

- This is generally a fairly strong area but there are some concerning “red” rated areas in cultural impact and evaluating how we behave as a Board. These need to be explored further in a workshop setting to tease out the issues.
- In particular, the board and SLT could invest time to evaluate and learn about how you behave collectively. The data in the review could be used to inform the discussions at the dedicated off-site workshop event looking at “How we work”.

Top Issues Flagged	Flagged
Seeking feedback from colleagues and volunteers about their experience of our culture, values and behaviours	12/18
Discussing how to address potential weak spots in our charity's culture before we hit a crisis	8/18
Least Flagged Issues	Flagged
The Board and senior team demonstrating high standards of behaviour and conduct aligned with our culture and values	0/13



### Commentary on results for Safeguarding:

- Another excellent rating for a critical and core strength for Ormiston Families. Ratings and the commentary reinforce that safeguarding is a key governance priority, as might be expected for an organisation of this nature
- Very few issues were flagged suggesting that trustees feel confident about this area.
- One key area for further exploration is the fact that one third of Trustees can't judge how well concerns are reported and acted upon. This is managed at operational level but indicates that improved communication should be provided to the Board to "close the loop"
- Include Ormiston Families' safeguarding strengths in stakeholder communications to build trust and confidence.

Top Issues Flagged	Flagged
Checking how any risks of power imbalances with respect to gender, sexual or other discrimination are identified and resolved	4/18

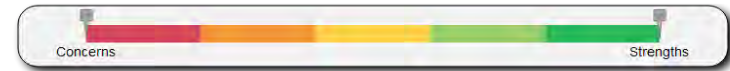
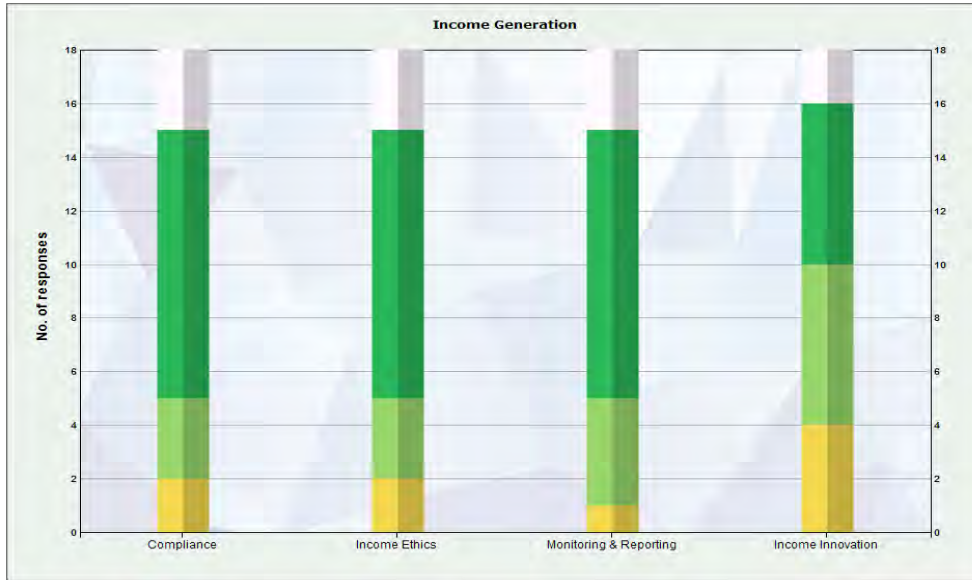
Least Flagged Issues	Flagged
Being rigorous about reporting improprieties and misconduct to regulatory authorities	0/18
Overseeing the implementation of internal controls relating to safeguarding	0/18



# Income Generation

Rating 4.4 out of 5

Quite Well Rating – a core strength overall with high ratings, slightly lower in Innovation



## Commentary on results for Fundraising:

- One of Ormiston Families' core strengths, particularly around compliance and ethics and the monitoring and reporting aspects.
- Further opportunities may exist for the innovation and new thinking around creative, entrepreneurial approaches.
- Digital solutions are a key area in need of further consideration.
- Take steps to learn about alternative fundraising approaches from other charities and the wider third sector.
- Review risk appetite to ensure fundraising approach is not too risk averse, and can enable innovation.

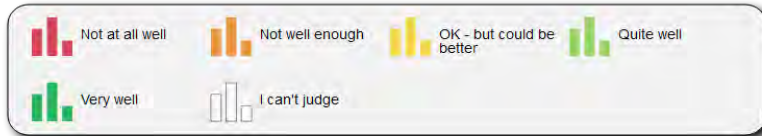
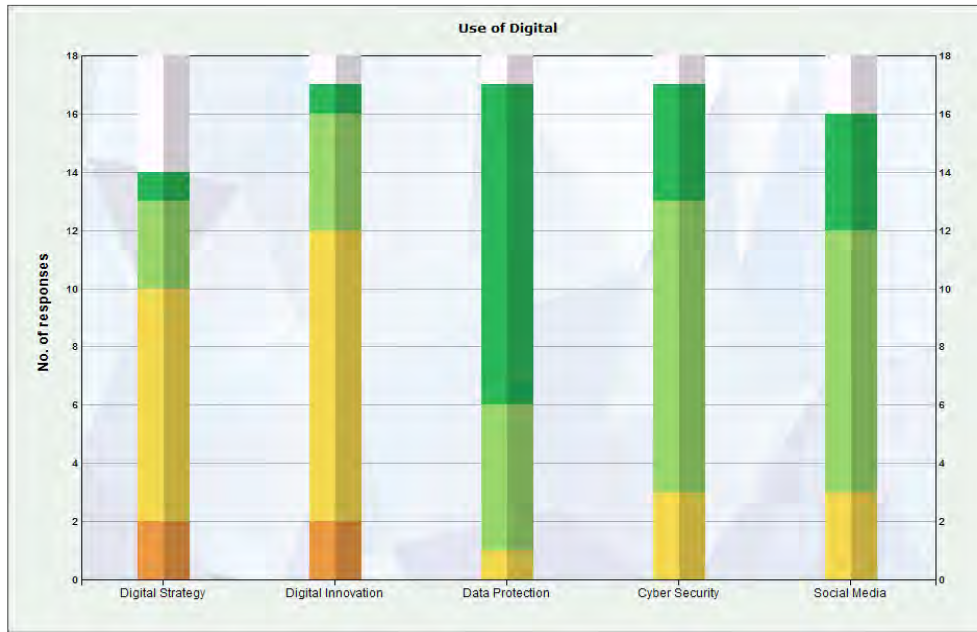
Top Issues Flagged	Flagged
Investigating digital solutions to identify new opportunities for fundraising	9/18

Least Flagged Issues	Flagged
Making sure we are working in line with Charity Commission guidelines at all times	0/18
Checking we apply the Fundraising Regulator's Code of Fundraising Practice	0/18

# Use of Digital

**Rating 3.8 out of 5**

Ok - but could be better rating - one of the weakest governance principle which warrants attention



## Commentary on results for Use of Digital:

1. This principle is a relative weakness for Ormiston Families with a range of ratings for questions as shown in the graph above.
2. Areas of concern are digital strategy and digital innovation. In common with other areas, it appears that Ormiston Families is good at meeting its legal and compliance obligations.
3. Helping to address this area by the appointment of Trustees with digital expertise will be of huge benefit.
4. Review the need for a digital strategy that can support Ormiston Families' vision and mission in the future, particularly building on the opportunities created by the pandemic.

## Top Issues Flagged

Issue	Flagged
Having recent and relevant digital experience amongst our Trustees	12/18

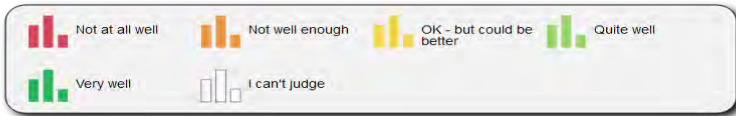
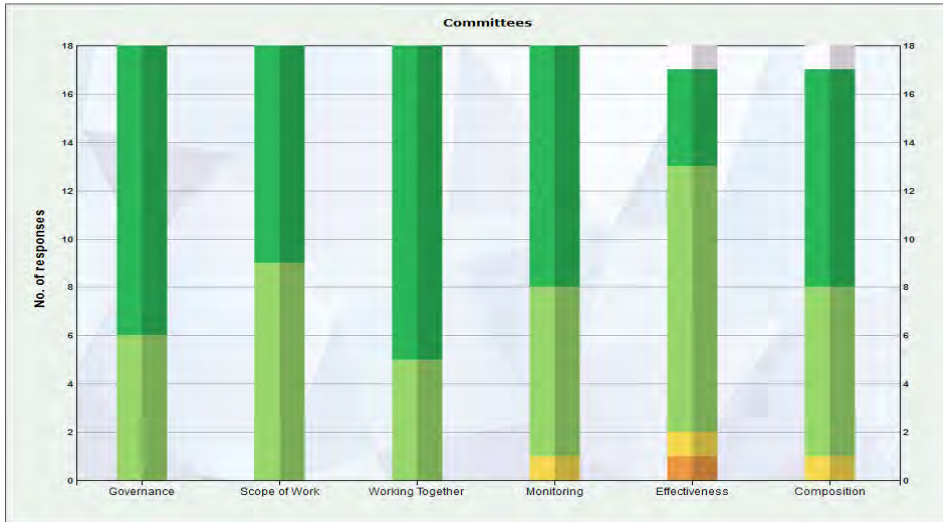
## Least Flagged Issues

Issue	Flagged
Understanding the implications of a failure to protect our data	0/18

# Governance of Committees

Rating 4.5 out of 5

Very Well Rating – most areas rated as core strengths



## Commentary on results for Committees:

1. These results are very encouraging and indicate strong effective governance, particularly around finance, risk and compliance matters.
2. Comments indicate that the existing committees are highly effective, but that a similar structure is not in place for the oversight of organisational purpose and service delivery, so this might be something to consider.
3. Although there are no concerns, it would be good practice to consider how to build in periodic reviews of the effectiveness and performance of the committees.

Top Issues Flagged	Flagged
Carrying out periodic reviews of each committee to incorporate changes to internal and external environment	6/18

Least Flagged Issues	Flagged
None of note	



# Review of governance practices Ormiston Families

## Section 4: Appendices

### Page Nr

37	Appendix 1: The Charity Governance Code: Principles and Reporting Requirements
38	Appendix 2: Additional Services
40	Appendix 3: About Digi-Board

# Appendix 1: The Charity Governance Code: Principles and Reporting Requirements

## 2.1 Principles

The Charity Commission states:

*"The Code of Governance develops seven principles – leadership; integrity; decision making, risk and control; board effectiveness; diversity; openness and accountability; all underpinning organisational purpose. Why these qualities matter should be self-evident. Many of them are also key drivers of trust and confidence, and can help to demonstrate to beneficiaries, funders and donors that a charity is trustworthy."*

- 1. Organisational purpose** The board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably.
- 2. Leadership** Every charity is led by an effective board that provides strategic leadership in line with the charity's aims and values.
- 3. Integrity** The board acts with integrity, adopting values and creating a culture which help achieve the organisation's charitable purposes. The board is aware of the importance of the public's confidence and trust in charities, and the trustees undertake their duties accordingly.
- 4. Decision-making, risk & control** The board makes sure that its decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment and management systems are set up and monitored.
- 5. Board effectiveness** The board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.
- 6. Diversity** The board's approach to diversity supports its effectiveness, leadership and decision-making.
- 7. Openness and accountability** The board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be.

## Appendix 1 (cont...): The Charity Governance Code – Principles & Reporting Requirements

### 2.2 Reporting

The Charity Governance Code specifies:

#### **For smaller charities (income less than £1M per annum):**

The board reviews its own performance, including that of the chair. These reviews might consider the board's balance of skills, experience and knowledge, its diversity, how the board works together and other factors that affect its effectiveness. Trustees can explain how they check their own performance.

#### **For larger charities (income more than £1M per annum):**

The board reviews its own performance and that of individual trustees, including the chair. This happens every year, with an external evaluation every three years. Such evaluation typically considers the board's balance of skills, experience and knowledge

The board reviews its own performance and that of individual trustees, including the chair. This happens every year, with an external evaluation every three years. Such evaluation typically considers the board's balance of skills, experience and knowledge, its diversity in the widest sense, how the board works together and other factors relevant to its effectiveness. The board explains how the charity reviews or evaluates the board in the governance statement in the trustees' annual report.

The Digi-Board service ensures the charity can demonstrate how it complies with the above requirements. This report is the foundation to explain how it reached an assessment of its governance performance.

#### **For large charities - required to make a governance statement in the trustees' annual report**

##### ***Sample text for annual report:-***

Ormiston Families has used the Digi-Board Limited<sup>®</sup> self-assessment service<sup>1</sup> to review the governance and performance of the board of trustees and how the board works with the senior executive team. The Digi-Board service allowed the board to review its governance, assessed against the principles of the Charity Governance Code and other key factors that influence the effectiveness of governance practices at our charity.

<sup>1</sup> Digi-Board Limited<sup>®</sup> are the leaders in online governance reviews for charities and not-for profit organisations.

## Appendix 2: Additional Services

### **The Digi-Board service includes:-**

- Follow-up face to face, telephone consultation or other video conferencing service such as Zoom or Teams Skype
- Access to online repository of additional reports under an active Digi-Board subscription and subject to our Terms and Conditions for a period of 180 days after the agreed closure date of a Digi-Board online review.

### **Multi-year subscription to Digi-Board**

- 2-year subscription to Digi-Board with 5% discount
- 3-year subscription to Digi-Board with 10 % discount

### **ACEVO Premium Partner Discount**

- ACEVO members can take advantage of a 5% discount for all Digi-Board services

### **Additional Consultation and Facilitated Sessions**

- £125 per hour plus out of pocket expenses
- £800 per day plus out of pocket expenses
- Additional consultation/facilitated sessions are subject to quotation for design and delivery against agreed objectives and recovery of travel/out of pocket expenses.

