

CAMPBELL  
TICKELL

# Governance for impact: Board effectiveness reviews for charities



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Certified



Corporation



# Why do a Board effectiveness review?

Charities are operating in a complex and volatile environment. The Charity Commission's recent sector risk assessment highlights the growing risks charities face around financial resilience, Trustee recruitment, safeguarding, the impact of social media and political polarisation – the list goes on.

The revised Charity Governance Code, launched in November 2025, places a strong emphasis

on Boards managing resources and risks effectively. There is a renewed focus also on the Board's role in actively shaping the organisation's culture and sustaining public trust.

A Board effectiveness review can help your Board understand what it's doing well and where it may need to adapt both to meet the requirements of the revised Code and, more importantly, to ensure your charity thrives in the current operating environment.



# What is a Board effectiveness review?

A Board effectiveness review is an independent assessment of the Board's culture, dynamics, practices, and processes. It explores the value the Board brings and how well it is performing its role of setting strategy, shaping culture, and assessing performance. It's an opportunity to reflect on where the Board is in its governance evolution, where it is more exposed to risk, and where it can continue to evolve and improve.

With reference to the Charity Governance Code, Campbell Tickell look at all the elements that make up the governance of your charity.

Typically, the areas we look at are:

- The Board's strategic leadership role
- Board culture and dynamics
- Governance structure and committee effectiveness
- Board composition and skills
- Board processes

We use our findings, insight and experience to draw out the areas of strength and those areas where the Board can best focus its energy and attention to make improvements



# Why choose Campbell Tickell?

We believe that good governance lies at the heart of strongly performing organisations. Effective governance is more than a 'box ticking' compliance exercise and must encompass the right culture and behaviours as well as process and structure.

We work exclusively with organisations with strong social purpose and have delivered many Board effectiveness reviews and governance assignments for a wide range of charities, regulators, public sector bodies, and non-profit organisations. Our exceptional team are not just experts in governance theory, they are highly experienced executives and non-executives in the sectors we serve.



While we provide external assurance and must remain independent and objective, we always work collaboratively: we aim to enable the Board, led by the Chair, to take ownership of its own development, with our support and encouragement. We are generous with what we know and share examples of good practice where helpful. Our clients trust us not just for what we know, but how we work: open, honest, collaborative, and willing to challenge.





# What we offer

Our methodology is designed to make the best use of Trustee and senior staff time, while allowing people to be actively engaged in the review. It allows for triangulation of findings through different methods to generate deeper insight that would otherwise be possible

Typically, a Board effectiveness review takes around three months, depending on the Board's calendar and the availability of key participants.

We typically offer two types of Board effectiveness review: a full review and a light-touch review. We are flexible and can offer a tailored approach to suit your Board's requirements.

## Our light touch review includes:

- An online inception meeting with the project leads (typically the Chair, Chief Executive, and governance lead)
- An anonymous online survey of Trustees and senior staff
- A short document review looking at key documents
- Board observation
- Confidential one-to-one interviews with the Chair, Chief Executive, and a sample of other Trustees and senior staff
- A playback session with the project leads to discuss emerging findings and shape recommendations
- A clear and concise final report with impactful recommendations

## Our full review includes:

- An online inception meeting with the project leads (typically the Chair, Chief Executive, and governance lead)
- An anonymous online survey of Trustees and senior staff
- A more extensive document review
- Board observation
- Committee observation
- Confidential one-to-one interviews with all Trustees and the Chief Executive
- Confidential one-to-one interviews or a focus group with all members of the senior team
- A playback session with the project leads to discuss emerging findings and shape recommendations
- A clear and concise final report with impactful recommendations
- A dedicated Board session to discuss our findings and recommendations

We offer a comprehensive set of other services to support Board effectiveness, including:

## Further services

- Trustee and director recruitment
- Skills analysis and succession planning
- Chair and Board member appraisals
- Board and executive development sessions and awayday facilitation
- Support for strategy development and evaluation
- Confidential investigations
- Governance improvement support

# Who we are

Campbell Tickell is an award-winning leadership and management consultancy with expertise in charities, sports and leisure, housing and regeneration, government and the public sector, health and social care, and social enterprise. We operate throughout the UK, Ireland and beyond. Established for over 20 years, we have worked with well over 1,000 organisations. As an accredited B Corp, we are strongly committed to creating social value through our economic, social and environmental impact.

We have undertaken board effectiveness reviews and other governance assignments for charities operating locally, nationally, and internationally in a wide range of sectors that reflect the diversity of the UK charity sector.

Our team has extensive experience supporting organisations to improve their governance functions and culture. The charity governance team is led by James Tickell, Partner, and Matthew McClelland, Director. They are supported by Sarah Loader and Alice Smith. Alongside them are a number of senior associates with extensive experience of governance, working with charities and non-profits, public and private bodies.



**James Tickell**  
Partner



**Matthew McClelland**  
Director



**Sarah Loader**  
Consultant



**Alice Smith**  
Consultant



## Contact us

To learn how Campbell Tickell can support your organisation, please contact email our Governance Team at: [governance@campbelltickell.com](mailto:governance@campbelltickell.com) or Matthew McClelland at: [matthew.mcclelland@campbelltickell.com](mailto:matthew.mcclelland@campbelltickell.com)