Imperial College Union
Board of Trustees / 25 February 2026

Board Effectiveness Review 2025-2026

Author(s): Clem Jones (Governance & Executive Manager)
Purpose: To update the Board on the effectiveness review for this year
Decision: To **note**

1. Recap

In November 2025, Board delegated the tendering process for finding an external board effectiveness reviewer to members of management committee and the Chair of Trustees. Following an open tender process, we received five strong applications, and the Chair of Trustees, Managing Director and Union President shortlisted two for interview. Following the interview, the panel decided to offer the contract to **Gardner Training & Consultancy**. The review will be led by **Jim Gardner**, who has extensive CEO/Board/SU/charity governance experience.

2. Review

Jim will be observing the Board meeting on 25 February 2026. He will be introduced at the beginning, and Board members should feel free to speak freely during the meeting as usual as he undertakes his observation exercise.

Jim has also requested a number of documents from the Governance & Executive Manager for review (governing documents, policies, etc.), and a milestone meeting is being held with the core project team the day after the Board meeting to cover observations to date. The next steps following the 25 February Board meeting will be:

- 3 surveys (board effectiveness, trustee skills, and trustee diversity) will be emailed to trustees, to be filled out using Microsoft Forms within the next 10 days or so.
- Jim will email all trustees directly to invite them to 1-2-1 interviews (via Teams).
- A session with Jim will be held from 11.15am on 27 May (prior to the Board meeting) to workshop his findings / to shape the final board effectiveness recommendations.

3. Recommendation

Board is asked to note the above and are invited to ask Jim/Clem any questions at the meeting/offer any initial thoughts on the Board's effectiveness to date.