

GOVERNANCE IN FOCUS

TRENDS & INSIGHTS FROM VOLUNTARY ORGANISATIONS 2025



NCVO
CHAMPIONING
VOLUNTARY
ACTION

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EXECUTIVE SUMMARY

The state of charity governance in 2025 points to steady progress and growing self-awareness across the sector, tempered by ongoing challenges in inclusion and alignment. Boards' understanding of the importance of good governance is high, but there is still a struggle to embed it consistently in day-to-day practice.

Using NCVO's Governance Wheel tool, this report gathers insights from more than 800 trustees, staff, and volunteers across 70 organisations between 2022 and 2025. It explores how governance is working in practice, and where the greatest opportunities for progress lie.

Confidence is strong, but uneven

Across the eight principles of the Charity Governance Code, organisations rated themselves between 'getting a grip' and 'competent', generally showing steady improvement since 2022.

The highest-rated areas of governance practice were Integrity and Decision-making, risk and control - reflecting strong alignment with purpose, as well as confidence that decisions are being made in the best interests of beneficiaries and wider stakeholders. Respondents recognised the importance of having clearly defined governance infrastructure, such as schemes of delegated authority to give a consistency to decision-making.

However, the lowest scoring area was Equality, Diversity and Inclusion (EDI). Respondents shared that while there was a clear intention around improving inclusion and diversifying their organisation, implementation plans were often lacking or not regularly part of board work.

Staff and trustees see things differently

When comparing responses from trustees and staff within the same organisations, staff are consistently less positive, a pattern seen across all areas.

The biggest perception gaps appear in Integrity, Leadership, and EDI, where trustees typically score their organisations 10 - 15% higher. These differences remind us that governance looks different from inside an organisation than it does from the board table.

Alignment between these two perspectives is a hallmark of stronger governance, with analysis showing that organisations where staff and trustees share similar views on governance also tend to achieve higher overall scores. This correlation suggests that shared understanding helps governance become more coherent, trusted and effective.

Inclusion remains the greatest challenge

Many boards express strong commitment to EDI but struggle to embed it in everyday practice. Results suggest that whilst volunteering remains a key route into governance roles (also supported by insights from NCVO's Almanac and Time Well Spent research), barriers persist for under-represented groups, reinforcing the need for inclusive recruitment and retention strategies.

Broader social dynamics, from 'anti-woke' discourse to political polarisation, may also be influencing how EDI is discussed and prioritised. For progress to be achieved, EDI must be moved from conversation to culture, creating boards that are not only diverse in composition but inclusive in behaviour and decision-making.

What this means for trustees

Throughout this report, we offer advice and guidance on how trustees and boards can react and adapt to the insights we have gathered. **Key actions include:**

- **Review governance regularly.** Use frameworks such as the Charity Governance Code and tools like the Governance Wheel to track progress.
- **Bridge perspective gaps.** Create more opportunities for trustees and staff to discuss governance together.
- **Embed inclusion.** Move EDI from aspiration to accountability, ensuring it is reflected in recruitment, behaviours, and decision-making.
- **Invest in learning.** Support trustee induction, refresher training, and specialist skills development, especially around risk, culture, and digital change.

In summary:

The story of charity governance in 2025 is one of progress and self-awareness. Boards are stronger, more structured, and increasingly reflective - but there is room for improvement, particularly around inclusion, strategic focus, and shared understanding between trustees and staff.



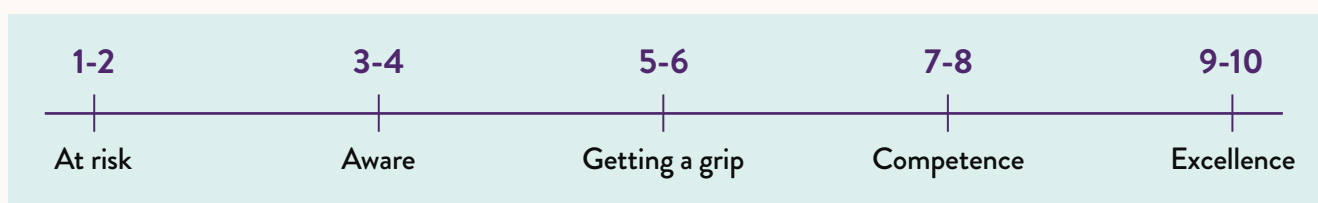
Download our **Governance in Focus: resources toolkit for further guidance and practical tools.**



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METHODOLOGY

The Governance Wheel is a tool used by NCVO to help organisations assess their governance practices. It asks respondents to rate their organisation across eight key governance principles, taken from the Charity Governance Code, using a scale from 1 to 10, where:



The eight principles assessed are:



Integrity



Leadership



Decision-making, risk and control



Foundation principle



Organisational purpose



Board effectiveness



Openness and accountability



Equality, diversity and inclusion (EDI)

The data used in this report is drawn from facilitated governance exercises which made use of the Wheel tool. The exercises we make use of in this report were all undertaken between 2022 and 2025, and include responses from 816 individuals across 70 organisations, including trustees, staff, and volunteers. **Responses were analysed to explore:**

- Sector-wide trends over time
- Differences between staff and trustee perspectives
- Levels of agreement within organisations (i.e. how aligned people are in their views)

Statistical tests were used to identify significant differences and relationships. These included comparisons between staff and trustee scores, correlations between governance scores and levels of consensus, and trends over time. Where relevant, results are reported using standard research formats, with full details in Appendix 2.

This report combines descriptive statistics, statistical testing, and qualitative insights to provide a rounded picture of governance practice. While these tests identify significant differences and relationships, these findings should be interpreted cautiously given sample size and design limitations.



St Andrews Foodbank

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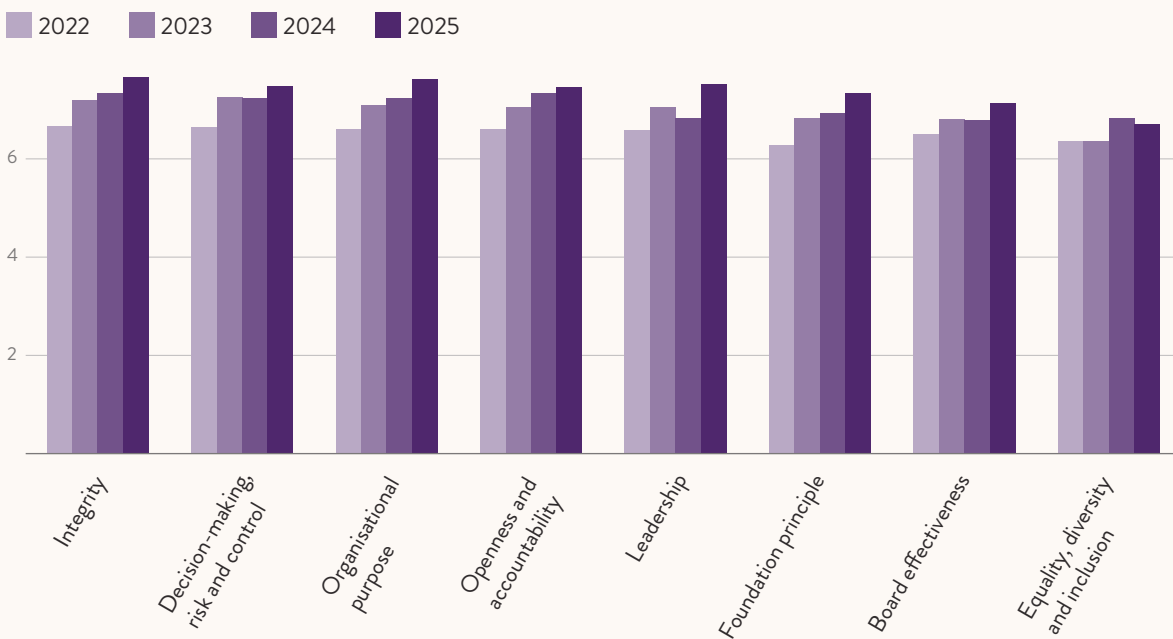
SECTOR-WIDE PICTURE

This section provides a view of governance practice across the sector as a whole. It looks at overall confidence levels, how they have evolved over time, and what the data reveals about where charities are strengthening — and where challenges remain.

The primary finding when looking at the whole sector is that confidence across all principles is generally strong, averaging between the top part of the 'getting a grip' descriptor and into the 'competence' descriptor across all principles. This reflects a sector which has a strong appetite for continuous improvement, recognising positive activity but often also seeing opportunities for further growth and development.

Data from the most recent 2025 surveys indicate similar patterns to the earlier data, though there is a small increase in the averages, with all principles moving into the Competence descriptor apart from EDI. Even here, there is a modest increase in average score. This notionally aligns with good practice as most charities should be reviewing their governance every three years and putting in place improvement plans.

Change in average Wheel Survey scores over time



Since 2023, EDI and Board Effectiveness have consistently scored lower than other parameters. The reasons for this are discussed in detail in Section 5 for EDI. Qualitative analysis suggests that Board Effectiveness scores lower due to boards being too big to have constructive discussion, and boards often focusing on operational minutiae instead of strategic areas.

Analysis of open-text responses from Governance Wheel responses highlights other recurring themes that explain the quantitative scores and point to practical improvement areas. Overall, while many respondents acknowledged recent improvements, such as refreshed committees and stronger leadership, these themes underline the importance of embedding good governance practices consistently across organisations. A summary of the key areas for improvement is in the table below, with a detailed breakdown in Appendix 1:

Governance domain	Key areas for improvement
Integrity	<ul style="list-style-type: none"> • Clear trustee role descriptions, codes of conduct and consistent induction processes • Increased monitoring of risks other than financial risk
Decision-making, risk and control	<ul style="list-style-type: none"> • Increased monitoring of risks other than financial risk
Organisational purpose	<ul style="list-style-type: none"> • The need for members or service users to be at the centre of decision making
Openness and accountability	<ul style="list-style-type: none"> • Improved stakeholder engagement and transparency
Leadership	<ul style="list-style-type: none"> • Board to maintain a strategic focus rather than operational detail • Setting and leading organisational values and culture
Foundation Principle	<ul style="list-style-type: none"> • Clear trustee role descriptions, codes of conduct and consistent induction processes
Board Effectiveness	<ul style="list-style-type: none"> • Board size, structure and skills • Board to maintain a strategic focus rather than operational detail
Equality, diversity and inclusion	<ul style="list-style-type: none"> • Embedding EDI principles into practice • Setting and leading organisational values and culture



Download our curated list of resources focused on the key areas of improvement.

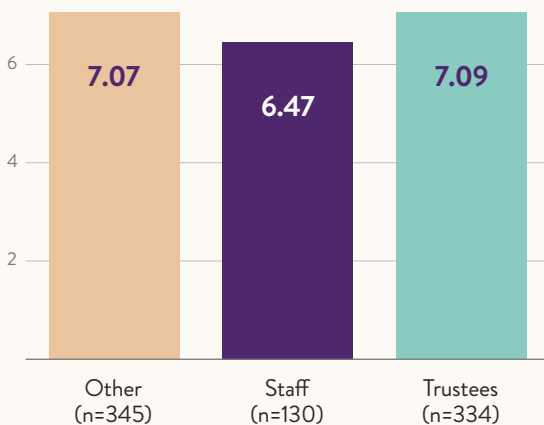
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STAFF VS TRUSTEE PERSPECTIVES

Comparing the views of trustees and staff reveals important differences in how governance is experienced and understood. These differences help explain where boards may need to strengthen communication, transparency, and shared understanding.

Survey responses were received from staff, trustees and respondents categorised as 'Other' - typically consisting of trustees with defined roles (such as chair and treasurer roles), other governance volunteers for the organisation (such as subcommittee members) or accounted for missing data.

Average overall score given by group

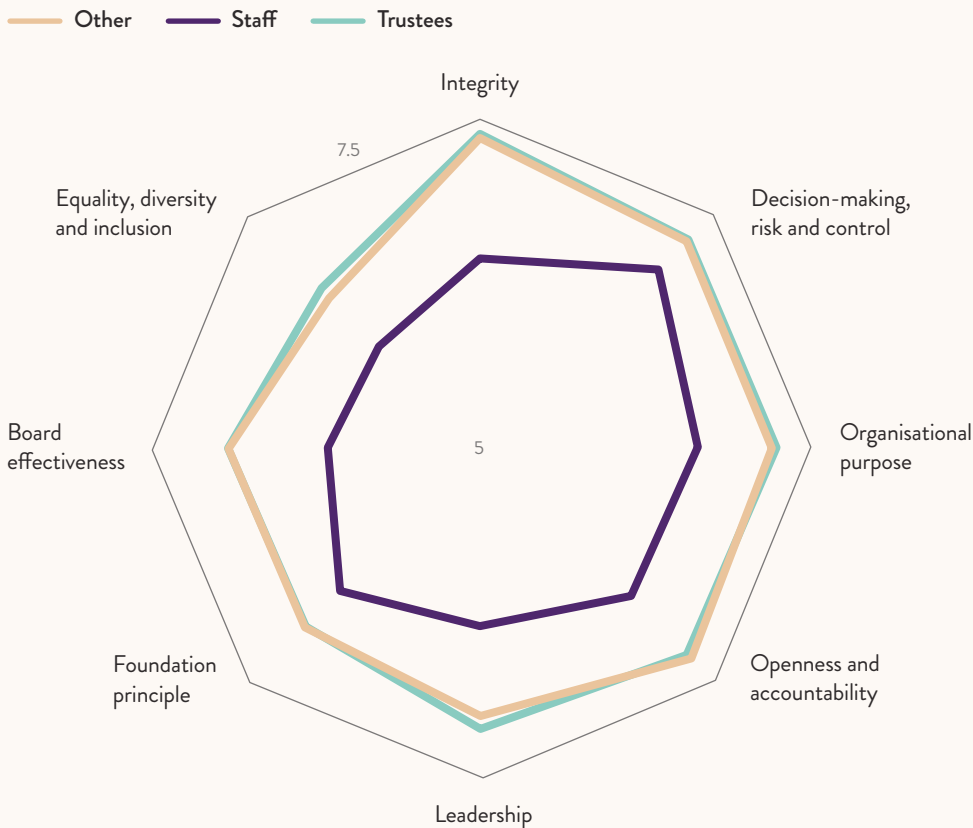


This illustrates that on average, staff provide a lower response than trustees or respondents in the 'Other' category, regardless of governance parameter.



FEAST with Us

Governance Competence Wheel

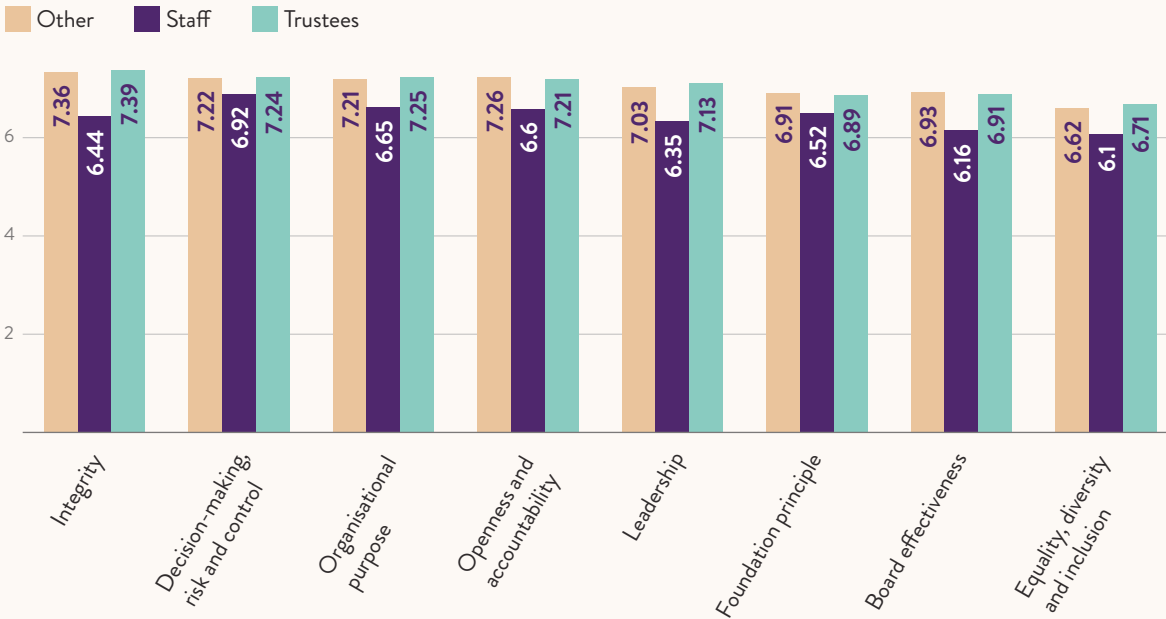


The Wheel diagram above indicates that trustees and respondents in the 'Other' category are generally in agreement and score the majority of values as a 7 or higher, indicating competence in these aspects.

However, staff score each parameter between 6-7, indicating that they consider their organisation to be more likely to still be putting plans into action and are not yet at the Competence stage.

In conversation with respondents, the reflection here is often that as staff are part of the implementation process, they perceive change as taking place more slowly, whereas trustees and other volunteers feel the pace of change is faster or change is more effective as they are only observing the organisation at certain points in the year.

Ratings by role



Across each parameter, staff scores were consistently lower than trustees and 'Other'. The general shape of agreement for each parameter was consistent between trustees and 'Other', with Integrity being ranked highest for these groups. Conversely, Integrity was ranked fifth for staff.

Staff ranked Decision-making, risk and control the highest, followed by Organisational purpose. All groups ranked Board Effectiveness and EDI among the lowest. This indicates that staff have less confidence on average in organisational governance practices than trustees, suggesting that boards should do more to engage staff perspectives in governance discussions.

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ORGANISATIONAL ALIGNMENT & CONSENSUS

Beyond individual perspectives, the level of agreement between staff and trustees offers a useful indicator of governance health. This section explores how alignment within organisations relates to overall governance quality.

Across the Governance Wheel dataset, responses were gathered from 70 organisations, with multiple responses from the same organisation from different roles (Staff, Trustees, 'Other').

Statistical testing¹ was applied to the data to interpret levels of consensus or disagreement within each organisation amongst the different roles of respondents. This analysis indicated that for EDI, Integrity and Leadership, these values significantly differ between staff and trustees.

In practical terms, for the governance principles of Leadership, Integrity and EDI, the general pattern is that trustees typically rated governance practice in these areas more highly than staff. However, given the small sample size once grouped for organisation and staff/trustee group, further research should be undertaken to validate these findings.

Further analysis assessed the relationship between the average score and spread of scores within an organisation. This analysis indicated that amongst organisations, where there was a broader spread of responses for a certain governance principle, the overall score for that principle was generally lower. This suggests that for organisations with more robust

governance, staff and trustees are more likely to be in agreement with their governance score ratings.

These findings also align with a key theme from the qualitative data, with respondents noting that often power dynamics can inhibit constructive challenge.



Youth Leads

¹ Mann Whitney test

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EQUALITY, DIVERSITY & INCLUSION

EDI remains a defining theme in governance practice. This section explores how boards are approaching inclusion, what barriers remain, and how social context may be influencing progress.

Notably, EDI is not only the lowest-rated principle, it is also the only one where consensus within organisations showed a non-significant correlation with overall scores ($\rho = -.05$, $p = .681$). This suggests that other factors may influence EDI perceptions. Broader socio-political dynamics—such as the rise of 'anti-woke' narratives and far-right discourse—may also shape attitudes towards EDI, making this an area requiring sustained attention and nuanced strategies.

Sections 2-4 highlight that EDI is the lowest rated governance principle across all respondents, and a parameter that has a significant disagreement between organisations.

Qualitative analysis of survey respondents showed that, while most boards recognise the importance of EDI, it is not always embedded in practice, with one respondent stating that “*We talk EDI well; we need to live it better*”. This indicates that whilst organisations are aware of EDI considerations, implementing them in practice is more difficult than considerations for the other governance domains.

Comments described boards as sometimes “*cliquey*” or intimidating for minority voices, signalling a need for inclusive meeting practices and more diverse recruitment approaches. This theme has been echoed in previous Trustees' Week surveys and Charity

Governance Code surveys, with respondents stating difficulties in achieving a diverse board, with targeted approaches needed to achieve diversity.

However, the analysis in section 4 illustrates that where staff and trustee governance scores align, they are more likely to score higher in that governance principle. Therefore, if staff and trustees have consensus in their EDI scores within an organisation, it is likely that they rate themselves highly on EDI, which therefore suggests that EDI principles are embedded well within the organisation. However, this leads to the question of whether the agreement on EDI is genuine agreement, or a lack of diverse voices contributing to constructive challenge. This creates a paradoxical situation around whether consensus on a governance principle reflects strong and diverse governance, or reflects a lack of diverse voices.

Generally, interrogation of the data² suggested that the area of practice around EDI likely had more variation in responses due to external factors. This poses the question around the current socio-political climate, and whether the rise of the far right and 'anti-wokeism' is potentially having an impact on EDI values and perceptions, which requires further investigation.

NCVO's Almanac and Time Well Spent research highlight that volunteering remains a key route for diversifying governance pipelines. However, barriers persist for underrepresented groups, reinforcing the need for inclusive recruitment and retention strategies.

² Spearman's test

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ACTION FRAMEWORK / RECOMMENDATIONS

This report demonstrates the valuable insight organisations can gain on their governance if they apply a code of good practice like the **Charity Governance Code**. The Code intends to provide a framework for continuous improvement, and using tools like the **Governance Wheel** can help organisations and their Boards identify opportunities for improvement and move forward in their development journey.

In the new, 2025 edition of the **Charity Governance Code**, there is a notable change to the Integrity principle, which moves to a framing more focussed on organisational culture and ethical leadership. This aligns closely with the trends we see in this report, recognising that trustee perception of integrity does not always carry through to staff scoring in this area, and that where integrity recommendations are made these often centre on clarity of leadership roles, and codes of conduct and practice.

Following the re-writing of the principle in the 2020 edition of the Code, we also see EDI continuing to be a key theme in the 2025 edition, encouraging Boards and leaders to be clear and intentional in setting out their EDI aspirations for the organisation, and then monitoring progress along the journey. As we mention throughout our report, there will continue to be systemic barriers to diversity on charity boards, but this does not mean the intention and engagement should not be there.

We recommend that charities adopt the newly issued 2025 edition of the **Charity Governance Code** as a model for developing their governance practice and look to assess themselves against that code every three years, using a tool like the **Governance Wheel**.

For charities looking to strengthen their Board knowledge, we recommend regular induction and refresher training, as well as investing in more specialist development like safeguarding and data protection expertise where needed.



Hope for the Future

APPENDIX 1:

KEY AREAS OF IMPROVEMENT FOR GOVERNANCE PRINCIPLES

Download our Governance in Focus: resources toolkit, a curated list of guidance and tools to support each area of improvement.



Boards to improve strategic focus rather than operational detail

Affecting: Leadership and Board effectiveness

Respondents highlighted the need for boards to maintain a strategic focus rather than becoming involved in operational detail, with one respondent stating, “*We need more focus on overarching strategy and less on the minutiae of operations*”. Many participants expressed concern that board meetings often spend too much time on reporting and day-to-day matters, with some noting instances of trustees assigning tasks to staff during meetings, which can undermine the CEO’s role. Respondents called for agendas to prioritise forward-looking discussions and strategic decision-making, supported by clear decision templates and structured processes.

Summary

- Boards want to spend more time on strategy and future priorities rather than operational minutiae.
- Some comments flagged micro-management during meetings, which undermines the CEO’s role.

Actions

- Rebalance agendas to prioritise strategy
- Use decision templates to clarify purpose and outcomes

Role clarity and induction

Affecting: Foundation principle and Integrity

Several respondents highlighted the importance of clear trustee role descriptions, codes of conduct, and consistent induction processes, with one respondent stating that “*A clear role description and code of conduct would help*”. Suggestions included recording induction sessions for those unable to attend and providing regular refreshers on charity law and governance responsibilities. These measures were seen as essential for ensuring trustees understand their duties and can contribute effectively.

Summary

- Calls for clear trustee role descriptions, a code of conduct, and consistent induction processes.
- Suggestions for recorded induction sessions and regular refreshers on charity law and governance.

Actions

- Standardise inductions and provide annual refreshers
- Maintain a live conflict of interest register

Equality, Diversity and Inclusion (EDI)

Affecting: EDI and Board effectiveness

While most boards recognise the importance of EDI, respondents noted that it is not always embedded in practice, with one respondent stating that *“We talk EDI well; we need to live it better”*. Comments described boards as sometimes *“cliquey”* or intimidating for minority voices, signalling a need for inclusive meeting practices and more diverse recruitment approaches. This theme has been echoed in previous Trustees' Week Surveys and Charity Governance Code Surveys, with respondents stating difficulties in achieving a diverse board, with targeted approaches needed to achieve diversity.

Summary

- EDI is widely valued but not always embedded in practice—board composition and meeting culture can feel exclusive.
- Some respondents described boards as *“cliquey”* or intimidating for minority voices.

Actions

- Set diversity goals for recruitment
- Adopt inclusive meeting practices

Stakeholder Engagement and Transparency

Affecting: Openness and Organisational purpose

Respondents emphasised the importance of keeping members' and service users' needs at the centre of decision-making, with one respondent stating that *“The needs of members should take more precedence in decisions”*. Respondents also called for clearer communication about who represents the organisation externally. While reporting was generally seen as strong, some felt that the rationale behind decisions was not always visible, suggesting a need for improved communication and stakeholder mapping.

Summary

- Desire for clearer stakeholder mapping and communication of decision rationale.
- Members' or service user's needs should be *“front and centre”* in board discussions.

Actions

- Publish decision summaries
- Develop a stakeholder engagement plan

Risk and Control

Affecting: Decision-making and Integrity

Although financial risk is well monitored, other risks—such as those related to people, culture, and behaviour—are often overlooked, with one respondent stating that *“We talk risk, but it doesn't always translate into active management”*. Participants recommended broadening risk registers and scheduling regular thematic risk reviews aligned with strategic priorities.

Summary

- Risk oversight is improving but often focused on finance, with less attention to people and culture risks.
- Appetite for regular risk deep-dives aligned to strategic priorities.

Actions

- Broaden risk registers
- Schedule thematic risk reviews

Board Size, Structure and Skills

Affecting: Board effectiveness and Leadership

Some boards were described as too large for effective discussion, with one respondent stating “*The board is too big for effective discussion*”. Other respondents noted that boards lacked key expertise in areas such as HR, legal, and digital. Respondents suggested conducting annual skills audits, right-sizing boards and committees, and introducing thematic leads to strengthen governance without overloading agendas. Concerns around board skill mix was highlighted in previous Trustees’ Week surveys, with the highest skills missing from boards being marketing and communications, technology and legal skills.

Summary

- Concerns about boards being too large or lacking key skills (e.g., HR, legal, digital).
- Interest in skills audits and clearer committee roles.

Actions

- Conduct annual skills audits
- Right-size boards and committees

Values and Culture

Affecting: Integrity and Leadership

Most boards see themselves as values-driven, but respondents noted that power dynamics can sometimes inhibit constructive challenge, with one respondent stating that “*We’re values-led, but behaviours aren’t always addressed*”. The relationship between the Chair, CEO, and the wider board was repeatedly cited as critical for healthy governance. While many boards operate in a culture of trust, some comments suggested that behaviours are not always addressed consistently, and that clearer norms for challenge and decision-making would strengthen integrity and leadership.

Summary

- Most boards see themselves as values-driven, but power dynamics can inhibit challenge.
- The Chair–CEO–Board relationship is critical for healthy governance.

Actions

- Set out agreed ways of working
- Use post-meeting reflections to improve culture

APPENDIX 2:

METHODOLOGY

The Wheel Survey is periodically sent to organisations to complete, ranking the eight different governance principles by 1-10, with 1 indicating 'At risk' and 10 indicating 'Excellence'.

Data was extracted and preliminary analysis performed to aggregate data by organisation and respondent type. Statistical processing was performed to investigate three main questions:

1. Investigate whether there is a relationship between the variability of ratings within an organisation and the organisation's average rating for each attribute or dimension.
2. Whether Staff and Trustee ratings differ significantly, either overall or by attribute.
3. Whether average ratings change over time across the survey period.

The hypotheses were as follows for each of the above questions:

1. The null hypothesis stated that there is no relationship between the standard deviation of ratings and the mean rating of an attribute across organisations, while the alternative hypothesis stated that there is a significant relationship.
2. The null hypothesis stated that staff and trustee ratings do not differ significantly overall or for any attribute, while the alternative hypothesis stated that they do differ significantly for some attributes.
3. For temporal trends, the null hypothesis stated that average ratings for each attribute do not change over time, while the alternative hypothesis stated that there is a significant change in average ratings over time.

The sample included 816 participants across 70 organisations. Analyses were conducted at the organisational level for correlations and group comparisons, and at the population level over time for temporal trends. For each organisation and attribute, the mean rating and standard deviation were calculated. Pearson correlations were computed to assess linear relationships and Spearman correlations to provide a rank-based measure robust to non-normal distributions and outliers. Staff and trustee ratings were compared using independent samples t-tests (Welch's t-test) and Mann-Whitney U tests, aggregated by organisation so each organisation contributed one mean rating per group per attribute. Temporal trends were examined by aggregating mean ratings per attribute per survey date, converting dates to ordinal values, and computing Pearson and Spearman correlations between mean rating and time.

Results indicated that most attributes showed significant correlations between mean ratings and variability across organisations, with Spearman correlations confirming the robustness of these relationships despite potential non-normality. Interpretation of these results suggests that organisations with higher average ratings for a dimension tend to show systematic patterns of agreement or divergence among participants. Staff and trustee comparisons at the organisation level revealed that three dimensions showed statistically significant differences in both Welch's t-tests and Mann-Whitney U tests, indicating consistent organisational-level differences for these attributes. Other dimensions showed no significant differences, suggesting that staff and trustees largely perceive attributes similarly.

Overall, the study highlights that organisational-level patterns of agreement and disagreement are more informative than individual-level or group-level variation. While small temporal trends exist, they are minor, reinforcing that ratings were largely stable over time. Staff and trustees generally perceive attributes similarly, but overall variability within organisations is more generally associated with score on a given dimension compared to differences between staff/trustee groups.

Histograms of the data were reviewed to assess if normality could be assumed. Non-parametric tests were selected (Spearman's and Mann-Whitney rather than Pearson's and an independent samples t-test) to test our hypotheses.

Over time

A significant but very weak positive correlation was identified between score and time across all dimensions.

Dimension	Spearman Rho	p	Significant
Board effectiveness	0.096	0.007	Y
Decision-making, risk and control	0.1	0.005	Y
Equality, diversity and inclusion	0.12	0.001	Y
Foundation principle	0.159	0.0	Y
Integrity	0.145	0.0	Y
Leadership	0.091	0.01	Y
Openness & accountability	0.155	0.0	Y
Organisational purpose	0.144	0.0	Y

If you analyse correlations also grouping for trustees/staff then these relationships are only significant for staff and disappear for trustees and others.

So yes, scores have improved by a very small amount over time and the reason for this is unclear. This could be associated to consultants approach in delivering the assessment evolving over time, an improvement in the sectors practice overall over time or a range of other reasons. However, these results indicate that this increase is driven by staff scoring rather than trustees or others. A repeated measures design would investigate this question more effectively.

Consensus within organisations

Spearman's rank order correlation was used to assess the relationship between the mean and standard deviation when aggregated by organisation. In other words, this analysis looked at how the average score and the spread between scores within an organisation is related.

Dimension	Spearman Rho	p	Significant
Board effectiveness	-0.248	0.04	Y – Weak negative
Decision-making, risk and control	-0.395	0.001	Y – Weak/moderate negative
Equality, diversity and inclusion	-0.05	0.681	N – Very weak negative
Foundation principle	-0.288	0.016	Y – Weak negative
Integrity	-0.509	0.0	Y – Moderate negative
Leadership	-0.481	0.0	Y – Moderate negative
Openness & accountability	-0.404	0.001	Y – Moderate negative
Organisational purpose	-0.507	0.0	Y – Moderate negative

Most dimensions emerged as moderately but significantly negatively correlated. Essentially, as the standard deviation (how variable the answers were within an organisation) increases, the average score decreases. This suggests that for many aspects of governance, greater scores are associated with less variation between respondents scores within an organisation.

Of course, correlation is not causation and so while it may be the case that creating consensus leads to higher results, it may also be that when organisations achieve higher results, this tends to lead towards greater consensus on the scores and a more shared perspective on the organisations status. This effect could be the consequence of a ceiling effect on the governance wheel (i.e. people are agreeing at the top because the scale won't let them score higher to differentiate these scores). However, assessing the data for skewness (using Fisher-Pearson standardized moment coefficient) and proportion of max scores suggests that none of the dimensions are subject to ceiling effects.

Equality and diversity showed a notably weak and non-significant correlation perhaps suggesting that a different set of factors may be at play in shaping how individuals arrive at their scoring for this dimension.

Skewness

In reviewing the histograms of responses, some degree of skewness was observed with means for all dimensions >5 and so the Fisher-Pearson standardized moment coefficient and proportion of max scores were used to assess the dimensions for ceiling effects.

While no ceiling effects were identified, two dimensions were moderately skewed, namely; Integrity (n=341, mean=7.22, skewness= -0.542) and openness & accountability (n=327, mean=7.13, skewness= -0.598). Other dimensions showed approximately symmetric skewness scores (< -0.5).

This finding may have implications for the new governance wheel survey to accompany a refreshed governance code in ensuring the scores are interpreted effectively. It may be that developing a norm group and assessing scores against a norm group would provide an even more effective way of understanding organisations scores in relation to others. However, the governance wheel is also primarily a consultancy rather than research tool and it may be there is greater value/insight to be had in understanding the average score and variation within an organisation rather than in reference to the broader sector.

Staff/trustee differences

A Mann Whitney test was used aggregated by organisation to examine if there was a significant difference between staff and trustee scoring. Three dimensions showed a significant difference with a moderate effect size between staff and trustee scoring with trustees scoring higher.

For equality and diversity the median rating was x for staff (n=36) and y for trustees (n=38). A moderate difference was indicated between groups ($U=428$, $p=0.006$) with CL effect size ($f=0.313$) suggesting trustees rated this more highly than staff.

For Integrity, the median rating was 6.2 and 7.33 the median rating was 6.2 for staff (n=36) and 7.33 for trustees (n=38). A moderate difference was indicated between groups ($U=470$, $p=0.021$) with CL effect size ($f=0.344$) suggesting trustees rated this more highly than staff.

For Leadership the median rating was 6.5 for staff (n=36) and 7.2 for trustees (n=38). A moderate difference was indicated between groups ($U=447$, $p=0.001$) with CL effect size ($f=0.327$) suggesting trustees rated this more highly than staff.

Other dimensions did not show a significant difference in scores between staff and trustees and suggested small or very small effect sizes.

A further analysis that could be looked at in future studies is grouping for leaders/staff or staff/management/trustees as management/senior management are grouped with staff in the current study.

So in terms of leadership, integrity and equality, diversity and inclusion, the takeaway message for trustees is that whatever you think, your organisations staff probably evaluate it slightly less well. However, given the small sample size once grouped for organisation and staff/trustee group, further research should be undertaken to validate these findings.

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