

Annex 1: Attendees and a bit about their approaches

Organisation	Scheme	Contact	Further information
Smallwood Trust	<ul style="list-style-type: none"> In their third year of running a shadowing programme Recruit 3-4 women with lived experience of poverty to shadow their board for around 12 months Openly recruited but made the opportunity known to their grant partners/networks Supported by coaching and mentoring, lived experience fee (£250) for attendance, bursary (£500) for professional development. Will be recruiting a fourth cohort in Spring 2025 	Ambreen Shah (NED) Paul Carbury (CEO, Smallwood Trust)	<p>Information about all three cohorts can be accessed here</p> <p>Resources (recruitment and application pack from cohort 2)</p> <p>Evaluation Report of the Year 2 programme</p>
John Ellerman Foundation	<ul style="list-style-type: none"> Ran their first shadowing programme in 2024 Recruited three people who were engaged in a 6 month programme Supported by a solid induction, monthly 1-1s, and training Small team so will likely run a version of this programme again in 2026 Learning from this programme can be found here: ellerman.org.uk/blog/learning-from-our-first-board-shadowing-scheme 	Sufina Ahmad (Director)	<p>Board Shadowing Programme DRAFT</p> <p>Shadowing Scheme Recruitment Pack</p> <p>Board Shadowing Scheme Induction pack</p> <p>Board-Shadowing-Report-2025.pdf;</p>
Charity Bank	<ul style="list-style-type: none"> Ran their first programme in 2023/24 Recruited two people from their customer base, who were engaged in shadowing the Board for 12 months Still thinking through what next steps could be 	Ed Siegal (CEO) Natasha Breen (Director of HR)	
Durham University	<ul style="list-style-type: none"> Funded by the Wellcome Trust Institutional Funding for Research Culture (IFRC) grant, 228099/Z/23/Z Partnered with Formation Consultancy to provide expert input and independent support Durham University have recruited three shadow committees of three established research committees. Recruited from staff and PhD students from across the university (12 members per committee) Shadow committees will run for 12 months (until Dec 2025) 	Sophie Daniels (Senior Project Manager) Sapna Marwha (Founder, Formation Consultancy)	<p>Reimagining Governance for a Flourishing Research Culture</p> <p>Projects Formation Consultancy</p> <p>Five Ways Our Shadow Committees Are Driving More Inclusive Governance</p>

	<ul style="list-style-type: none"> • Supported by coaching, mentoring and training • Extensive evaluation and learning built into the model to determine the impact on Durham University’s research governance and broader research culture. 		
Board Racial Diversity UK	<ul style="list-style-type: none"> • Running a pilot programme that has recruited nine people aged between 20-35, from Black/Asian/other minoritised groups, with no prior board experience. • Matched these nine people with nine organisations from Board Racial Diversity’s network in England and Wales • 10 month programme (until August 2025) • Cohort approach in that the 9 participants meet regularly to share experiences • Supported by a mentor and training sessions 	Bejal Shah (Volunteer, Board Racial Diversity UK)	<p>Participant and Charity Partner Guides:</p> <p>Pathways to Trusteeship Pilot Programme - organisation guidance</p> <p>Pathways to Trusteeship Pilot Programme - participant guidance</p>