

Board and Committee Evaluation Questions – End of Meeting Reflections

In the winter of 2021, the Corporate Governance Team added a standard section to the end of each Board and Board Committee agenda to prompt a review by the meeting participants asking the following questions:

- *Is there anything we should do more or less of?*
- *Have we managed our time well and allowed open and balanced discussion?*
- *Have we considered our values and acted in a way that supports embedding our values across CTM?*
- *Have we maintained a strategic focus?*
- *Have we received sufficient assurance from a range of sources?*

As a result of introducing the meeting review process, a number of benefits have been seen. These are set out below along with examples of changes that have resulted from the process. These provide a reference point for meeting Chairs to share with a view to maximising the effectiveness of such meetings.

The meeting review process:

- Is enabling a 'healthy' reflection of the agenda content and meeting behaviours.
- Has helped to clarify that it is not always possible to provide a response to all questions posed during the meeting. Also that when this occurs, it is important for the Executive Lead to ensure their response is appropriately shared.
- Clarifies whether or not the goal of maintaining a strategic overview has been achieved and that meeting discussions provided the required opportunity for constructive challenge with adequate agenda time for discussion of business critical activity resulting in assurance being gained.
- Reinforces the importance of linking between the relevant Organisational Risk Register, entries to the Board / Board Committee Cycle of Business and the ability to deliver service aims and goals by enabling the issues which presented the greatest challenge to remain a key focus for Board / Board Committee business.
- Supports continuous reflection, having regard for the need for openness and transparency in terms provision of information to enable scrutiny and assurance.

- Encourages the meeting Chair to both personally reflect on their management of the meeting and the contributions by fellow Independent Members and other participants.
- Prompts appropriate praise or redirection with regard to the quality of content of meeting reports/presentations as validation of whether discussions were conducted in an open and balanced way in line with CTM's Values and Behaviours Framework.
- Enables acknowledgement, that the meeting has provided an opportunity to clarify any issues as well as for additional content to be shared by the presenter illustrating the very latest picture, particularly in relation to service delivery performance.

Examples of changes brought about by the meeting reflection and evaluation process:

- Inclusion of a prompt in the briefings prepared for the Board / Board Committee Chair so that the Chair reminds meeting participants that if they wish to contact them outside the meeting to feedback as regards their reflections on the meeting, they are free to do so.
- Rotation of standard agenda item topics within the main agenda.
- Prompts to those authoring reports to include confirmation of where meeting topics have been discussed immediately prior to receipt by the Board /Board Committee.
- Inviting service users/ those delivering services to present patient/staff stories in person or via a pre-recorded video as opposed to these being read on their behalf by a member of staff.
- Inviting partner organisations to present at meetings where there were shared goals and outcomes.
- The need for presentation slides to be made available in advance of meetings wherever possible.