

Board and Committee Evaluation Questions – End of Meeting Reflections

The standard section that appears at the end of each Board Committee agenda has now been in use for just over a year. It prompts participants by 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?*

If those present do not wish to publically offer feedback in this regard, the Board Committee Chair reminds participants that they can forward any feedback directly to them within two weeks of the meeting. Such feedback enables Chairs to maximising the effectiveness of such meetings and has the potential to:

- **Enable ‘healthy’ reflection** of the agenda content and meeting behaviours.
- **Clarify that 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 not only with the individual who raised the point but all those present at the meeting.
- Remind participants of the need to **maintain a strategic overview** as well as the importance of **delivering constructive challenge** and scrutiny with **adequate agenda time for discussion** of business critical activity resulting in assurance being gained.
- **Reinforce** 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.
- **Support openness and transparency** in terms provision of information to enable scrutiny and assurance.
- **Encourage the meeting Chair to reflect** on their management of the meeting and the contributions by fellow Independent Members and other participants the outputs from which can be fed into Independent Member appraisals.

- **Prompt appropriate praise and or redirection** (in line with CTM's values and behaviours) with regard to the quality of meeting reports/presentations
- Enable acknowledgement, that the meeting has provided an **opportunity to clarify any issues** as well as for additional content to be shared by the presenter perhaps illustrating the very latest picture, particularly in relation to service delivery performance.

Despite these clear benefits feedback gained at the meeting remains low with a higher proportion of comments being channelled through the Board Committee Self-Effectiveness Surveys. Whilst still valuable and acted upon where learning and improvement comments are made, by waiting until the Annual Effectiveness Survey is live this delays any resultant improvements being acted upon. This point will be addressed with individual Independent Members by CTMUHB's Chair as part of the appraisal process.

Good practice themes arising from the 2021/22 meeting evaluation process:

- **Rotation of standing agenda topics** within the main agenda and **use of the CTM Risk Register** and **Committee Business Cycle** as well as the **Committee Terms of Reference** to set agenda topics;
- Management of slot timings to ensure that presentation timings leave **adequate agenda time for discussion/scrutiny**. This may be added by providing pre-reading materials;
- **Review of Committee membership** is important to ensure the meeting fora has appropriate representation;
- **Greater use of dashboards** to present information;
- The need to continually ensure that scrutiny is based on the need for **strategic overview balanced with appropriate praise**;
- Avoiding obvious **duplication by Board Committees** by continually reviewing the role played by each Committee;
- **Avoiding duplicated effort** by Board Committees. For example the appropriate segmentation of the integrated performance dashboard to enable appropriate aspects to be examined by the respective Board Committees. The overall performance report being brought together for the purpose of bi-monthly Board reporting with the caveat that those observing the Board proceedings will be made aware that the respective Board Committees will have scrutinised as per their area of responsibility, as set out in their highlight report; and
- The **usefulness of specialist training** to equip Committee participants with the necessary understanding regarding particular topics they are involved in. For example training in the provisions of the Mental Health Act.

There were also a number of more common themes arising from the effectiveness process, these included:

- The need for Board **Committees having at least one pre-planned face-to-face meeting per annum** allowing opportunities for relationship building and networking;
- The importance of all meeting **participants to be fully prepared.** Also report authors being appropriately briefed and skilled so that **report/presentation content is succinct** whilst at the same time **providing the degree of detail particularly with regard to risks and how these are being mitigated;** and
- The usefulness of the **CTM IM Scrutiny Toolkit as a reference point** as regards the differing roles played by the Executive and Independent Board Members, how to pose a constructively but challenging question and the extent to which a presenter will be expected to be able to address questions posed by the Committee.

General Points of Note:

Board Development Sessions and Board Briefing sessions are continuing to be used as the mechanism for legislative and regulatory updates for all Board Members with updates to individual Board Committees being scheduled through the Committee Cycle of Business.

Arrangements are also in place to review the designation of membership of Board Committees to ensure the maximising of the skill mix of Independent Members as well as to support succession planning.