

**Board of Directors Meeting**

**Tuesday 21 December 2021**

Board Effectiveness Survey

<b>Agenda Item Number:</b>		<b>15.0</b>
<b>Presented for:</b>	Discussion	
<b>Report of:</b>	Chairman	
<b>Author (s):</b>	Company Secretary	
<b>Report History:</b>	None	
<b>Publication Under Freedom of Information Act:</b>	This paper can be made available under the Freedom of Information Act 2000 if requested.	
<b>Links to HIF's Objectives</b>		
<b>Deliver an efficient and effective service offering to Harrogate and District Foundation Trust</b>		√
<b>Create strong sustainable partnerships</b>		√
<b>Develop sustainable organisational systems</b>		√
<b>Develop and maintain a strong, efficient and agile workforce</b>		√
<b>Strengthen the local community through collaboration</b>		√
<b>Recommendation:</b>		
The Board is asked to note the information within the report.		

## **BOARD EFFECTIVENESS SURVEY**

### **1.0 INTRODUCTION**

As noted in the Good Governance guide, it is essential that the Board reviews its effectiveness on an annual basis. This report details the results of the Board Effectiveness Survey carried out in October 2021.

### **2.0 RESULTS**

The results are summarised below with full details contained in Appendix 1.

- 7 people completed the survey of which 5 were committee members, one was an attendee and one is unknown as the questions was not answered.
- All respondents agreed or strongly agreed that the Board has a terms of reference that defines its purpose and role. It was suggested that these could be refreshed to note areas such as the Green / Sustainability agenda
- All respondents agreed or strongly agreed that the Board made a conscious decision about the level of information it would like to receive for each of the items on its cycle of business. With improved style of reporting noted by one respondent
- All respondents strongly agreed that Board members contribute regularly across the range of issues discussed.
- All respondents agreed or strongly agreed that when considering items, appropriate emphasis is given to both quality and finance.
- All respondents agreed or strongly agreed that the Board has the right balance of (or reasonable access to) experience, knowledge and skills to fulfil its role.
- One respondent disagreed that the Board ensures that the relevant Executive Director/Deputy Director/Head of Service/Manager attends meetings to enable it to secure the level of understanding of the reports and information it receives.
- All respondents Strongly Agreed that they felt sufficiently comfortable within the Board meeting environment to be able to express their views, doubts and opinions.
- One respondent disagreed that when a decision has been made or action agreed that they feel confident that it will be implemented as agreed and in line with the timescale set down.
- All respondents agreed or strongly agreed that the quality of Board papers received allows them to perform their role effectively.
- One respondent disagreed that they receive papers in enough time to allow them to prepare fully before meetings of the Board.
- All respondents agreed or strongly agreed that conflicts are declared at the start of every meeting and appropriate action is taken when relevant matters are discussed.
- All respondents agreed or strongly agreed that members provide real and genuine challenge – they do not just seek clarification and/or reassurance
- All respondents agreed or strongly agreed that debate is allowed to flow and conclusions reached without being cut short or stifled due to time constraints.
- All respondents agreed or strongly agreed that each agenda item is 'closed off' appropriately.
- All respondents agreed or strongly agreed that The Board actively challenges during the year to gain a clear understanding of its findings.
- All respondents agreed or strongly agreed that The Board is clear about the complementary relationship it has with other Board committees.
- One respondent felt unable to answer if The Board ensures that there is regular and effective communication with key stakeholders.
- All respondents agreed or strongly agreed that they have a clear understanding of what is expected in their role as a member of the Board.
- Six of the seven respondents strongly agreed that The Chair has a positive impact on the performance of the Board. One respondent was unable to answer.

- Six of the seven respondents strongly agreed that Board meetings are chaired effectively and with clarity of purpose and outcome. One respondent was unable to answer.
- Six of the seven respondents either agreed or strongly agreed that The Chair allows debate to flow freely and does not assert his/her own views too strongly. One respondent was unable to answer.
- Six of the seven respondents either agreed or strongly agreed that The Chair provides clear and concise information to the Board on the activities and the implications of all identified gaps in assurance/control. One respondent was unable to answer.

### **3.0 CONCLUSION AND RECOMMENDATIONS**

The Board is requested to review the information contained in this report and determine if any further action is required.

**Kate Southgate**  
**Company Secretary**  
**December 2021**