

Committee Performance & Effectiveness Review Summary

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Committee Performance and Effectiveness Review – 2024/25

- We issued one combined survey for all Committees to avoid multiple asks for those who sat on more than one Committee.
- The survey contained a specific questionnaire for each Committee, and some questions that focused on the overall breadth of the Committees.
- Participants were encouraged to leave some general comments relevant to specific Committees, and the Committees as a whole.
- The questions were based primarily on the Audit Committee handbook (2012) suggested self-assessment questions
- Online questionnaire was circulated in January 2025 to Committee Members, Execs and regular attendees;
- **12** responses were received to the survey.

Committee Performance and Effectiveness Review Workshop

- On 5 February 2025, a workshop was held with Committee members and Executive Leads.

The purpose of this session was to:

- Provide an overview of the survey results as a starting point
- Opportunity to explore any areas of the Committees work that could be improved
- Suggest more thematic consideration today
- Explore training opportunities / support for next year

Summary of Survey Results (Presented at the Workshop)



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What has worked well?

Comments from the survey:

“Clear forward plan and agendas, and good tracking of actions”

“Good opportunities for challenge and support”

“Scrutiny of key items”

“Structure, engagement and depth of questioning”

“Meetings are well run and provide a good level of scrutiny and challenge”

“Great support from the team, regular agendas and timely minutes”

“Good scheduling ”

What could have been done better?

Comments from the survey

“Reminder of the purpose of the Committee at agenda setting meetings and the start of Committee meetings”

“presentation of staff opinions and feedback needs to be more integral to the decision making”

“Clarity of purpose and asks for reports...What is the Committee looking for?”

“Regularise format of reports”

“Balance breadth of the Orgs work across the strategic priorities”

“Papers large and not always focused on the objective”

“more scrutiny, on data and improvement”

Quality, Safety and Improvement Committee

Summary of Survey Results (3 responses)

What has worked well?

- Positive feedback on Chairing style
- Good feedback that all Committee members understood the role of the Committee and were able to carry out their duties effectively
- Good feedback that the workplan and standard of reports cover the areas of Risk, Clinical Governance, Audit, H&S, and Population Health well

Areas for improvement?

- Providing sufficient time for scrutiny
- Explore feedback on the Quality Governance Performance Report following its introduction in 2024
- Greater focus on the workplan for:
 - Health Protection and Screening Services
 - Engagement, and in particular, increased input from Service Users / their stories

People and Organisational Development Committee

Summary of Survey Results (2 Responses)

What has worked well?

- Positive feedback on Chairing style
- Positive feedback that all Committee members understood the role of the Committee and felt able to carry out their duties effectively
- Good feedback that the workplan sufficiently covers the breadth of the Committee's remit

Areas for improvement?

- Providing sufficient time for scrutiny
- Review of the agendas to ensure key issues, risks and impact on staff are sufficiently addressed and discussed
- Good standard of papers, though further work would be beneficial in the areas of Workforce planning, Culture and Leadership and Partnership Working.
- Consideration of more service user/staff engagement stories

Knowledge, Research and Information Committee

Summary of Survey Results (4 responses)

What has worked well?

- A constructive and effective Committee.
- The agenda was challenging and diverse - but the ED was effective as were the senior team providing input to this Committee.
- Good progress was being made - including aligning with strategic objectives of PHW.

Areas for improvement?

- Need to be clearer about its role and function and the expectations of members and people who attended.
- Clarity on the scope and work of this committee.
- More evidence of impact and performance.
- Data and Digital items seemed relatively light and would benefit from some user input.
- User feedback to the Committee would be beneficial.

Audit and Corporate Governance Committee

Summary of Survey Results (6 responses)

What has worked well?

- Overall the feedback suggested people were pleased with the meetings and how they were chaired
- The majority thought the work areas and papers correctly addressed the remit from Board
- The changes to the committee during 2024-25 with change of Chair were well managed and seamless.

Areas for improvement?

- Papers sometimes too long and sometimes unclear and/or inconclusive.
- At times the depth of scrutiny was not that of a Deep Dive
- A few suggested more focus was needed in three areas, Risk Management, Information Governance and Cybersecurity.
- Clarity on how Committee members can contribute and scrutinise effectively – how and where to best add value.

Further Support

Training and development:

- Training in Cyber security to help understand the risks to the Trust
- Training in Risk management
- Training / support on effective scrutiny and challenge
- A refresher on roles and responsibilities of members and attendees

Quality, Safety and Improvement Committee Pilot

Outcomes and closing the pilot:

- Chairs brief rolled out across Committees
- Pre meetings and partnership working with the Execs to ensure we have the appropriate presentation of items.
- Learning from the way the directorates have reviewed and rationalised the presentation of combined reporting.
- Rationalising reports against work plans.
- Starting to consider this in the context of the other Committees.

Summary of Discussion at the Workshop



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Committee Effectiveness Workshop Summary

Key discussion points:

- All generally agreed with the survey results and recognised the themes presented.
- Highlighted the connection between understanding Committee roles and improving scrutiny and challenge, and emphasis of the importance of bringing personal stories to life to measure impact
- Need for consistency in report formats across committees
- Suggested incorporating the learning from the survey into board development sessions for the next financial year.
- All noted that the Committees were generally effective, and noted the improvement in Committee effectiveness over the past year.

Committee Effectiveness Workshop Summary

Key discussion points:

- There was a consensus on the importance of service user feedback, but it should be done meaningfully and not superficially. It was suggested using targeted pieces of work based on data and evidence to ensure this is done consistency.
- Need for further clarity on the purpose of papers, what the Committee needs depending on the role etc.
- Further support and guidance could be beneficial to explain the role for an item – i.e scrutiny and assurance vs exploring / seeking feedback. This was relevant as to the deep dives and how these are different.
- Suggestion that the Committees ensure they are clear on actions when asking for information / additional assurance.

Committee Effectiveness Workshop Summary

Outcomes:

The following suggestions will be explored and taken forward:

- Explore creating a clear taxonomy for report types and providing specific guidance on what each type should address.
- Explore support to staff who attend Committees or write reports, in terms of report writing, understanding the role of the Committees and expectations. To support understanding of the assurance function in particular.
- Develop a Committee handbook for NEDs moving between committees / new to the organisation outlining the key areas of focus, role, remit etc.

Committee Effectiveness Workshop Summary

Outcomes:

The following suggestions will be explored and taken forward (Continued):

- Training and development suggestions to be fed into the wider board development programme development to look at holistically.
- Offer meetings / support to NEDs on the roles of the Committee, with the Chair or exec leads etc.
- The Committee specific reflections will be taken forward with the Committee Chair / Exec leads.

Next Steps



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Next Steps:

- Each Committee will also review their specific data and determine actions at Committee Level;
- Any actions from Workshop will be compiled into an action plan and reviewed by the Chairs Cross Working Group in March;
- Summary of Themes and Committee wide actions from the workshop will be reported as part of the overall Board Performance and Effectiveness Review at Board in Quarter 1 of 2025