

Board of Directors (in Public)

Item 5.8

Subject: Annual Evaluation of Board of Directors and Board Development Plan
Date of meeting: 26th April 2023
Presented by: Val Davies, Chair
Purpose of Report: For Approval

BAF Ref	Impact on BAF
All	This report provides assurance of compliance with Trust constitution with regard to the requirement for an annual Board evaluation

Level of assurance (please tick one) To be used when the content of the report provides evidence of assurance					
<input checked="" type="checkbox"/>	Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	Low assurance Evidence indicates poor effectiveness of controls

1. Executive Summary

The Chair is required, at least annually, to lead a performance assessment process for the Board of Directors. This process should act as the basis for determining individual and collective professional development programmes for Directors (LHCH Constitution, Annex 8, Paragraph 11).

This paper summarises the evaluation process and board development work undertaken in 2022/23.

The Board is asked to consider the report and to confirm its ongoing commitment to the process for the ongoing Board development programme.

2. Board Evaluation

The 2022/23 annual Board evaluation process has comprised five components:

i) Regular Evaluation of Board Meetings

The Board routinely undertakes an informal evaluation of the Board at the end of every Board meeting and a summary of the feedback from Directors is recorded in the minutes of the meeting. Throughout the year the quality of papers and contribution from members and officer has been good.

The Board welcomed the opportunity to return to face to face meetings following the restrictions that had been in place due to the coronavirus pandemic leading to virtual meetings. Virtual

access remained for anyone wishing to attend the public meeting. During the transition to face to face meetings the Board continued the process for recording and submission of NED comments and questions in relation to Board papers in advanced of the meeting. The purpose of this was to mitigate any risk of technical problems, and to support smooth running of the meeting. The Board adhered to the agreed etiquette for the conduct of meetings throughout 2022/23.

By the end of March 2023, all essential Board items had been reviewed with continued focus placed on recovery of services and reduction of long waiters. The national timeframe for operational planning 2023/24 continued over year end, with the Board fully briefed on this through the formal meetings as well as the development sessions.

ii) Evaluation of Board Assurance Committees

The Audit Committee completed its annual evaluation of each of the Assurance Committees and concluded that all had met their key objectives for 2022/23. The committee effectiveness reviews included a desktop review, survey and workshop. All Terms of Reference had been reviewed and an assurance report provided to the Board of Directors.

iii) Individual Performance Reviews and Personal Development Planning

There is an established process in place for individual performance review and objective setting for each Director on at least an annual basis. Each Director also has a personal development plan. The outputs of annual appraisals are reported to the Council of Governors (for the Chair and Non Executive Directors) and to the Nominations and Remuneration Committee (Executive) for the Executive Directors. The appraisal process for the Chair and Non Executive Directors was approved by the Council of Governors and is aligned to NHSE guidance. Governors were actively involved in the Chair's appraisal process. All Director appraisals for 2022/23 will be completed by June 2023.

Throughout 2022/23 the Chair has maintained regular one-to-one discussions with each Non Executive Director as has the Chief Executive with each member of the Executive Team. The Executive Team have continued to be present on site throughout the week with a formal Executive Team meeting every Wednesday. In addition, the Chair held monthly MS Teams calls with the NEDs to keep them fully informed of Trust performance and developments, Integrated Care System and national developments, risks and priorities. NEDs walkabouts were reintroduced, initially focussed on non clinical areas due to ongoing IPC measures, and Governors also took part in some of the walkabouts in 2022/23.

iv) Well Led, Board composition and succession planning

The Trust was last re-inspected and rated by the CQC in 2019/20 achieving a rating of 'outstanding' overall and for Well Led. The Board commissioned an independent evaluation against the Monitor (now NHSEI) Well Led Framework in March 2017, and therefore a further review was due in March 2020. At this time, the Board gave careful consideration to this requirement and decided that commissioning an external review in 2019/20 did not offer best use of Trust resources given the assurance received following the CQC's assessment of the Well led criteria as 'outstanding' in the summer of 2019. The Board has considered this requirement annually and a decision made to defer due to the ongoing Covid-19 pandemic. This has been further considered by the Board in 2022/23 and a plan is in place to undertake a formal self-assessment and consider commissioning of an external review in Q4 2023/24.

In the context of mutual aid to the Countess of Chester Hospital NHS Foundation Trust (COCH) it was agreed by both Trusts that Jane Tomkinson, Chief Executive Officer; Sue Pemberton, Director of Nursing, Quality and Safety; and Jonathan Develing, Director of Strategic Partnerships would be seconded on a part time basis therefore undertaking roles at both Trusts.

The Board succession plan has been reviewed in 2022/23 with a number of changes to Non-Executive Director and Executive Directors. In particular, much consideration continues to be

given to the diversity of the Board in the context of the succession plan and recruitment campaigns.

v) 2022/23 Board Development Plan

The 2022/23 Board Development Plan is attached at Appendix 1 and summarises the development work undertaken by the Board of Directors during the last 12 months.

All Board directors participated in the 2022/23 Board Development Plan with dedicated time scheduled throughout the year. In addition to the collective programme, individual Board members have throughout the year participated in numerous online webinars and reviewed briefing papers and guidance issued by NHSE, NHS Providers, Cheshire and Merseyside ICS, NHS Confederation, alongside the regular communications and leadership webinars. Topic areas included system development, collaborative working, health inequalities, risk appetite, estates strategy, finance strategy and operational planning. This engagement has provided significant personal development and has supported Board members in keeping abreast of key developments, issues, challenges and policy direction along with the Trust's response. The 2023/24 Board development plan will continue to build on these themes (Appendix 2).

Individual professional development programmes supplement this collective programme and are agreed between each executive team member and the Chief Executive (Chair for the Chief Executive) and between each NED and the Chair. The Trust regularly accesses the development programmes provided by NHSE, NHS Providers, MIAA, AQUA and other bodies to support the development of Directors as well as clinical leaders and senior managers.

The annual joint Board of Directors and Council of Governors meeting (8th November 2022) provided opportunity to engage with Governors around the Trust's future plans and seek Governor feedback. Governors also reviewed and assessed the arrangements in place to provide support, training and development for governors and the information provided for Council meetings which confirmed that Governors' needs continued to be met.

3. Recommendations

The Board of Directors is asked to:

- i) review and note the report;
- ii) note the Board Development work undertaken in 2022/23 (Appendix 1); and
- iii) support the outline Board Development Plan 2023/24 (Appendix 2) noting that this will subject to continuous review.

Board Development 2022/23

14th June 2022	Development sessions included: <ul style="list-style-type: none"> • Well Led Framework • BAF and Risk Appetite Refresh • Divisional Updates
25th October 2022	Development sessions included: <ul style="list-style-type: none"> • Systems Oversight discussion led by Mike Farrar • Provider Collaboratives, Health Inequalities/Partnership Framework • Research and Innovation • Estates Strategy • Well Led Briefing
8th November 2022 (Joint BoD/ CoG)	Development sessions included: <ul style="list-style-type: none"> • LHCH Strategy Overview • Shaping LHCH Strategy (System, Population health, People) <p>(The Council of Governors also undertook an effectiveness session reflecting on roles, responsibilities and the needs of Governors as well as shaping the CoG objectives for 2023).</p>
13th December 2022	Development sessions included: <ul style="list-style-type: none"> • Industrial Action Update • Liverpool Review – priorities and progress • Clinical Strategy • System financial outlook, governance and questions for Boards • Quality and safety improvements
9th March 2023	Development sessions included: <ul style="list-style-type: none"> • Strategic objectives refresh • 2023/24 Annual plan • Finance Strategy • Health Inequalities and population health • Development of Strategic Oversight Framework • Strategic Digital Systems Review • ACS Pilot update • Development of opportunities for Pan-site working

Topics scheduled into the Board meetings also included:

- Anna Roger from Telstra Health provided the Board with an in depth presentation on the Dr Foster Dashboard (September 2022)
- Clinical Presentations:
 - Cystic Fibrosis Services (31st May 2022)
 - EECS Overview (26th July 2022)
 - Library Services (27th September 2022)
 - Targeted Lung and Cancer (28th November 2022)
 - Cardio-oncology update (7th Feb 2022)
 - ARCH Research trial (7th Feb 2023)

Outline Board Development Plan for 2023/24

13th June 2023	Development sessions planned: <ul style="list-style-type: none"> • ICS, provider collaboratives, and place strategies • Patients, Partners and Populations Strategy Refresh • Well led framework
1st November 2023	Dates for Board development protected and topics to be prioritised during the year. To consider: <ul style="list-style-type: none"> • Population health and health inequalities • ICS, provider collaboratives and joint working • External insights and partnerships • Governance developments • Digital • Anchor Institution • Wellbeing • Organisation learning • Patient Safety Incident Response Framework • Annual planning • Quality improvement and priorities • Research and innovation • Equality, diversity and inclusion Clinical presentations will also be scheduled across the year for Board meetings. To consider: <ul style="list-style-type: none"> • Community Services • Diabetes Service • Palliative Care • Prevention • Therapies • Pharmacy • Tissue Viability
8th November 2023 Joint BoD / CoG	
13th December 2023	
28th February 2024	