

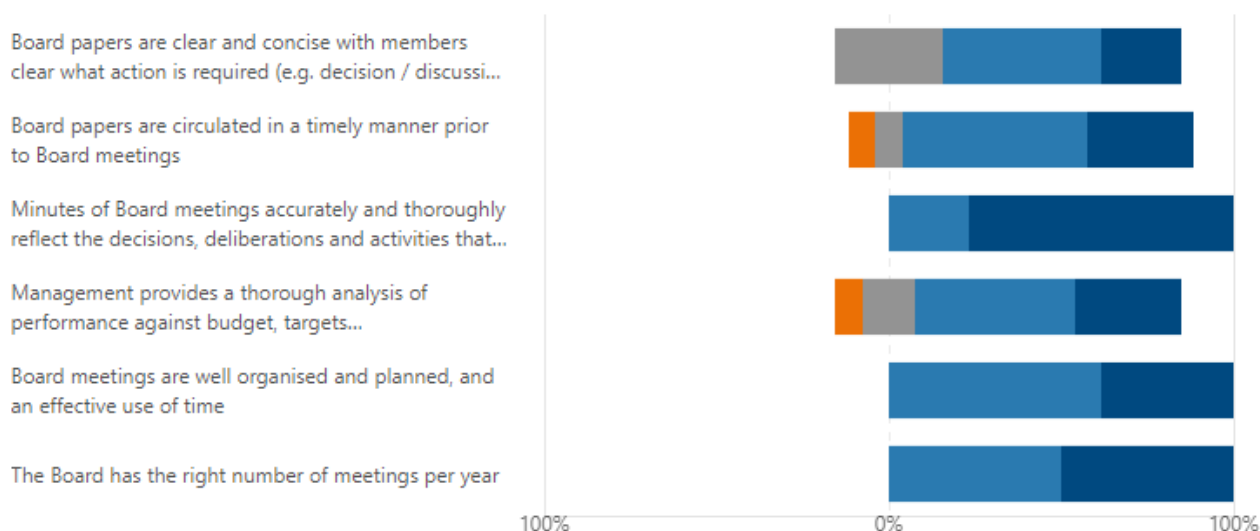
HRA Board effectiveness survey findings

January 2022

1. Board information and format

Please advise to what extent you agree with the following statements.

■ Strongly disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly agree



2. Board information and format

Please add any further comments.

4

Responses

“The Board is run and chaired really well. Papers (understandably at times) sometimes come out late or not all together.”

“Some papers would benefit from some logical analysis to underpin recommendations. This is patchy depending on Directorate”

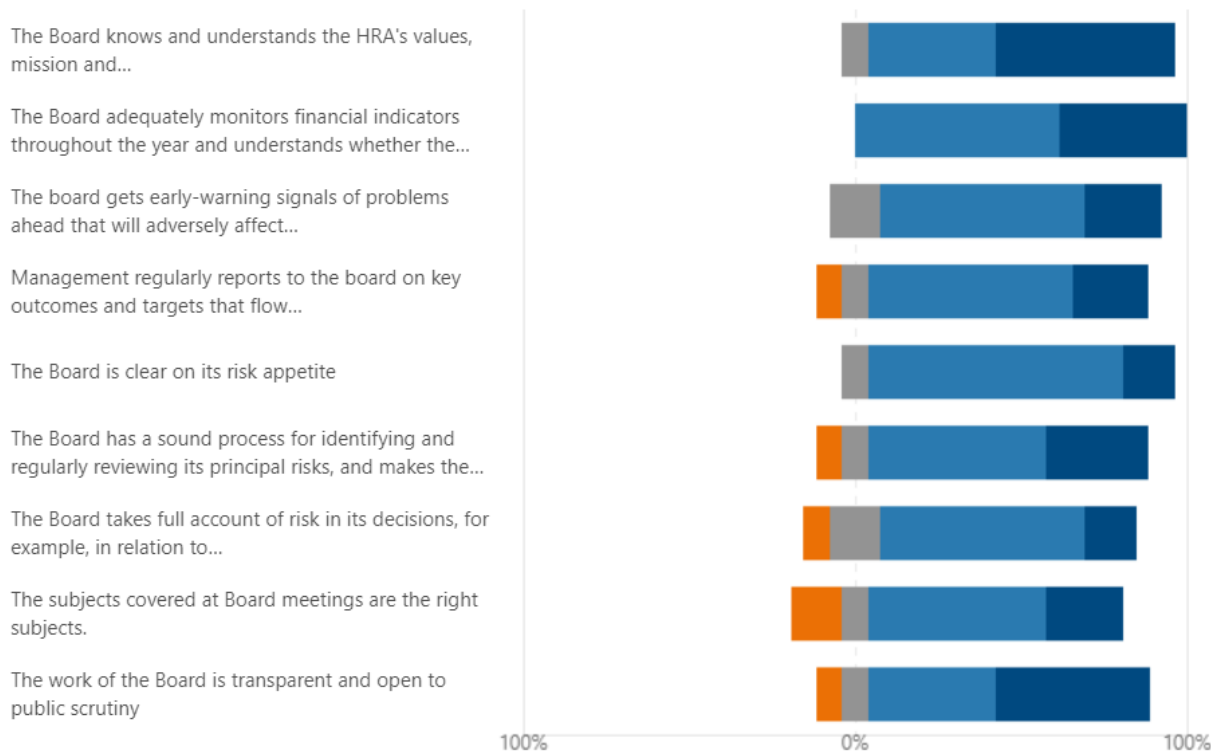
“The meetings are very big because a lot of HRA team members below exec level join. This changes the nature of the conversation.”

“No concerns - the meetings are effective and well organised. If anything the NEDs could know more about the operations of HRA so as not to reinvent the wheel”

3. Board performance

Please advise to what extent you agree with the following statements.

Strongly disagree Disagree Neutral Agree Strongly agree



4. Board performance

Please add any further comments.

5
Responses

“Discussions at the board can sometimes feel superficial and operational (i.e. the Board are not always meaningfully engaged in strategic discussions at an early phase). That said getting the balance right is always hard - too much involvement at Board level slows the organisation down - too little means the Board is not adding the value it could. This is as much about the ways of working with the Executive Committee as it is what happens at the Board.”

“Board discussions sometimes focus in on detail too much at the expense of the strategic context’.”

“It is hard to reflect external changes and translate that to changes in priority for a large publicly funded organisation where deliverables and projects are prioritised annually. I think the organisation tries to act nimbly where projects are in their control.”

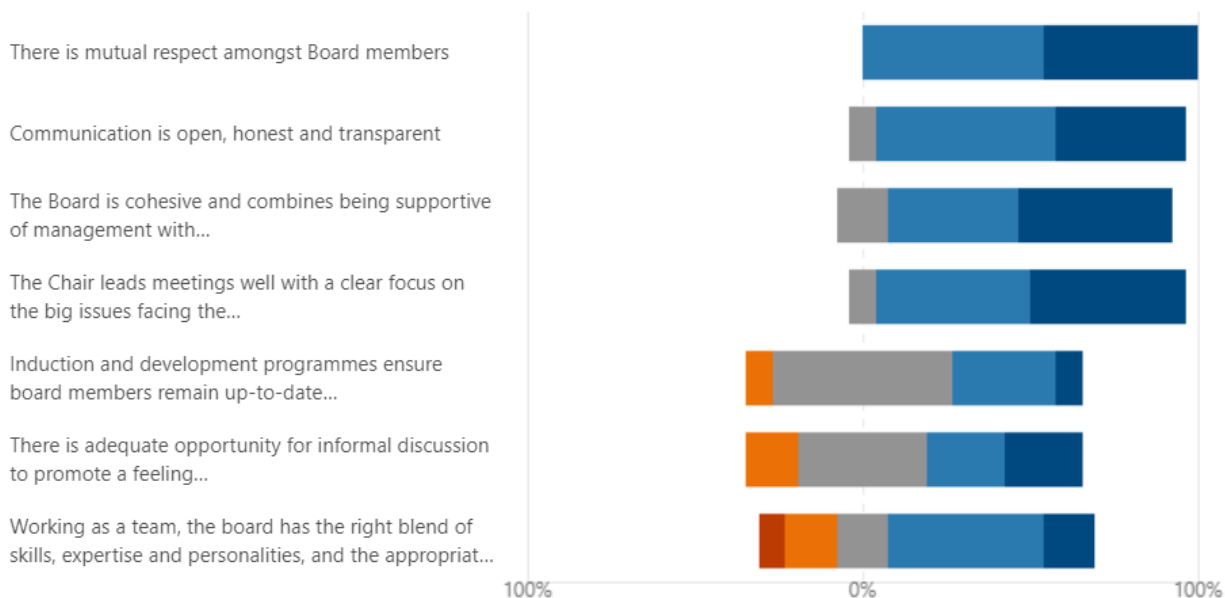
“There have been some performance issues which the risk management system has not highlighted e.g. CAG performance.”

“Good governance and I believe effective challenge. While the board meetings are in public and open to scrutiny I am not sure that many take that opportunity.”

5. Board culture

Please advise to what extent you agree with the following statements.

■ Strongly disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly agree



6. Board culture

Please add any further comments.

3

Responses

“Board members and wider attendees are very high quality and have a range of experiences, expertise and backgrounds. That said we could be more diverse on some measures of comparison to wider society. We also don't have a strong public and patient voice on the aboard above or beyond the clear passion and commitment we all hold. Perhaps we should consider appointing a patient/public/lay member? Interaction between NEDs and the wider team is and their work happens and always welcome. I don't think there is a formal development or support programme though?”

“Virtual working as a Board has been really effective & whilst we've been able to maintain some informal time for discussion - virtual working and time pressures mean this time is directed at the business in hand and does not leave much time to foster relationships and build cohesiveness. The away day in November contributed positively to this and when we're in a different place with the pandemic it would be good to build in some more of this informal time as its really valuable for building relationships and understanding each other better.”

“We have lost some connectivity over COVID. The away day was effective at building links again, but we need to work on this over the year.”