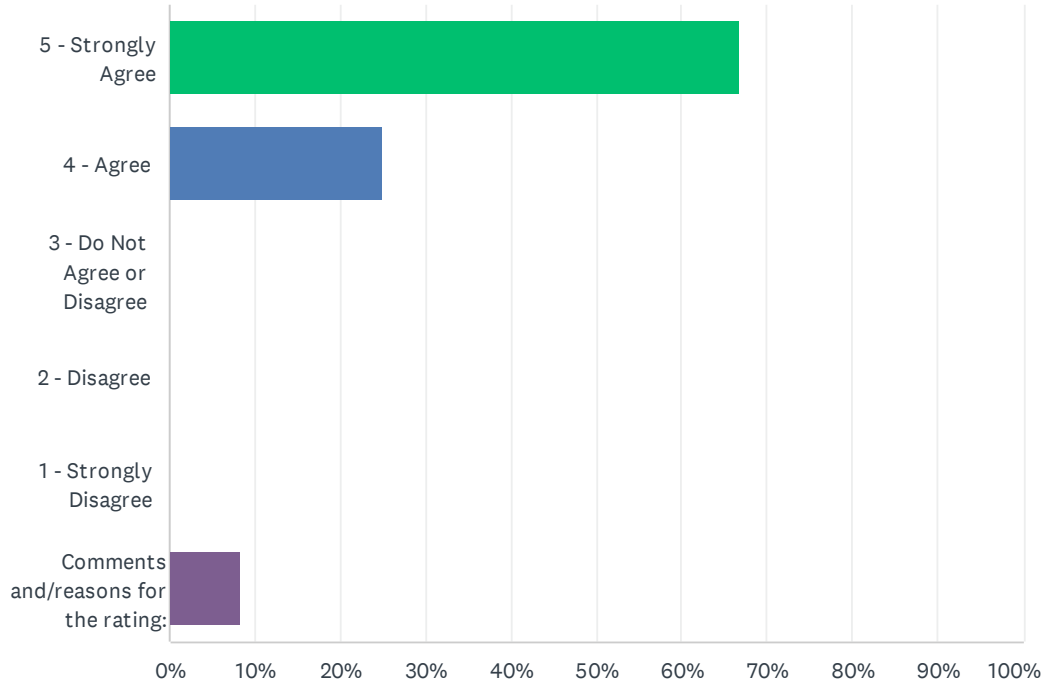


Q1 The Chair of the Board possesses an appropriate level of relevant experience.

Answered: 12 Skipped: 0

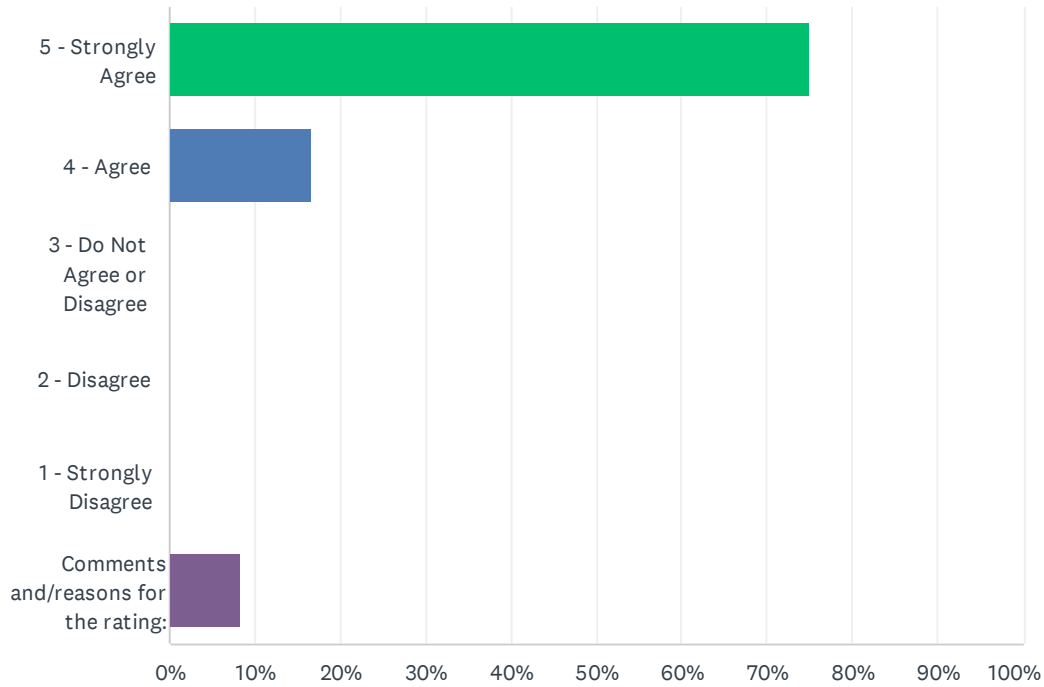


| ANSWER CHOICES | RESPONSES | |
|--------------------------------------|-----------|-----------|
| 5 - Strongly Agree | 66.67% | 8 |
| 4 - Agree | 25.00% | 3 |
| 3 - Do Not Agree or Disagree | 0.00% | 0 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly Disagree | 0.00% | 0 |
| Comments and/reasons for the rating: | 8.33% | 1 |
| TOTAL | | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|--------------------------------------------------------------|-------------------|
| 1 | The Chair is very experienced and inclusive in his approach. | 1/31/2025 1:59 PM |

Q2 The role of the Board is understood and is clearly articulated

Answered: 12 Skipped: 0

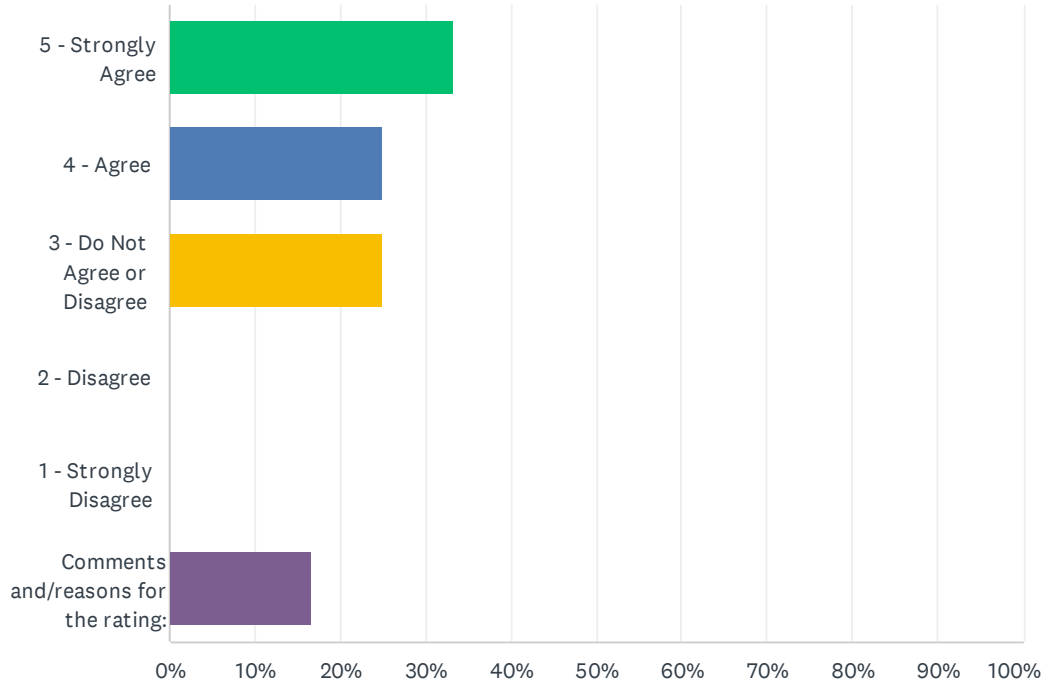


| ANSWER CHOICES | RESPONSES |
|--------------------------------------|-----------|
| 5 - Strongly Agree | 75.00% 9 |
| 4 - Agree | 16.67% 2 |
| 3 - Do Not Agree or Disagree | 0.00% 0 |
| 2 - Disagree | 0.00% 0 |
| 1 - Strongly Disagree | 0.00% 0 |
| Comments and/reasons for the rating: | 8.33% 1 |
| TOTAL | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|----------------------------------------------------------------------------------------|-------------------|
| 1 | Board members are clear on their responsibilities and the unitary nature of the Board. | 1/31/2025 1:59 PM |

Q3 The Board was active in its consideration of the Board Committees' compositions.

Answered: 12 Skipped: 0

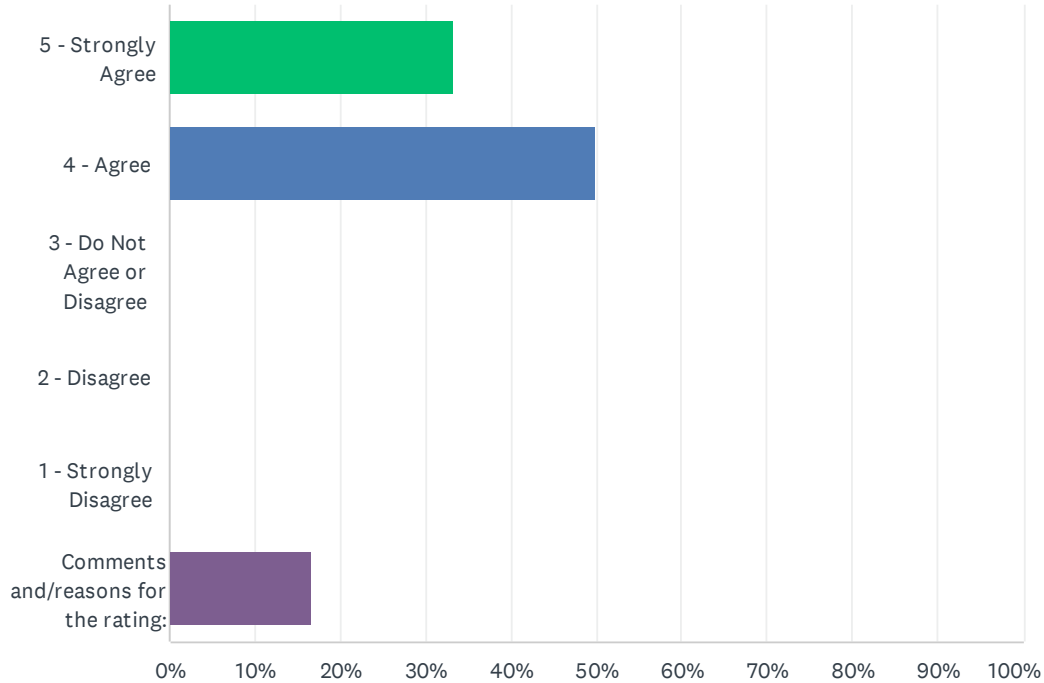


| ANSWER CHOICES | RESPONSES | |
|--------------------------------------|-----------|-----------|
| 5 - Strongly Agree | 33.33% | 4 |
| 4 - Agree | 25.00% | 3 |
| 3 - Do Not Agree or Disagree | 25.00% | 3 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly Disagree | 0.00% | 0 |
| Comments and/reasons for the rating: | 16.67% | 2 |
| TOTAL | | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|--------------------------------------------------------------------------------------------------------|-------------------|
| 1 | It can perhaps be more explicitly considered at board | 2/7/2025 11:27 AM |
| 2 | I think there is a need to discuss the committees to ensure there are no gaps or overlaps in assurance | 2/2/2025 7:57 PM |

Q4 Board members have a good understanding of what is expected of them in their role and have the skills and expertise to scrutinise the business of the Board

Answered: 12 Skipped: 0

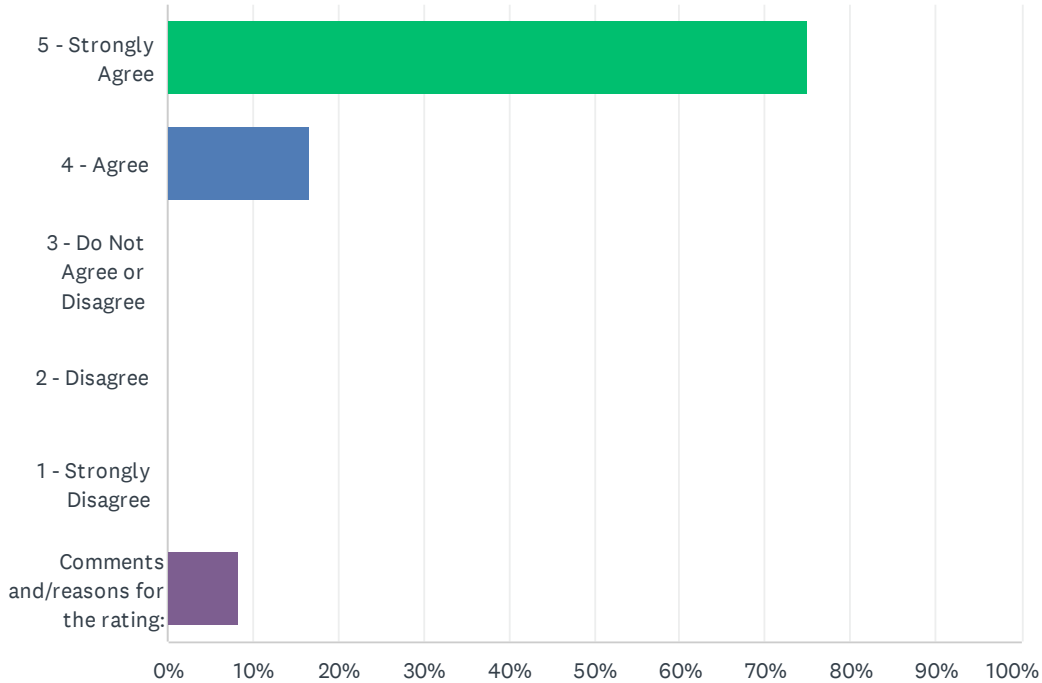


| ANSWER CHOICES | RESPONSES | |
|--------------------------------------|-----------|-----------|
| 5 - Strongly Agree | 33.33% | 4 |
| 4 - Agree | 50.00% | 6 |
| 3 - Do Not Agree or Disagree | 0.00% | 0 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly Disagree | 0.00% | 0 |
| Comments and/reasons for the rating: | 16.67% | 2 |
| TOTAL | | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|-----------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | We have identified a gap for digital which is being addressed by a new appointment | 2/7/2025 11:27 AM |
| 2 | In the main yes but recently a lack of NED digital expertise has been identified which was addressed through recent appointments. | 1/31/2025 1:59 PM |

Q5 The Board’s actions reflect independence, ethical behaviour, adherence to good practice guidance and the best interests of the Trust and its stakeholders.

Answered: 12 Skipped: 0

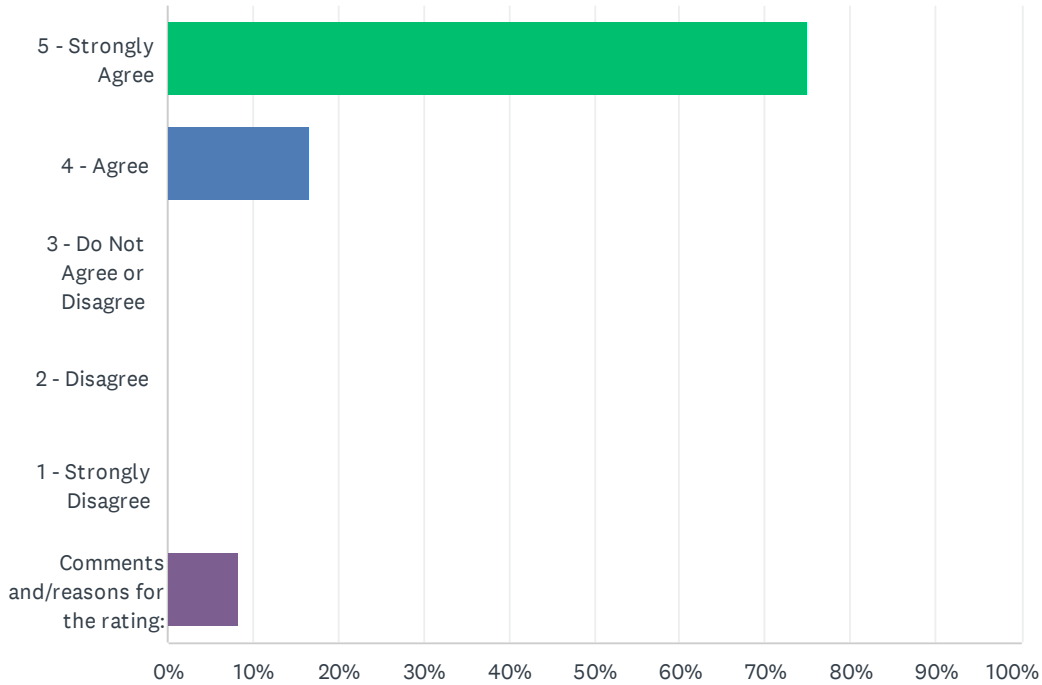


| ANSWER CHOICES | RESPONSES | |
|--------------------------------------|-----------|-----------|
| 5 - Strongly Agree | 75.00% | 9 |
| 4 - Agree | 16.67% | 2 |
| 3 - Do Not Agree or Disagree | 0.00% | 0 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly Disagree | 0.00% | 0 |
| Comments and/reasons for the rating: | 8.33% | 1 |
| TOTAL | | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | The Board seeks to understand broader system, regional and national context but takes reasoned decisions based on our understanding of patient needs. | 1/31/2025 1:59 PM |

Q6 The Board of Directors receives regular reports from sub-Committees throughout the year demonstrating compliance with their terms of reference and providing assurance on the effective operation of systems and procedures within the remit of the Committee.

Answered: 12 Skipped: 0

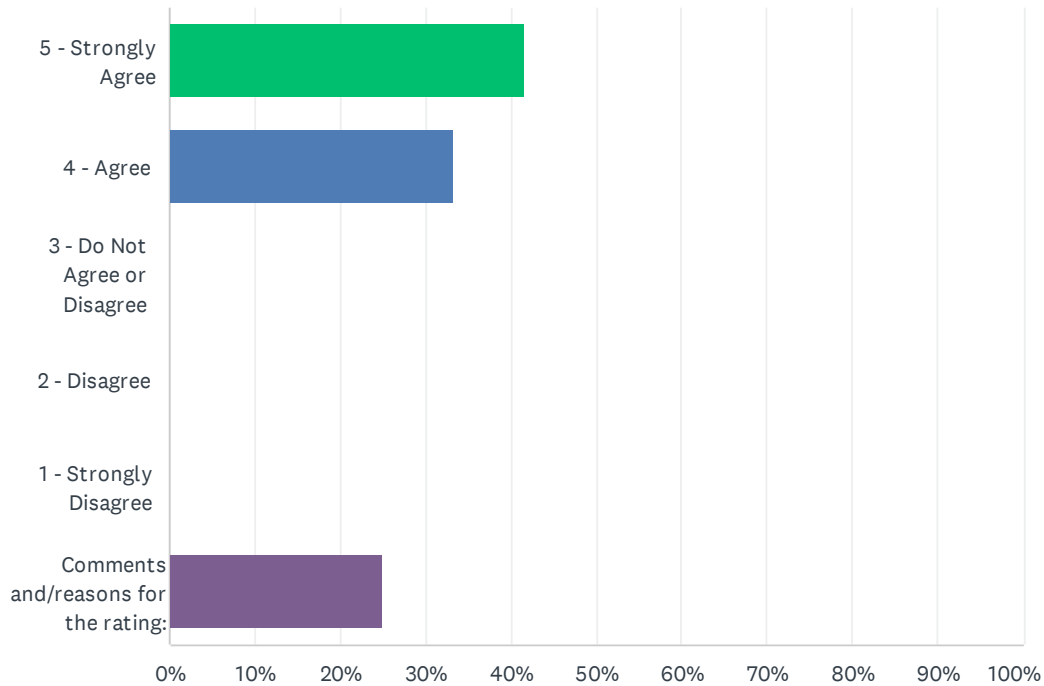


| ANSWER CHOICES | RESPONSES | |
|--------------------------------------|-----------|-----------|
| 5 - Strongly Agree | 75.00% | 9 |
| 4 - Agree | 16.67% | 2 |
| 3 - Do Not Agree or Disagree | 0.00% | 0 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly Disagree | 0.00% | 0 |
| Comments and/reasons for the rating: | 8.33% | 1 |
| TOTAL | | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|-----------------------------------------|-------------------|
| 1 | Monthly or bi-monthly reports received. | 1/31/2025 1:59 PM |

Q7 All Board Committee terms of references are reviewed annually by the Board and the workloads and remits of those Committees are actively reviewed

Answered: 12 Skipped: 0

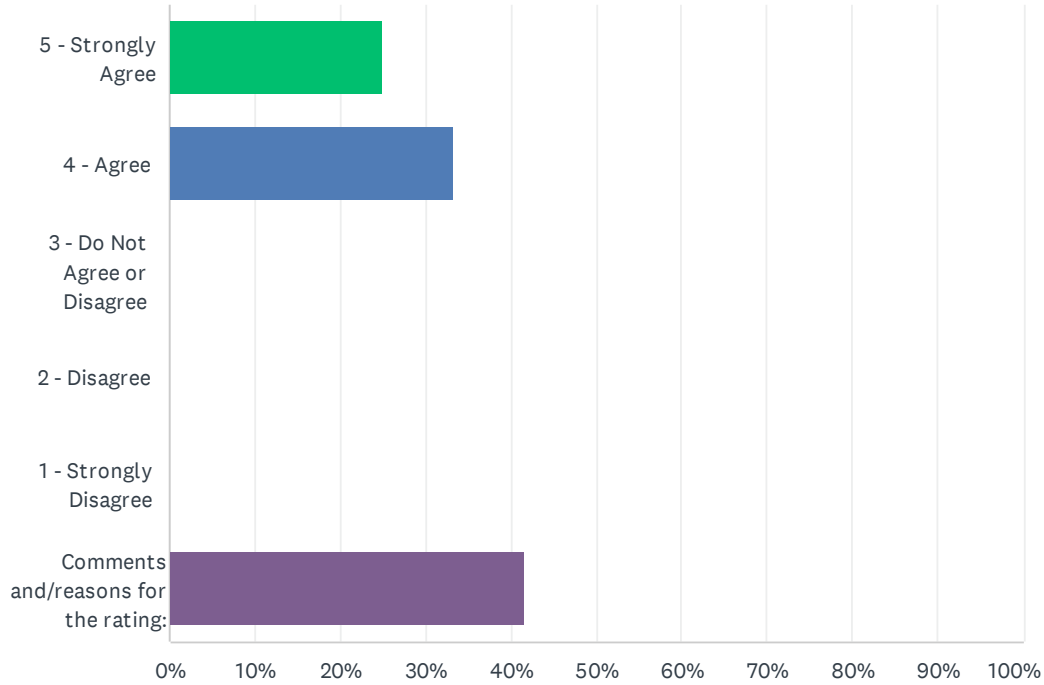


| ANSWER CHOICES | RESPONSES | |
|--------------------------------------|-----------|-----------|
| 5 - Strongly Agree | 41.67% | 5 |
| 4 - Agree | 33.33% | 4 |
| 3 - Do Not Agree or Disagree | 0.00% | 0 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly Disagree | 0.00% | 0 |
| Comments and/reasons for the rating: | 25.00% | 3 |
| TOTAL | | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|-----------------------------------------------------------------------------|-------------------|
| 1 | workload reviews need more focus | 2/13/2025 7:33 PM |
| 2 | e.g. new workforce committee | 2/7/2025 1:37 PM |
| 3 | Some discussion has taken place but a more detailed review would be helpful | 2/2/2025 7:59 PM |

Q8 Changes to Board Committee workloads are discussed and approved at Board level

Answered: 12 Skipped: 0

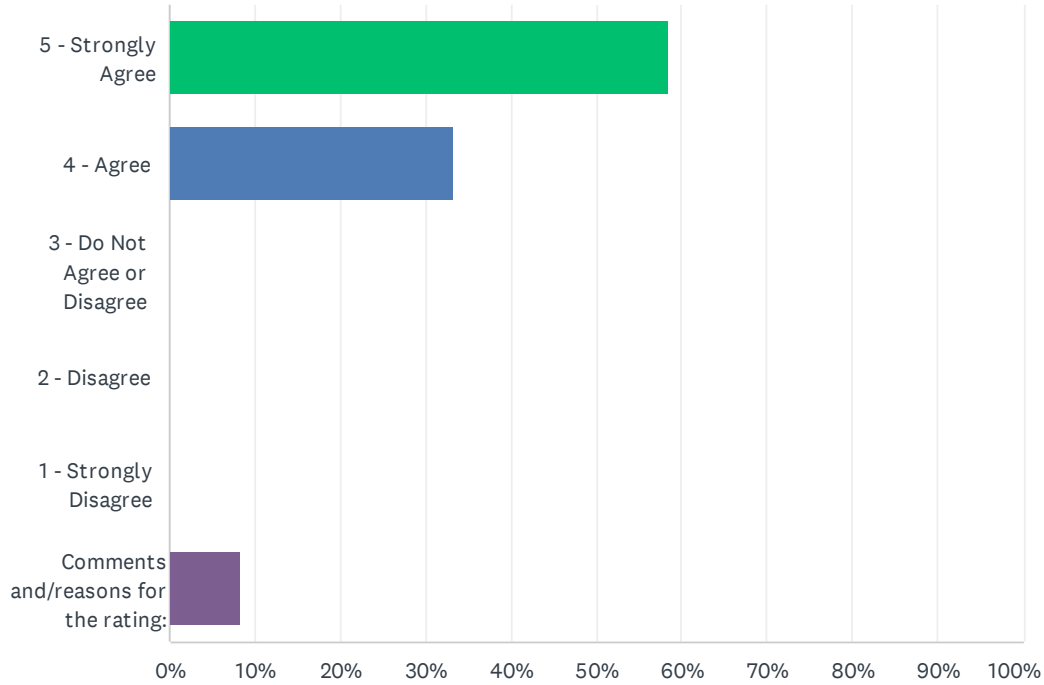


| ANSWER CHOICES | RESPONSES | |
|--------------------------------------|-----------|-----------|
| 5 - Strongly Agree | 25.00% | 3 |
| 4 - Agree | 33.33% | 4 |
| 3 - Do Not Agree or Disagree | 0.00% | 0 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly Disagree | 0.00% | 0 |
| Comments and/reasons for the rating: | 41.67% | 5 |
| TOTAL | | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|-----------------------------------------------------------------------------|-------------------|
| 1 | need has not arisen very often | 2/13/2025 7:33 PM |
| 2 | Workload could be more actively considered | 2/7/2025 11:30 AM |
| 3 | Not sure this happens explicitly | 2/6/2025 5:46 AM |
| 4 | Some discussion has taken place but a more detailed review would be helpful | 2/2/2025 7:59 PM |
| 5 | Considered but may need to be more formal. | 1/31/2025 2:01 PM |

Q9 The Board has a forward plan for its meetings so it can consider issues at the right time and in the right level of detail

Answered: 12 Skipped: 0

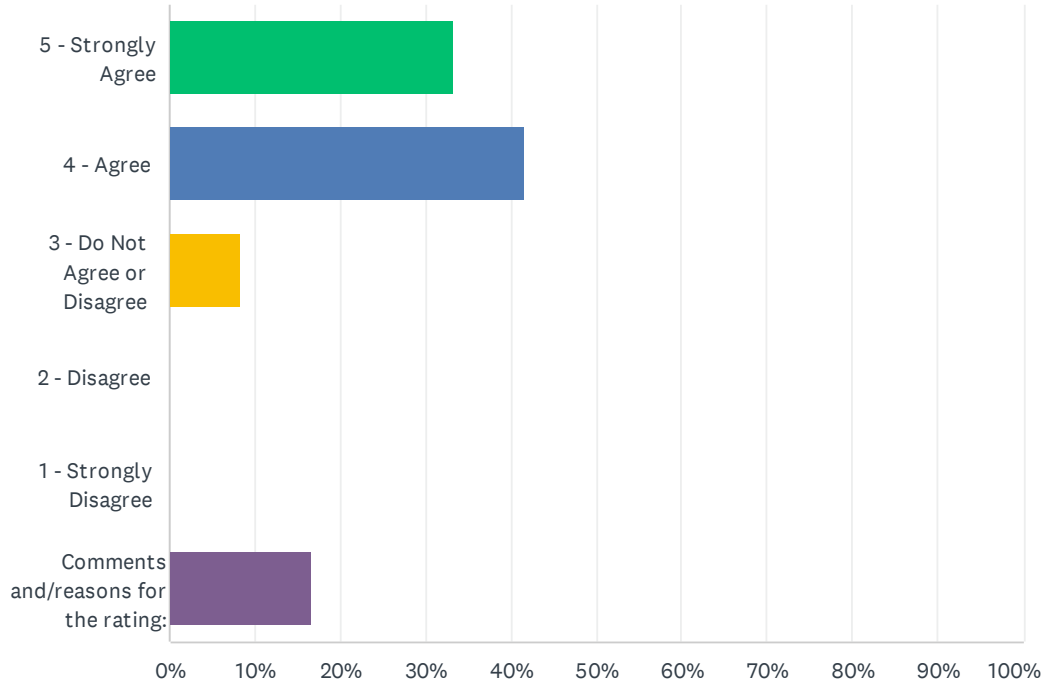


| ANSWER CHOICES | RESPONSES |
|--------------------------------------|-----------|
| 5 - Strongly Agree | 58.33% 7 |
| 4 - Agree | 33.33% 4 |
| 3 - Do Not Agree or Disagree | 0.00% 0 |
| 2 - Disagree | 0.00% 0 |
| 1 - Strongly Disagree | 0.00% 0 |
| Comments and/reasons for the rating: | 8.33% 1 |
| TOTAL | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|-------------------------------------------------|-------------------|
| 1 | has a plan but not used actively by whole board | 2/13/2025 7:33 PM |

Q10 The Board receives information and papers far enough in advance for them to fully consider before the meeting?

Answered: 12 Skipped: 0

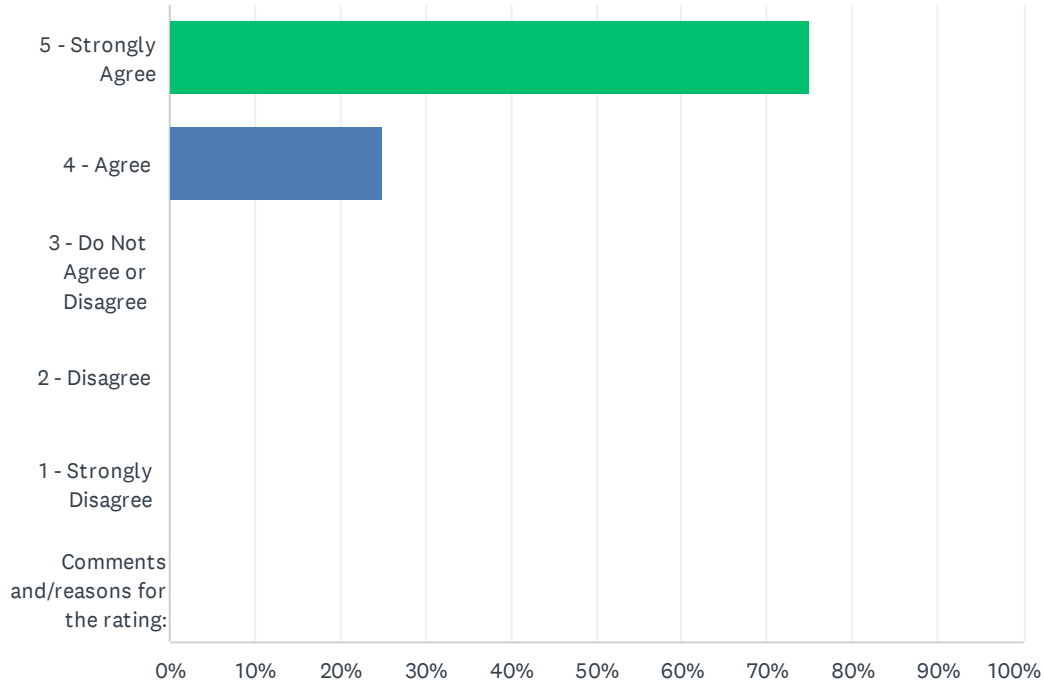


| ANSWER CHOICES | RESPONSES | |
|--------------------------------------|-----------|-----------|
| 5 - Strongly Agree | 33.33% | 4 |
| 4 - Agree | 41.67% | 5 |
| 3 - Do Not Agree or Disagree | 8.33% | 1 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly Disagree | 0.00% | 0 |
| Comments and/reasons for the rating: | 16.67% | 2 |
| TOTAL | | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | Subject to some exceptions. In particular RemCo papers always seem to be late, just one or two days before. Can processes be managed so papers are sent a week in advance? | 2/7/2025 11:30 AM |
| 2 | 7 days in advance | 1/31/2025 2:01 PM |

Q11 The Board acts in an inclusive and respectful manner, avoids 'group think', and provides an appropriate balance between challenge and support.

Answered: 12 Skipped: 0

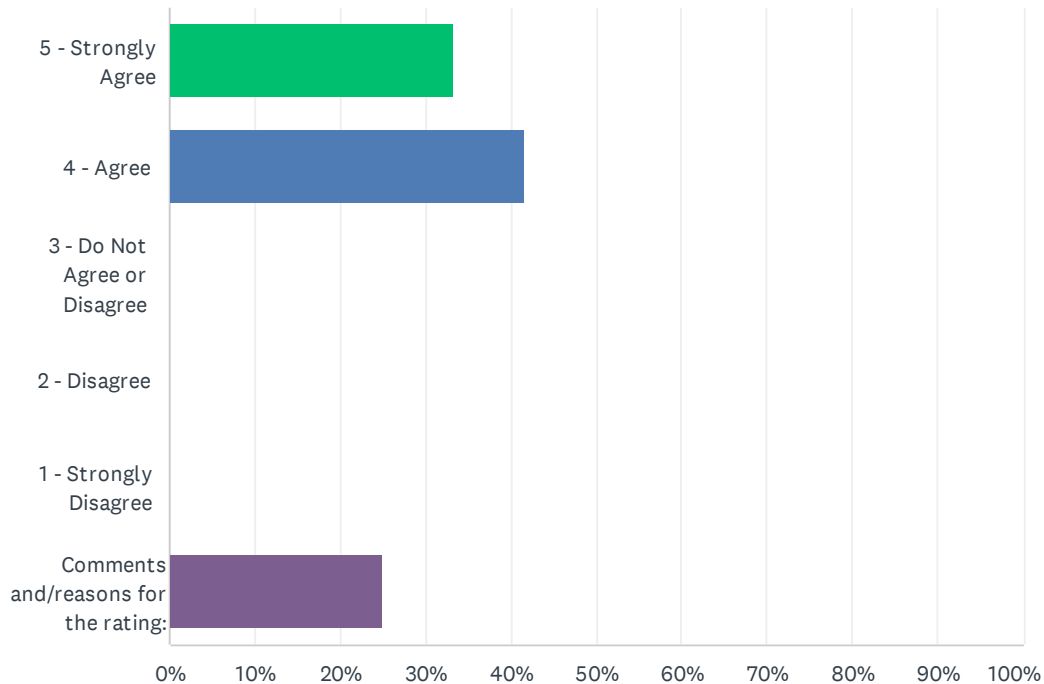


| ANSWER CHOICES | RESPONSES | |
|--------------------------------------|-----------|-----------|
| 5 - Strongly Agree | 75.00% | 9 |
| 4 - Agree | 25.00% | 3 |
| 3 - Do Not Agree or Disagree | 0.00% | 0 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly Disagree | 0.00% | 0 |
| Comments and/reasons for the rating: | 0.00% | 0 |
| TOTAL | | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|--------------------------------------|------|
| | There are no responses. | |

Q12 The Board of Directors ensure that Committee members have sufficient skills and knowledge of the organisation to identify key risks and to challenge line management and/or sensitive matters.

Answered: 12 Skipped: 0

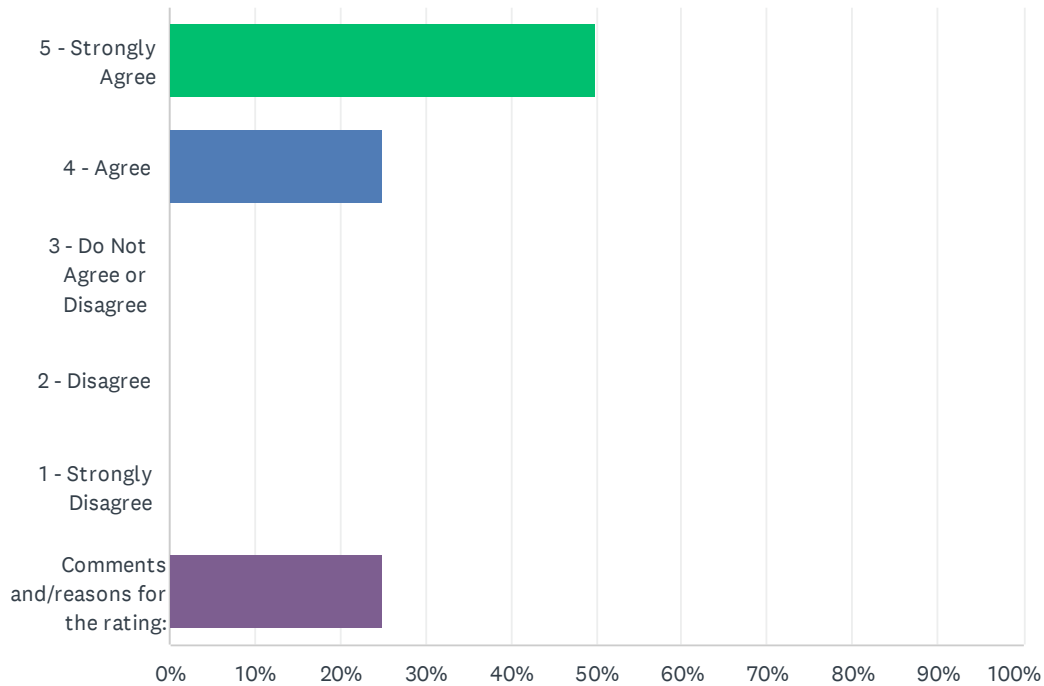


| ANSWER CHOICES | RESPONSES | |
|--------------------------------------|-----------|-----------|
| 5 - Strongly Agree | 33.33% | 4 |
| 4 - Agree | 41.67% | 5 |
| 3 - Do Not Agree or Disagree | 0.00% | 0 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly Disagree | 0.00% | 0 |
| Comments and/reasons for the rating: | 25.00% | 3 |
| TOTAL | | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|------------------------------------------------------|-------------------|
| 1 | appointment of new NEDs informed by Board needs | 2/13/2025 7:34 PM |
| 2 | Subject to a gap in digital which is being addressed | 2/7/2025 1:47 PM |
| 3 | The Chair undertakes this. | 1/31/2025 2:01 PM |

Q13 There is appropriate consideration of assurance reports (from a variety of sources). The Board of Directors is clearly sighted on the issues that arise which require action.

Answered: 12 Skipped: 0

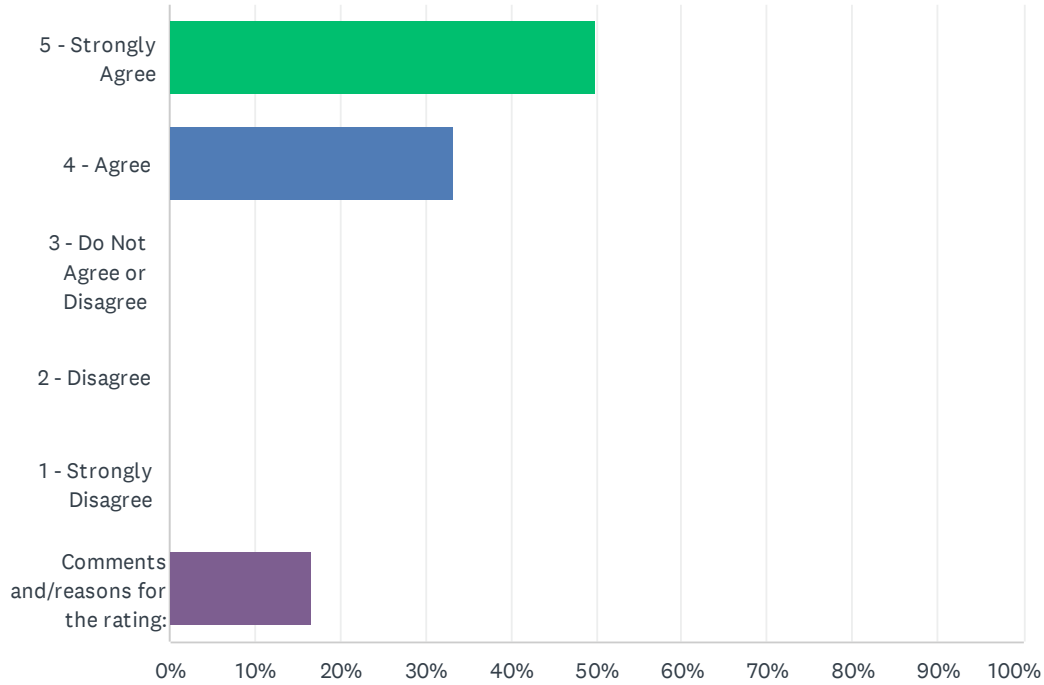


| ANSWER CHOICES | RESPONSES | |
|--------------------------------------|-----------|-----------|
| 5 - Strongly Agree | 50.00% | 6 |
| 4 - Agree | 25.00% | 3 |
| 3 - Do Not Agree or Disagree | 0.00% | 0 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly Disagree | 0.00% | 0 |
| Comments and/reasons for the rating: | 25.00% | 3 |
| TOTAL | | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | developing increasing focus on assurance | 2/13/2025 7:35 PM |
| 2 | Generally robust but have been instances where issues have not been apparent from regular reporting (CT backlog, TAVI) where instead reliant on openness of executives | 2/7/2025 1:52 PM |
| 3 | The board is consistently provided with clear, concise and transparent information in some areas (finances reporting). In other areas information quality is variable, making it more difficult for the board to be clearly sighted on issues that require action or on the extent of assurance provided by mitigations in place. | 1/30/2025 2:52 PM |

Q14 The Board is appropriately sighted on significant projects and programmes throughout their lifecycle.

Answered: 12 Skipped: 0

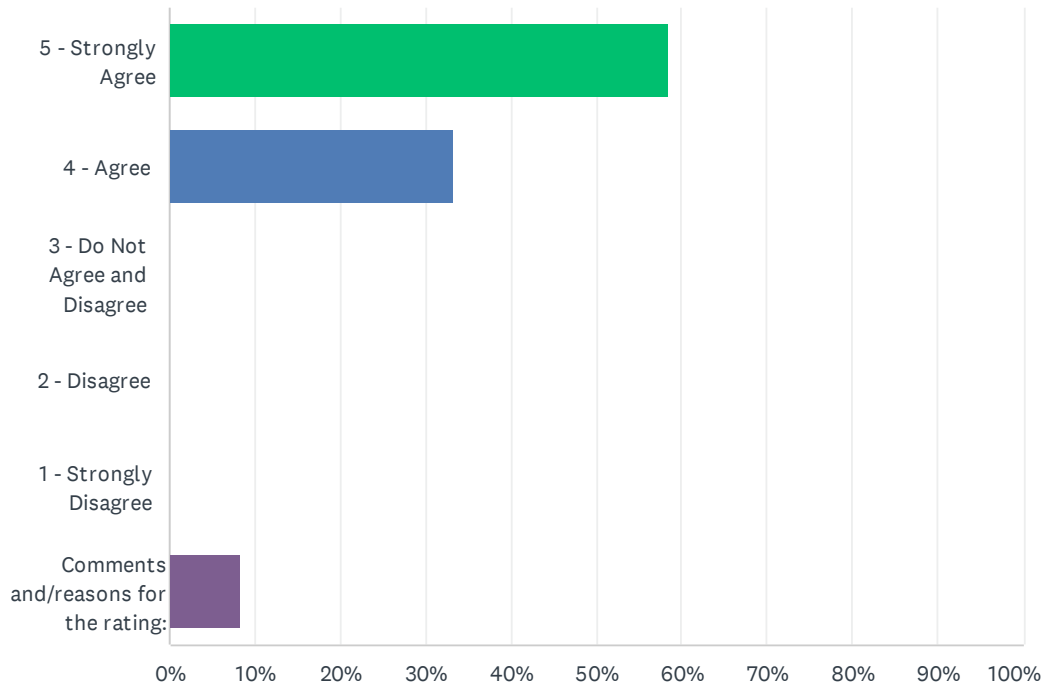


| ANSWER CHOICES | RESPONSES | |
|--------------------------------------|-----------|-----------|
| 5 - Strongly Agree | 50.00% | 6 |
| 4 - Agree | 33.33% | 4 |
| 3 - Do Not Agree or Disagree | 0.00% | 0 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly Disagree | 0.00% | 0 |
| Comments and/reasons for the rating: | 16.67% | 2 |
| TOTAL | | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|--------------------------------------|-------------------|
| 1 | EPR is good example of this | 2/7/2025 1:52 PM |
| 2 | Regular reports received | 1/31/2025 2:03 PM |

Q15 The Board has the skills and expertise to provide effective critical challenge on the financial management, delivery risks and overall progress of projects or programmes.

Answered: 12 Skipped: 0

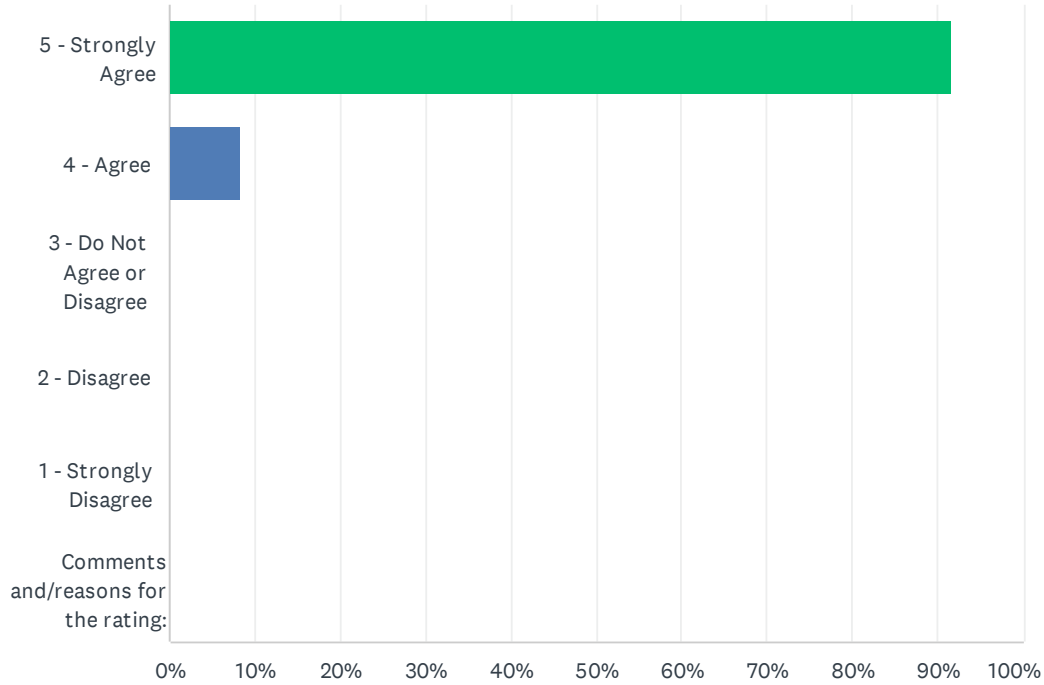


| ANSWER CHOICES | RESPONSES | |
|--------------------------------------|-----------|-----------|
| 5 - Strongly Agree | 58.33% | 7 |
| 4 - Agree | 33.33% | 4 |
| 3 - Do Not Agree and Disagree | 0.00% | 0 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly Disagree | 0.00% | 0 |
| Comments and/reasons for the rating: | 8.33% | 1 |
| TOTAL | | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|--------------------------------------|-------------------|
| 1 | Good level of expertise on the board | 1/31/2025 2:03 PM |

Q16 The Board assesses whether the assurance received is of sufficient quality.

Answered: 12 Skipped: 0

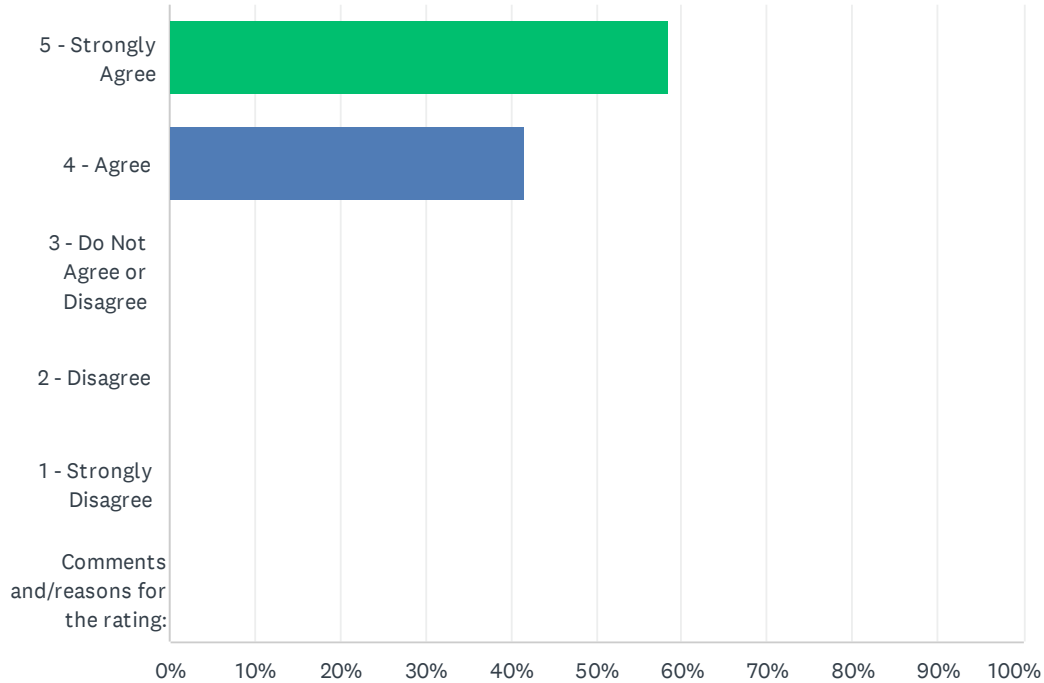


| ANSWER CHOICES | RESPONSES | |
|--------------------------------------|-----------|-----------|
| 5 - Strongly Agree | 91.67% | 11 |
| 4 - Agree | 8.33% | 1 |
| 3 - Do Not Agree or Disagree | 0.00% | 0 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly Disagree | 0.00% | 0 |
| Comments and/reasons for the rating: | 0.00% | 0 |
| TOTAL | | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|--------------------------------------|------|
| | There are no responses. | |

Q17 The Board understands the key sources of assurance in the organisation, and how and why each of these sources provide assurance to them.

Answered: 12 Skipped: 0

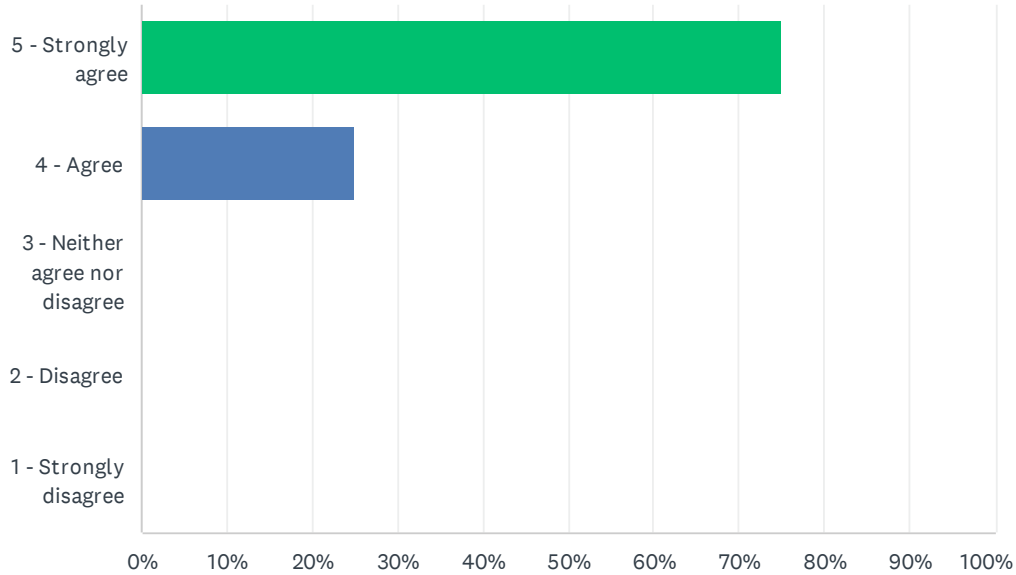


| ANSWER CHOICES | RESPONSES | |
|--------------------------------------|-----------|-----------|
| 5 - Strongly Agree | 58.33% | 7 |
| 4 - Agree | 41.67% | 5 |
| 3 - Do Not Agree or Disagree | 0.00% | 0 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly Disagree | 0.00% | 0 |
| Comments and/reasons for the rating: | 0.00% | 0 |
| TOTAL | | 12 |

| # | COMMENTS AND/REASONS FOR THE RATING: | DATE |
|---|--------------------------------------|------|
| | There are no responses. | |

Q18 The Board is fulfilling it's remit as set out in the Trust's Constitution and Standing Orders.

Answered: 12 Skipped: 0



| ANSWER CHOICES | RESPONSES | |
|--------------------------------|-----------|-----------|
| 5 - Strongly agree | 75.00% | 9 |
| 4 - Agree | 25.00% | 3 |
| 3 - Neither agree nor disagree | 0.00% | 0 |
| 2 - Disagree | 0.00% | 0 |
| 1 - Strongly disagree | 0.00% | 0 |
| TOTAL | | 12 |

| # | COMMENT(S) AND SUGGESTION(S) | DATE |
|---|-------------------------------------------------------------------|------------------|
| 1 | Although disappointed by the mistaken apostrophe in the question! | 2/7/2025 1:53 PM |

Q19 On the first Thursday of each month (or Board Day), what length of day is conducive to effective Board working? Would 9-3pm be reasonable?

Answered: 9 Skipped: 3

| # | RESPONSES | DATE |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1 | yes, 9 - 3 is acceptable and reasonable | 2/13/2025 7:36 PM |
| 2 | No. A half day a month must be sufficient. Most boards meet less often. Any meeting lasting longer than 3 hours is inefficient and ineffective. | 2/7/2025 1:56 PM |
| 3 | yes | 2/7/2025 1:40 PM |
| 4 | Yes. It would be most reasonable. Given that we have many issues to consider, a longer day of business would not be unreasonable. | 2/6/2025 5:47 AM |
| 5 | Yes | 2/3/2025 12:24 PM |
| 6 | yes | 2/2/2025 8:01 PM |
| 7 | 9 - 3 would feel reasonable, with an adequate lunch break. | 1/30/2025 2:52 PM |
| 8 | Given that a normal working day is 9 to 5, I think that 9 to 3 is more than reasonable. | 1/30/2025 12:16 PM |
| 9 | yes | 1/29/2025 4:51 PM |