

Item Number	Item 8 – Paper 5
Title of Paper	Board effectiveness survey results
Decision or Information	For information
Date of Meeting	14 th July 2021
Presented by	CPO
Attachments	None

Summary

This paper provides the Board with a summary of the responses from the recent Board Effectiveness Survey. The survey asked Board members for their views using a Likert scale (from Strongly agree to Strongly disagree) regarding the following subjects:

- Board objectives
- Board dynamics
- Performance and delivery management
- Stakeholders
- The role of the chair

Respondents were also given the opportunity to provide comments on activities the Board needs to stop doing, start doing or continue doing to ensure Board effectiveness.

Recommendations

The Board is asked to note the contents of the report. Having considered the results and in particular the comments made, certain themes which the Board may wish to discuss emerged. These are:

- Representation on the Board
- Board papers - timeliness of distribution and content
- Having an Away Day for Board members

The Board can, of course, discuss any other matter highlighted by the responses and comments made by respondents to the survey.

Responses

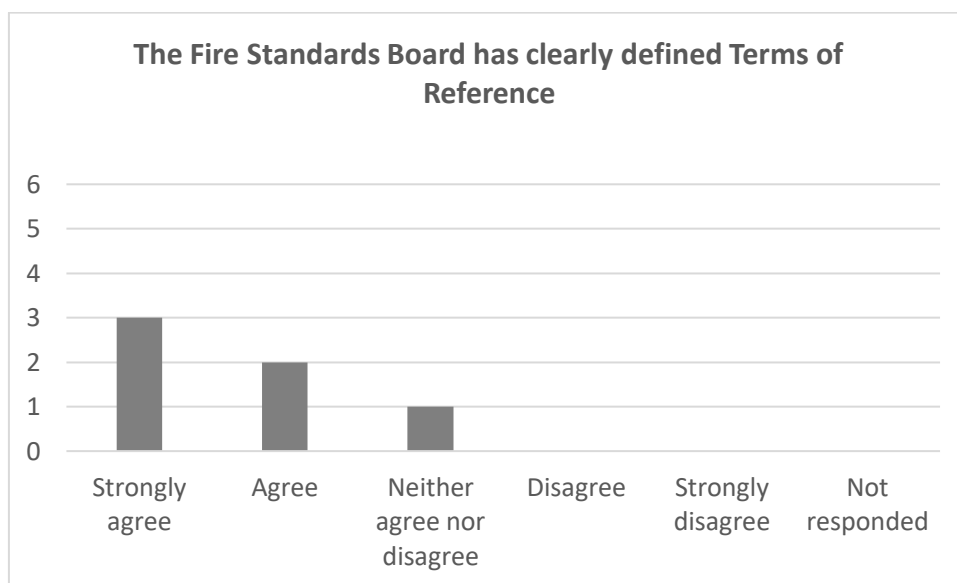
All Board members were invited to respond to the survey, including those who had recently left the Board. Responses were anonymous, with six out of seven Board members responding. Not all Board members answered every question.

The great majority of responses received about the Board performance were either “agree” or “strongly agree” with a small number of “disagree” recorded.

The full results are presented below.

Survey Results

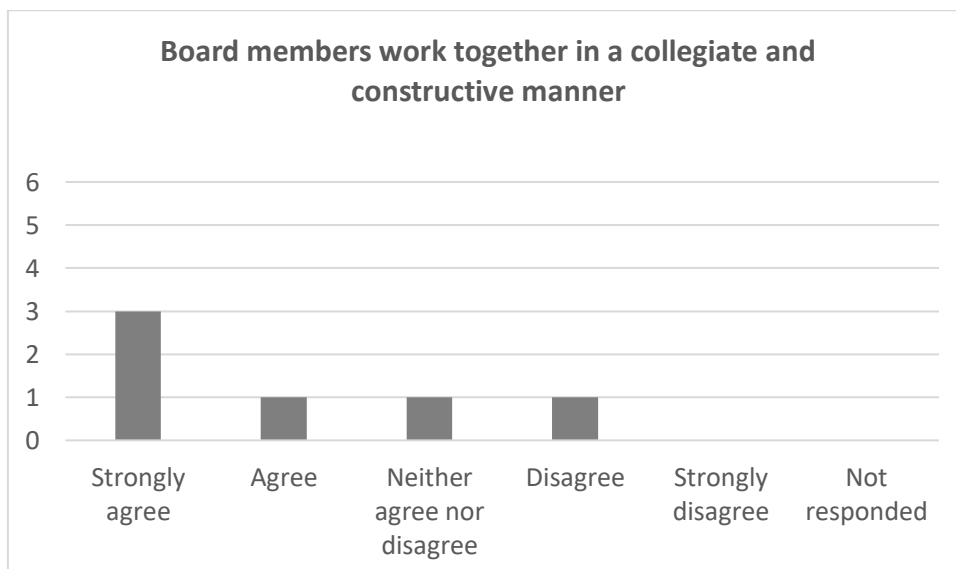
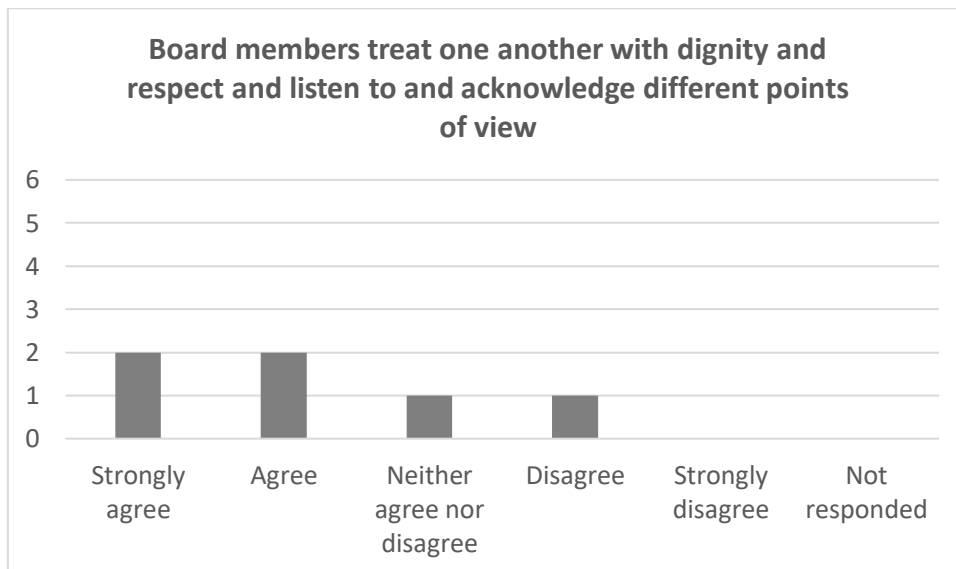
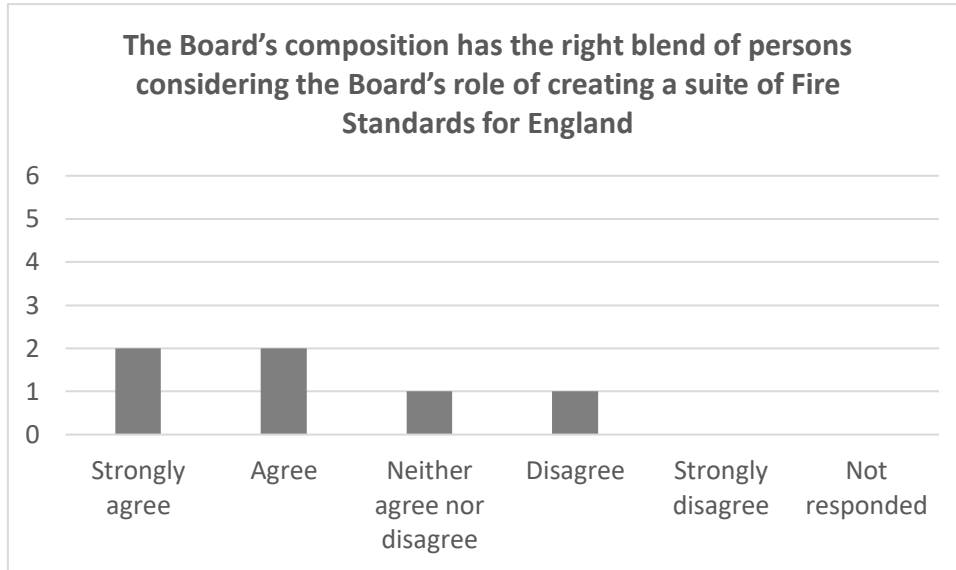
Board Objectives

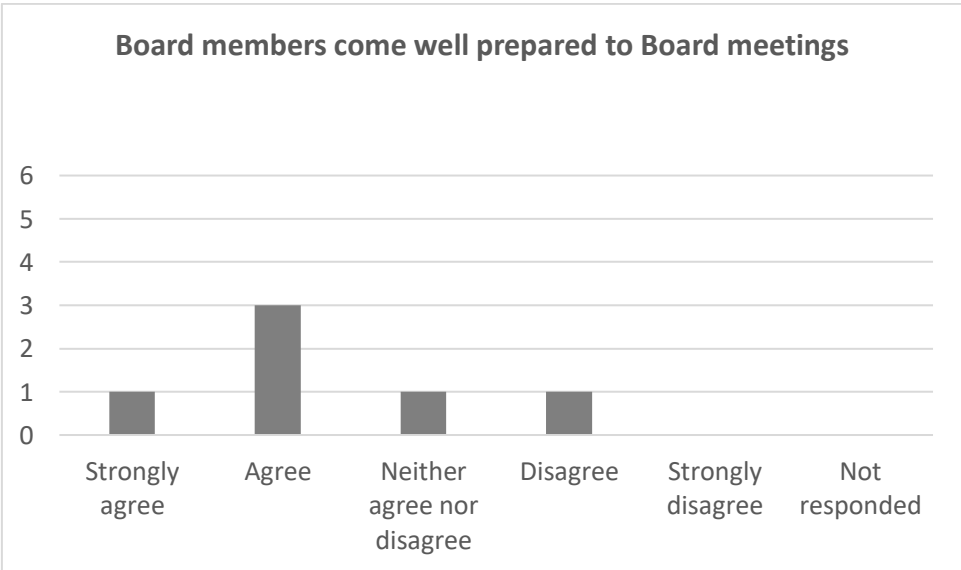
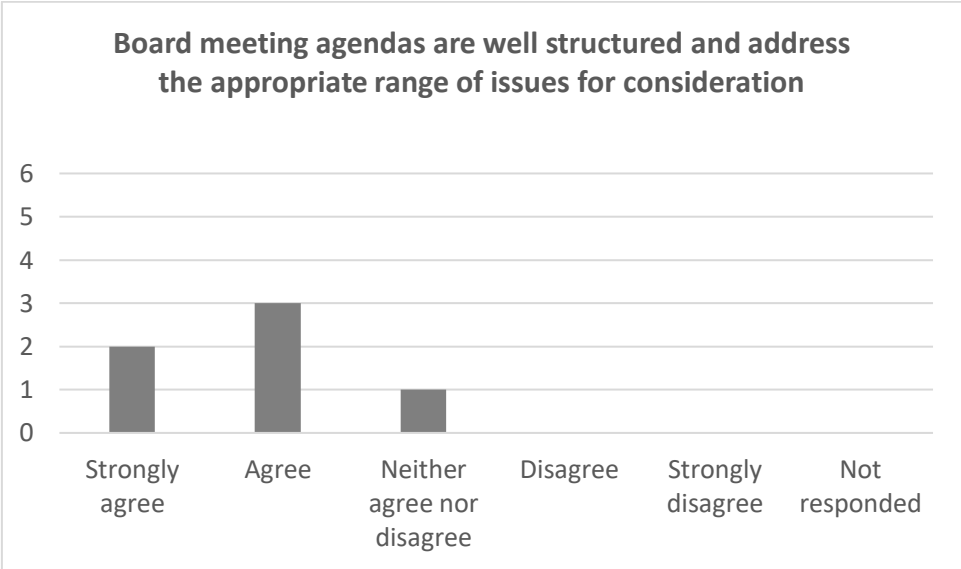
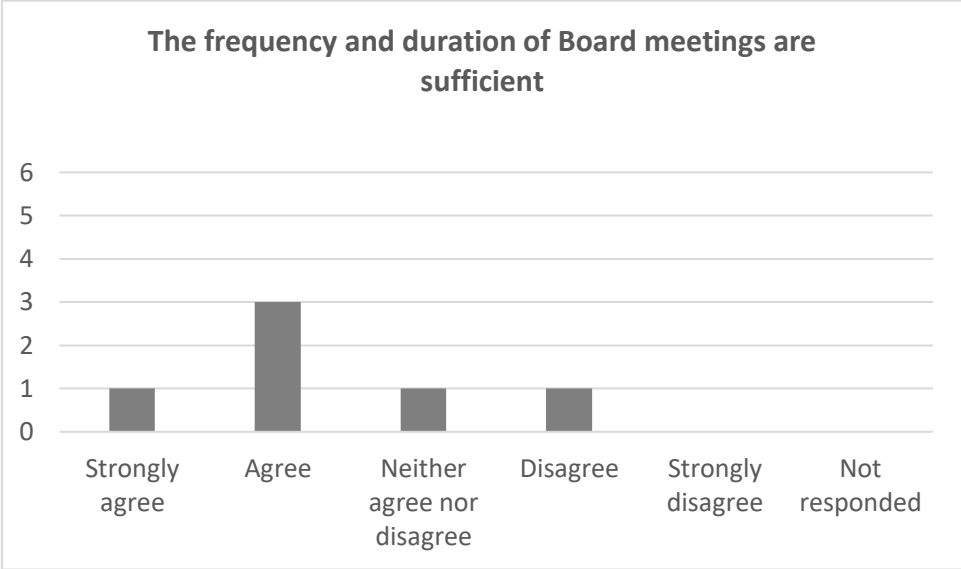


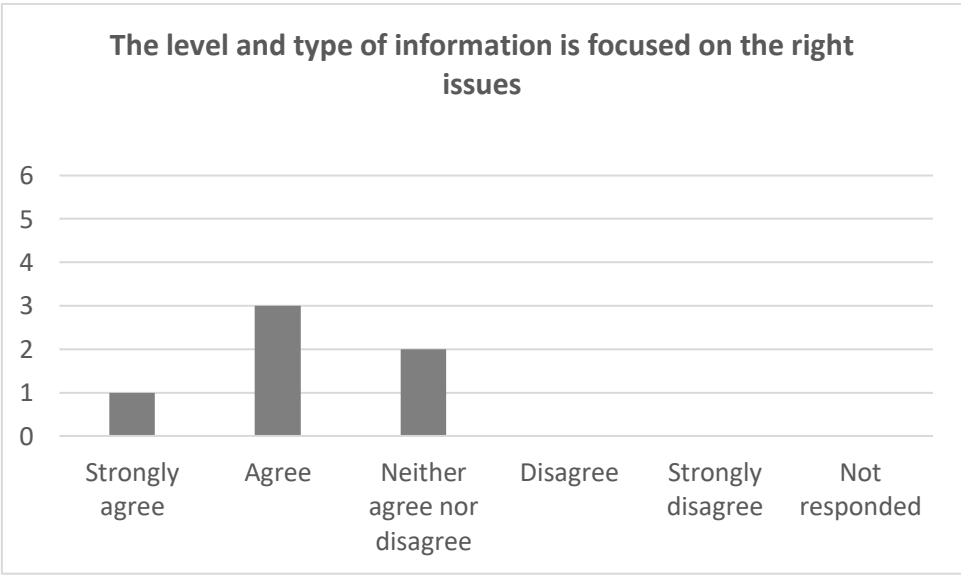
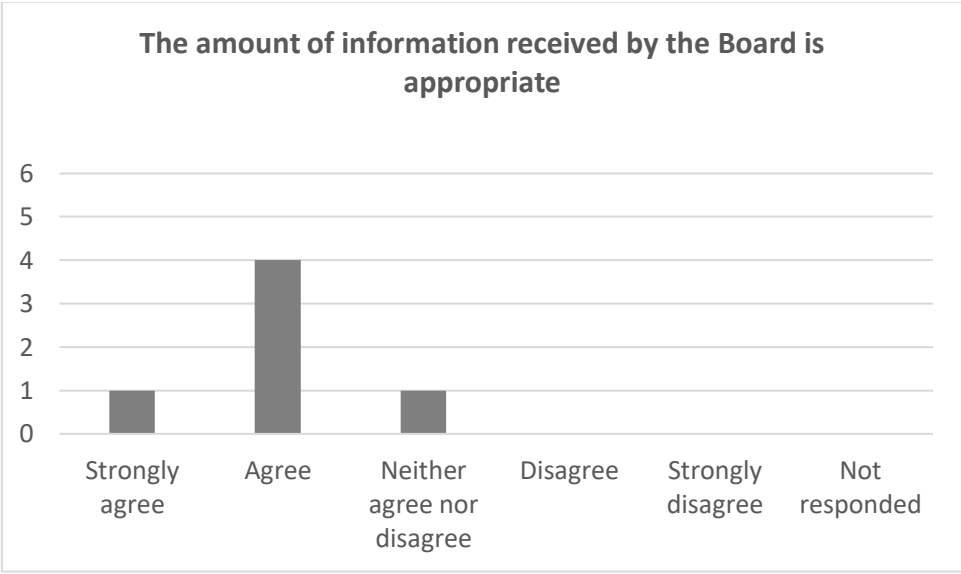
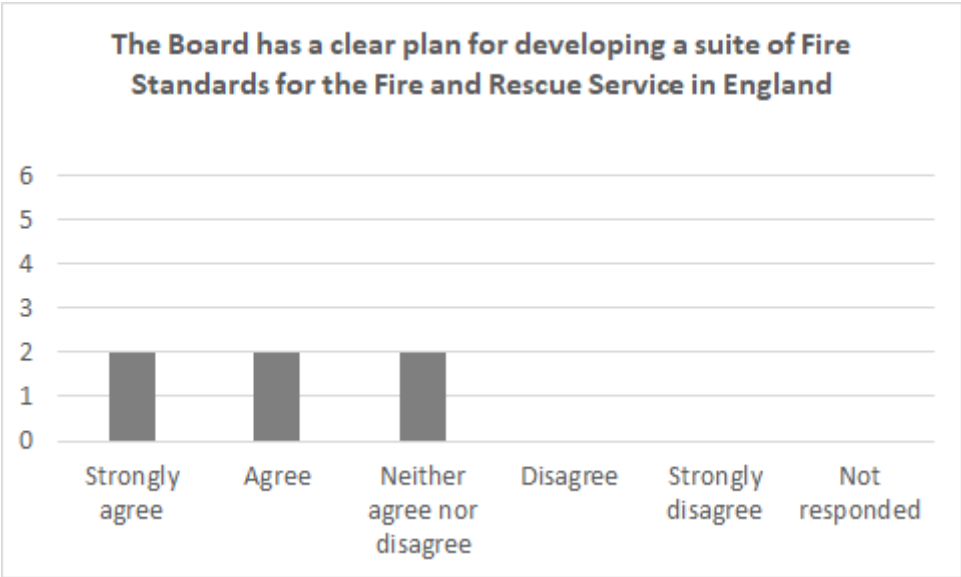
Additional comments:

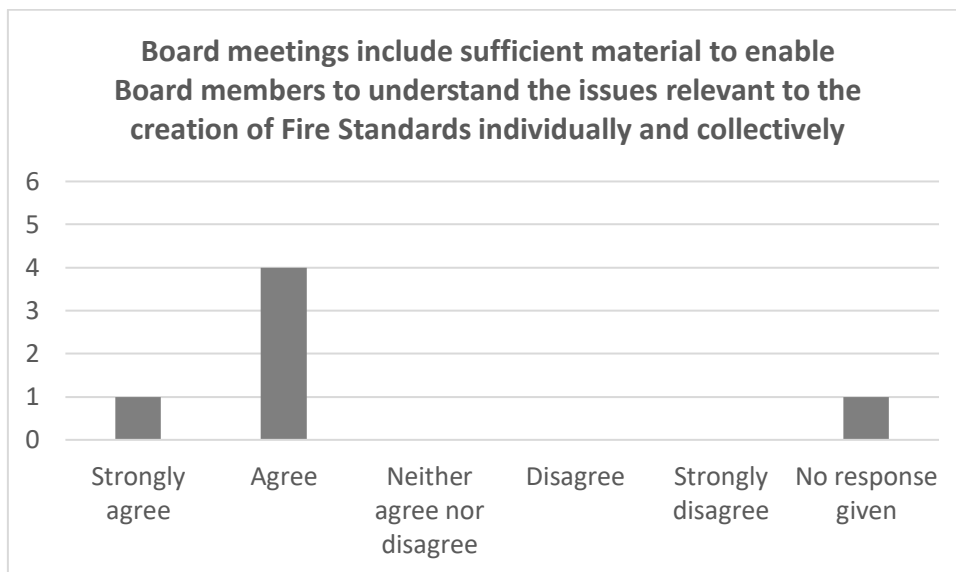
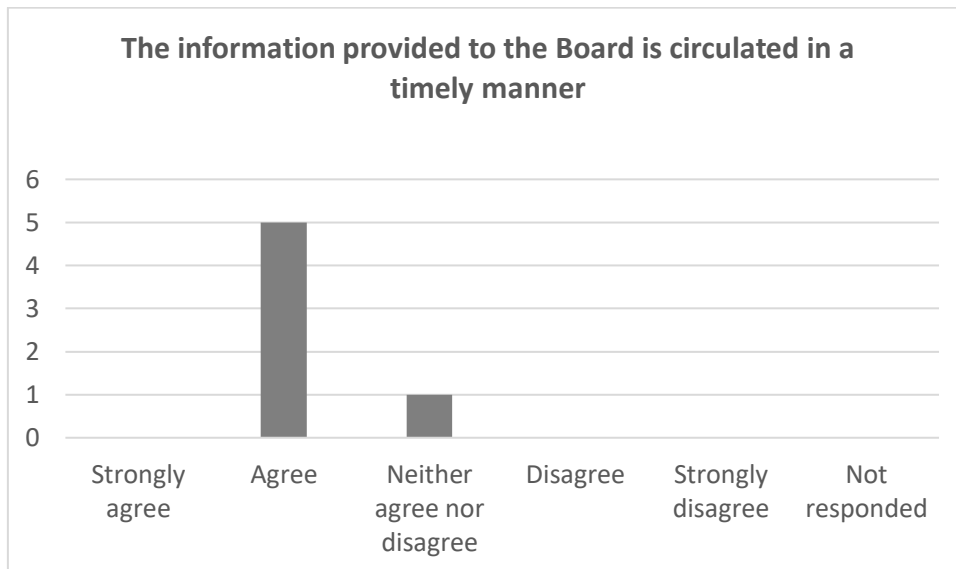
1	Also, very easily accessible on the FSB website
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Board Dynamics







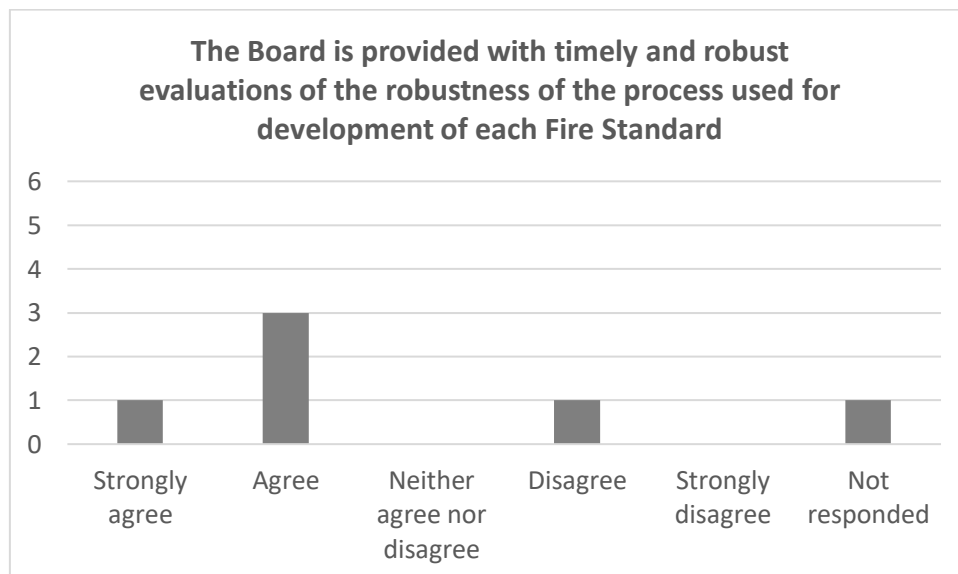
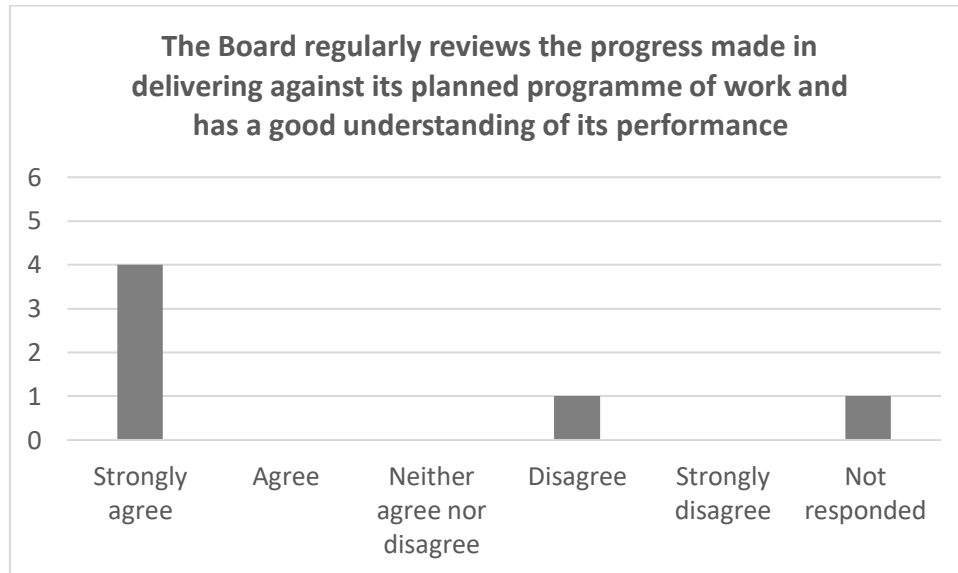


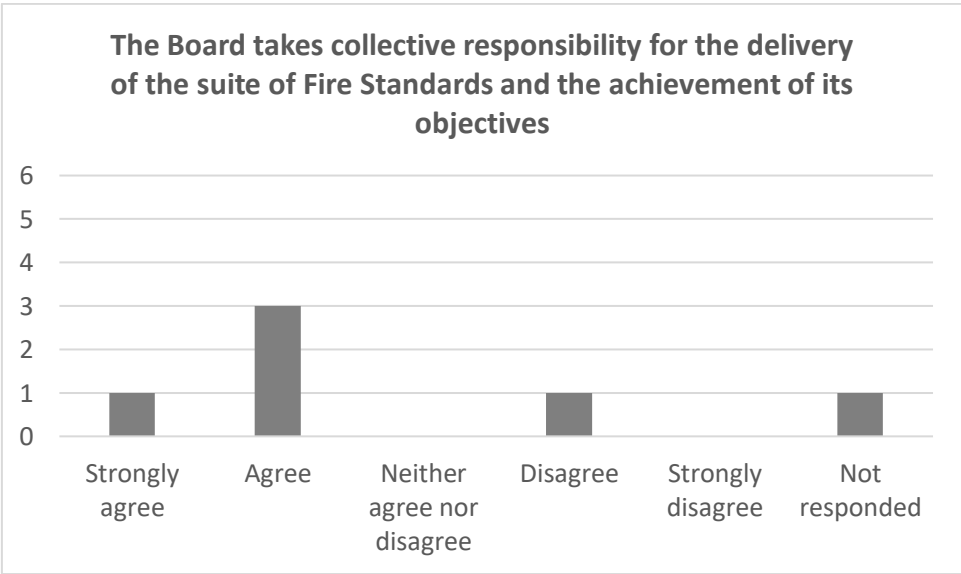
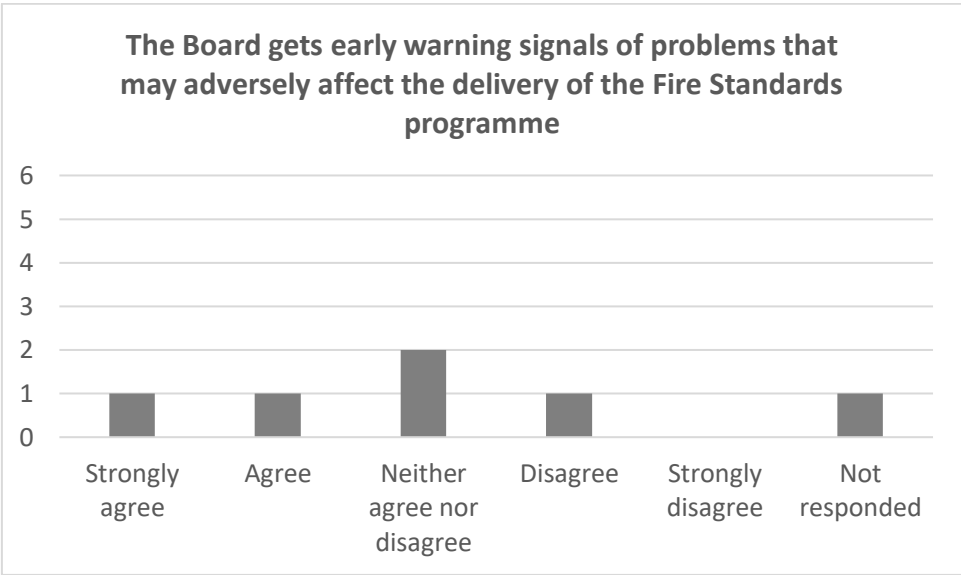
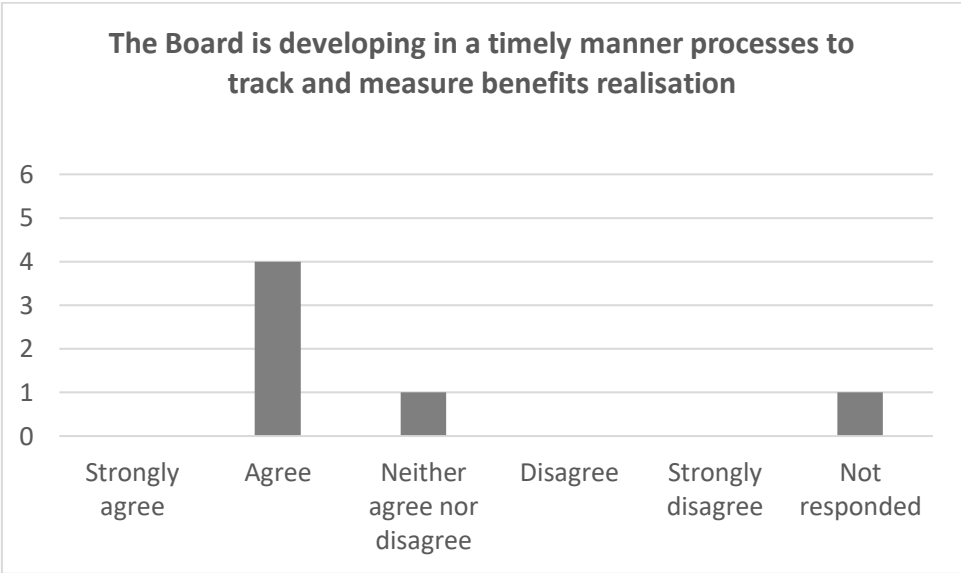
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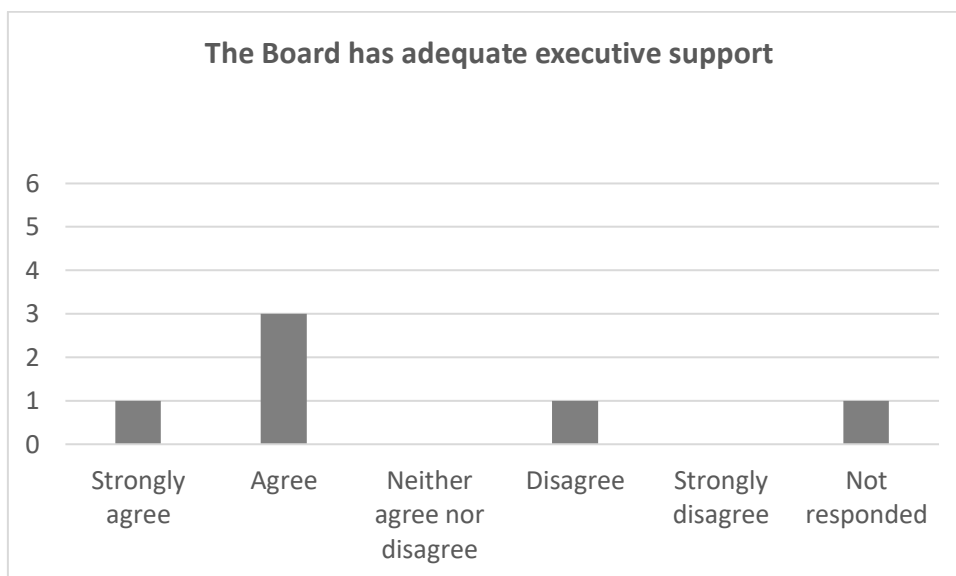
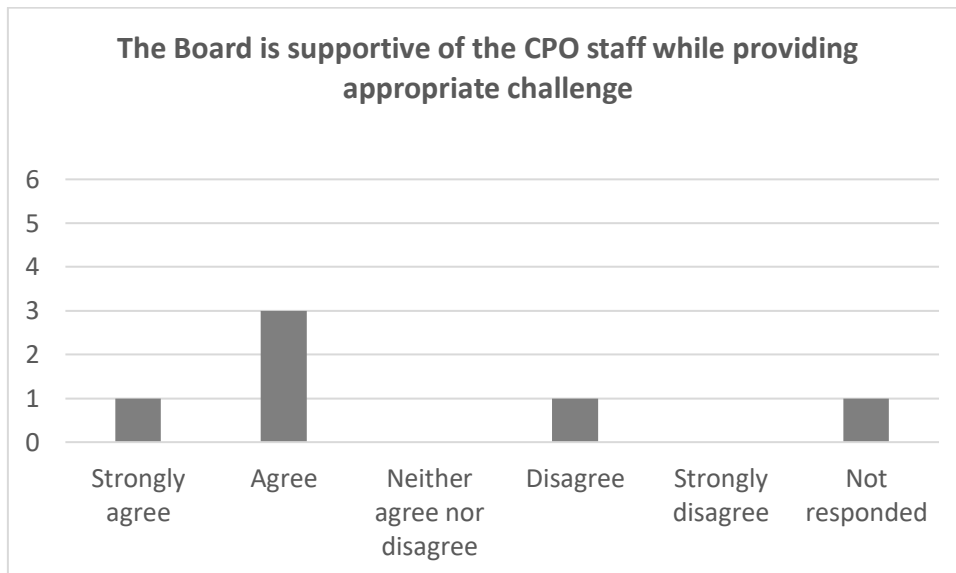
2	<p>Worth considering if the Board wants to invite 1 or 2 FRS representatives who can increasingly bring a direct user perspective to the Boards thinking...currently primarily through the NFCC Chair</p>
3	<p>It would be helpful if the board is able to have more adequate time for consideration of papers to allow for more informed discussion and challenge by the board.</p> <p>We feel that processes can be modified and implemented to allow potential issues to be brought to the board earlier. This would allow for rigorous consideration by the board without delay to delivery. Potential challenges such as resourcing within the FSB team could also be escalated early to ensure action can be taken to manage or mitigate the risk.</p> <p>It would be useful if the board is able to receive the papers earlier to review and with the option for views to be sent or decisions made via email and not just formal meeting setting.</p>

We would recommend that shorter papers be produced for the board as it will be less time consuming to develop and can be circulated further in advance of each meeting. The discussions at the board meeting can be used to bring out additional context if needed.

Performance and Delivery Management





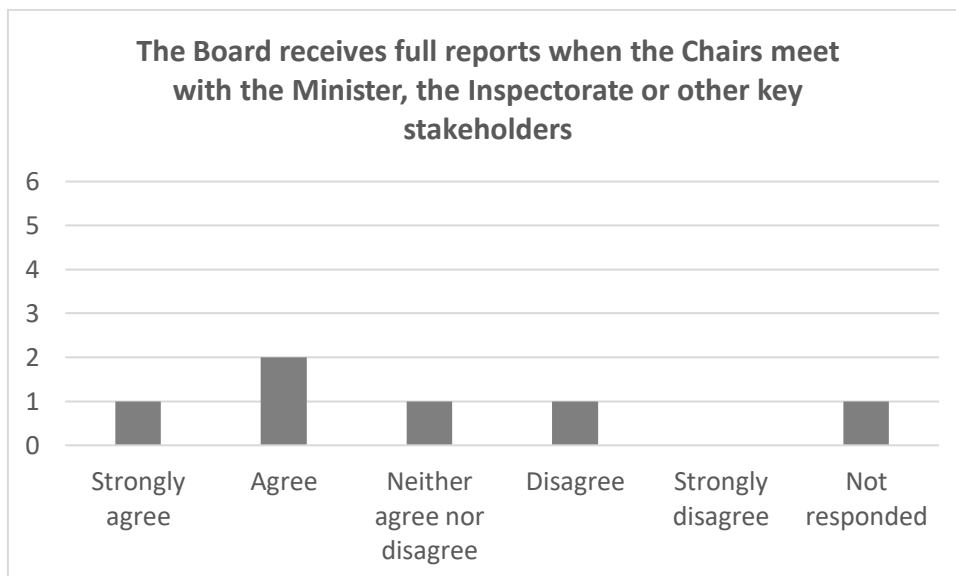
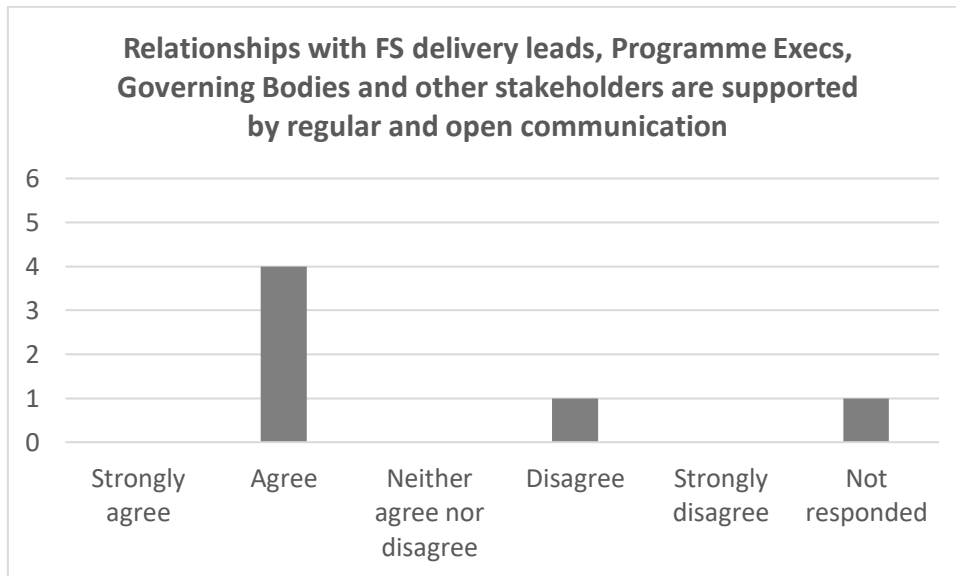


Additional comments:

4	<p>The question that stands out here is the ability to see if the benefits are yet being realised - this will come in part from HMICFRS reports, and further work is underway on FRS engagement in this regard now that standards have been published - this will be an important future issue</p>
5	<p>We feel that it would be beneficial if the board is able to fully address member concerns when planning delivery programmes and alleviate any issues prior to final decision making, so that a united agreement is made for policy direction and outcomes.</p> <p>Now Fire Standards have been launched, we would ask the board find opportunities on to proportionately track the benefits of all published Fire Standards.</p>

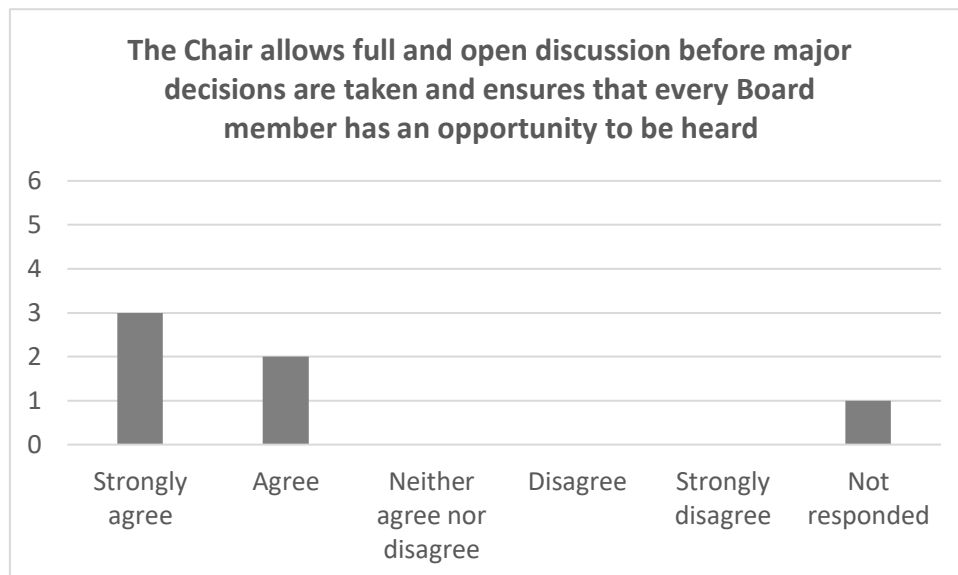
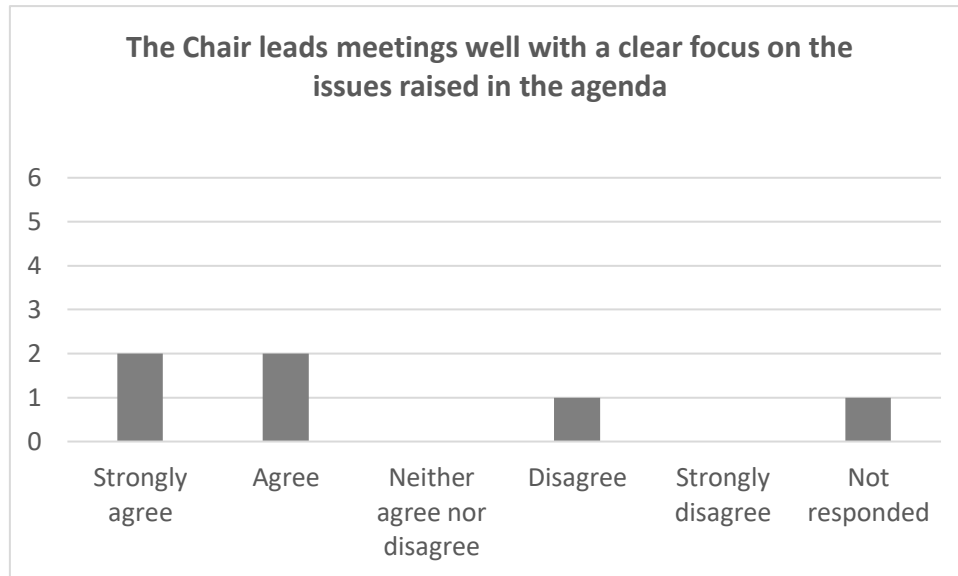
	Having accountable CFOs/programme executives for each fire standard is crucial as it provides the ownership and confidence to the board that the standards have been developed with rigour and robust feedback.
6	More executive support may allow faster progress in some areas - it's currently adequate (though taken time to get to this position)

Stakeholders



No additional comments were made.

Role of the Chair



No additional comments were made.

Does the Board need to stop doing, start doing or continue doing anything to ensure Board effectiveness?

7	It will be helpful for the Board to see some examples that bring the implementation of standards to life in a FRS, and equally those areas that prove to be difficult to achieve - will be picked up through the benefits realisation work. The Board will need to consider the impact of the White Paper and reform, and the impact that has on both the work of the FSB but also the potential impact on those parties within it and their roles in the wider FRS landscape
8	I would value an 'away day' to discuss future challenges and threats, perhaps in the autumn following the white paper.
9	Remember these are professional standards, not governance or political positions or standards
10	<p>We are very pleased that the FSB has launched its first Fire Standards and is continuing to deliver its programme. We look forward to working with the Board on completing phase 1 and commencing phase 2.</p> <p>The board is flexible in its approach, and we have already seen that it can change processes/approach based on feedback which is great. Sometimes the rate of change could be more rapid, however, we are aware that the board is seeking to continuously improve. As part of this flex, shifting to a model of checking progress is important.</p>
11	Take care not to be overly political whilst recognising the wider context.