

<b>TRUST BOARD IN PUBLIC</b>	<b>Date: 29<sup>th</sup> NOVEMBER 2012</b>	
	<b>Agenda Item: 5.2</b>	
<b>REPORT TITLE:</b>	ANNUAL REVIEW OF BOARD AND SUB-COMMITTEE ATTENDANCE	
<b>NON-EXECUTIVE SPONSOR:</b>	Alan McCarthy Chairman	
<b>REPORT AUTHOR:</b>	Gillian Francis-Musanu Director of Corporate Affairs	
<b>REPORT DISCUSSED PREVIOUSLY:</b> (name of sub-committee/group & date)	Executive & Chiefs Meeting 14.11.12	
<b>Purpose of the Report and Action Required:</b>		(√)
As part of the requirement for the Board Governance Framework, this report gives an overview of attendance at all Board and sub-committee meetings for the past 12 months. The Board is asked to note the report and discuss whether the Trust should adopt an annual attendance standard.	<b>Approval</b>	
	<b>Discussion</b>	√
	<b>Information/Assurance</b>	√
<b>Summary: (Key Issues)</b>		
It is widely recognised in best practice guidance on good governance that overall annual attendance for individual at meetings should be in the region of 80% – 100%.		
Analysis of records show a range of 100% as the highest with 33% as the lowest annual attendance. The Committee with the most variable attendance is the Safety and Quality Committee which is due to a number of reasons outlined within the report.		
The Board is asked to consider whether to adopt the expected standard of annual attendance at meetings of a minimum of 80%.		
<b>Relationship to Trust Corporate Objectives &amp; Assurance Framework:</b>		
Objective 4.2 Delivery of Tripartite Formal Agreement (TFA) and Monitor Standards on Governance.		
<b>Corporate Impact Assessment:</b>		
<b>Legal and regulatory implications</b>	Best practice governance standards.	
<b>Financial implications</b>	N/A	
<b>Patient Experience/Engagement</b>	N/A	
<b>Risk &amp; Performance Management</b>	Governance standards for high performing organisations.	
<b>NHS Constitution/Equality &amp; Diversity/Communication</b>	N/A	
<b>Attachments:</b>		
Appendix 1 – 5		

## TRUST BOARD REPORT - 29<sup>TH</sup> NOVEMBER 2012 ANNUAL REVIEW OF BOARD AND SUB-COMMITTEE ATTENDANCE

### 1. Introduction

- 1.1 This report provides the Board with an annual review of attendance at Trust Board and its Sub-Committee meetings during the last 12 months. Good meeting attendance gives the Board assurance that there is consistency and integrity of the work of its committees.
- 1.2 Regular meeting attendance is considered a hallmark of the conscientious director and is an important and essential element of good governance. Members who do not attend a high proportion of meetings can disrupt the flow of governance and the continuity of teamwork on the board and its sub-committees.
- 1.3 One of the most powerful practices for Board members is to evaluate the quality of their Board operations. This can be done in a variety of ways for example, at the end of each meeting or on a quarterly basis. At a minimum Boards are required to undertake an annual review of its performance.
- 1.4 As part of the Board Governance Framework (BGAF), the Board is required to undertake a process of self assessment of its effectiveness in a number of key areas and take action to address those areas deemed to require improvement and development.
- Board composition and commitment
  - Board evaluation, development and learning
  - Board insight and foresight
  - Board engagement and involvement
  - The impact of the Board using case studies
- 1.5 As part of the requirement for evaluation, development and learning, this report gives an overview of attendance at all Board and sub-committee meetings for the past 12 months. The report however gives a general overview of attendance but does not seek to consider the quality of agenda's, level and appropriateness of discussion, decision making, contribution of members or the skills of the chair. This will form part of ongoing work undertaken in relation to the BGAF which is currently underway.

### 2. Analysis of Committee Attendance

- 2.1 Appendices one to six list the meetings held by the Board and its sub-committees from October 2011 to October 2012:
- Trust Board
  - Safety and Quality Committee
  - Investment and Workforce Committee
  - Audit and Assurance Committee
  - Remuneration Committee
  - Charitable Funds Committee

- 2.2 Attendance throughout the year has been recorded by the committee administrator and relates to membership of that committee as determined by the terms of reference. Each member has attracted a mean attendance score for annual attendance.
- 2.3 Overall the scores range from 100% as the highest attendance to 33% as the lowest attendance. Due notice has been taken of members who have left the organisation and those who have been appointed within the last 12 months. It should be noted that in some instances other senior managers were sent to represent a director in their absence.
- 2.4 It is widely recognised in best practice guidance on good governance that overall annual attendance for individuals at meetings should be in the region of 80% – 100%. This is a standard that the Trust may wish to adopt and encourage for individual members of all committees.
- 2.5 The review has identified that the committee with the most variable attendance score is the Quality & Safety Committee. It is recognised however that this is due to a range of reasons including, availability and time commitment of senior clinical staff, frequency of meetings and in some ways functionality of the Management Board for Quality and Risk (MBQR), its main direct reporting committee. The effectiveness of the MBQR is currently under review.

### **3. Recommendation**

- 3.1 The Board is asked to note the analysis of annual attendance at the Board and sub-committees for October 2011 – October 2012.
- 3.2 The Board is asked to agree whether to adopt the expected standard of annual attendance at meetings of a minimum of 80%. If this is agreed as part of the Trust governance arrangements the Rules of Procedure will be updated to reflect this requirement.
- 3.3 The next annual report on committee attendance will be presented to the Board in November 2013.

**Gillian Francis-Musanu**  
**Director of Corporate Affairs**  
**November 2012**

APPENDIX 1

Review of Attendance at Board & Sub-Committees

October 2011 – Oct 2012

Name of Committee: Trust Board    Frequency of meeting: Bi-monthly

Admin Support: Sacha Beeby

√ confirms attendance. If no meeting was held that month the column is shaded.

Name of Member	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	March 2012	April 2012	May 2012	June 2012	July 2012	Aug 2012	Sept 2012	Oct 2012	Attendance %
Chair – Alan McCarthy		√			√	√		√			√	√		100
Michael Wilson		x			√	√		√			√	√		83%
Paul Simpson		√			√	√		√			√	x		83%
Bernie Bluhm		√			√	√		√			√	√		100%
Des Holden		√			√	x		√			√	x		66%
Jo Thomas		√			√	x		√			√	x		66%
Yvonne Parker		√			√	√		x			√	√		83%
Ian Mackenzie		x			√	√		√			x	√		66%
Sally Brittain												√		100%
Helen Astle											√	√		100%
Joe Chadwick-Bell		√			√	√		√						100%
Yvette Robbins		√			√	√		√			√	√		100%
Richard Durban		√			√	√		√			√	√		100%
John Power		√			√	√		√			√	x		83%
Richard Shaw												√		100%
Richard Congdon												√		100%
Alan Hall												√		100%
Norma Christison		√			x	√		√						75%
Edward Cooke		√			√	√		√			√			100%

APPENDIX 2

October 2011 – October 2012

Name of Committee: Safety and Quality Committee      Frequency of meeting: Monthly

Admin Support: Lucy Wallace

√ confirms attendance. If no meeting was held that month the column is shaded.

Name of Member	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	March 2012	April 2012	May 2012	June 2012	July 2012	Aug 2012	Sept 2012	Oct 2012	Attendance %
Chair - Yvette Robbins	√	√	√	√	√		√	√	√	√	√	√	√	100%
Des Holden	√	x	√	√	x		x	√	√	√	√	x	√	66%
Jo Thomas	x	√	√	x	√		√	√	√	√	√	x	x	66%
Sally Brittain												√	√	100%
Richard Durban	√	√	√	√	√		x	√	√	√	x	√	√	83%
Norma Christison	√	x	√	√	√		√	√	√					87%
Richard Shaw												√	√	100%
Bernie Bluhm	√	√	√	√	√		√	√	√	x	√	√	√	90%
Paul Simpson	√	x	x	√	√		x	x	√	√	√	x	√	60%
Barbara Bray	x	x	√	x	√		√	√	√	√	√	√	x	66%
Bruce Stewart	x	√	x	x	√		√	√	√	√	x	x	√	60%
Debbie Pullen	√	x	x	√	√		x	x	√	x	√	√	√	60%
Virach Phongsathorn	√	x	x	x	x		√	√	x	√	√	x	x	42%
Alan Hall													√	100%
Richard Congdon													√	100%

APPENDIX 3

October 2011 – October 2012

Name of Committee: Investment & Workforce Committee      Frequency of meeting: Monthly

Admin Support: Justine Stratfold

√ confirms attendance. If no meeting was held that month column is shaded.

Name	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	March 2012	April 2012	May 2012	June 2012	July 2012	Aug 2012	Sept 2012	Oct 2012	Attendance %
Chair - R Durban	√	√	√		√	√	√	√	√	√	√	√	√	100%
J Power	√	√	√		√	√	√	x	√	√	√	√	√	91%
E Cooke	√	√	√		√	√	√	√	√	x	√			90%
A Hall													√	100%
R Congdon													√	100%
P Simpson	x	√	√		√	√	√	√	√	√	√	√	x	83%
M Wilson	x	√	x		x	√	x	x	√	√	√	√	x	50%
J Chadwick-Bell	√	√	√		√	√	√	√	x					87%
Y Parker	√	√	x		√	√	√	√	√	x	√	x	x	66%
I Mackenzie	√	√	√		√	√	√	√	x	√	x	√	√	83%
G Francis-Musanu													√	100%
H Astle											√	√	√	100%

APPENDIX 4

October 2011 – October 2012

Name of Committee: Audit & Assurance Frequency of meeting: 4 times a year + 2 Accounts Meetings

Admin Support: David Knight/Majid Bhatti

√ confirms attendance. If no meeting was held that month column is shaded.

Name of Member	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	March 2012	April 2012	May 2012	June 2012	July 2012	Aug 2012	Sept 2012	Oct 2012	Attendance %
Chair – Richard Congdon												√		100%
Edward Cooke		√		√		√	√		√					83%
John Power		x		√		√	x		√			√		66%
Norma Christison		√		√		√	√		√					100%
Richard Durban		√		√		√	√		√			√		100%
Richard Shaw												√		100%

APPENDIX 5

October 2011 – October 2012

Name of Committee: Remuneration Committee Frequency of meeting: Ad hoc, Trust Board Days

Name of Admin Support: Yvonne Parker/Sandra Polley

√ confirms attendance. If no meeting was held that month column is shaded.

Name of Member	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	March 2012	April 2012	May 2012	June 2012	July 2012	Aug 2012	Sept 2012	Oct 2012	Attendance %
Chairman - Alan McCarthy					√		√		√					100%
Yvette Robbins					√		√		√					100%
John Power					√		√		x					66%
Edward Cooke					√		√		√					100%
Richard Durban					√		√		√					100%
Norma Christison					x		√		√					66%



APPENDIX 6

October 2011 – October 2012

Name of Committee: Charitable Funds Committee Frequency of meeting: 2 to 3 times per year

Name of Admin Support: Monica Palmer

√ confirms attendance of individual. If no meeting was held that month column is shaded.

Name of Members	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	March 2012	April 2012	May 2012	June 2012	July 2012	Aug 2012	Sept 2012	Oct 2012	Attendance %
Chair - Yvette Robbins		√			√						√			100%
Paul Simpson		√			√						√			100%
Edward Cooke		√			√						√			100%
John Power		x			√						x			33%
Majid Bhatti		√			√						√			100%
Jo Thomas		√			x						x			33%
Fionnula Robinson		√			√						x			66%