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| <b>TRUST BOARD IN PUBLIC</b>   |   | <b>Date: 28<sup>th</sup> April 2016</b>                 |  |
|  |   | <b>Agenda Item: 4.3</b>                                 |  |
| <b>REPORT TITLE:</b>   |   | Annual Board and Sub-Committee Attendance for 2015/16   |  |
| <b>EXECUTIVE SPONSOR:</b>  |   | Gillian Francis-Musanu<br>Director of Corporate Affairs |  |
| <b>REPORT AUTHOR (s):</b>  |   | Gillian Francis-Musanu<br>Director of Corporate Affairs |  |
| <b>REPORT DISCUSSED PREVIOUSLY:</b><br>(name of sub-committee/group & date)  |   | N/A   |  |
| <b>Action Required:</b>  |   |   |  |
| <b>Approval ( )</b>  | <b>Discussion (√)</b>                                   | <b>Assurance (√)</b>                                    |  |
| <b>Purpose of Report:</b>  |   |   |  |
| As part of the requirements for the Board Governance Assurance Framework and a mark of good governance this report gives an overview of attendance at all Board and Board sub-committee meetings for the past 12 months. |   |   |  |
| <b>Summary of key issues</b>   |   |   |  |
| Analysis of records shows a range of 100% as the highest with 33% (due to clinical commitment) as the lowest overall rate of annual attendance.  |   |   |  |
| <b>Recommendation:</b>   |   |   |  |
| The Board is asked to note the analysis of annual attendance at the Board and sub-committees for April 2015 – March 2016.  |   |   |  |
| <b>Relationship to Trust Strategic Objectives &amp; Assurance Framework:</b>   |   |   |  |
| <b>SO5:</b> Well led: Become an employer of choice and deliver financial and clinical sustainability around a clinical leadership model  |   |   |  |
| <b>Corporate Impact Assessment:</b>  |   |   |  |
| <b>Legal and regulatory impact</b>   | Best practice governance standards.                     |   |  |
| <b>Financial impact</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>Attachment:</b>   |   |   |  |
| Appendix 1 – 6 Analysis of Board and sub-committee attendance  |   |   |  |

## TRUST BOARD REPORT – 28th<sup>th</sup> April 2016 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 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.

### 2.0 Analysis of Committee Attendance

- 2.1 Appendices one to six list the meetings of the Board and its sub-committees and the attendance of members from April 2015 to March 2016.
- Trust Board
  - Safety and Quality Committee
  - Audit and Assurance Committee
  - Finance and Workforce Committee
  - Charitable Funds Committee
  - Nominations & Remuneration 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 the majority of instances a deputy would have represented an executive director or clinical chief 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%.

**3. Recommendation**

- 3.1 The Board is asked to note the analysis of annual attendance at the Board and sub-committees for April 2015 – March 2016.

**Gillian Francis-Musanu**  
**Director of Corporate Affairs**  
**April 2016**



APPENDIX 2

Annual Review of Attendance at Board & Sub-Committees

April 2015 – March 2016

**Name of Committee:** Safety and Quality Committee      **Frequency of meetings:** Monthly

**Chair of Committee:** Richard Shaw      **Name of Admin Support:** Katharine Horner

✓ confirms attendance of individual

✓\* confirms attendance of a nominated deputy for the committee member

| Name                                  |                                    | April 2015 | May 2015 | June 2015 | July 2015 | Aug 2015 | Sept 2015       | Oct 2015 | Nov 2015 | Dec 2015 | Jan 2016        | Feb 2016 | March 2016 | Annual % attendance |     |      |
|---------------------------------------|------------------------------------|------------|----------|-----------|-----------|----------|-----------------|----------|----------|----------|-----------------|----------|------------|---------------------|-----|------|
| Richard Shaw                          | Non-Executive Director (SQC Chair) | ✓          | ✓        | ✓         | ✓         | ✓        | No meeting held | ✓        | ✓        | ✓        | No meeting held | ✓        | ✓          | 100%                |     |      |
| Yvette Robbins                        | Deputy Chairman (SQC Deputy Chair) |            | ✓        |           |           |          |                 |          |          |          |                 |          |            |                     |     | n/a  |
| Pauline Lambert                       | Non-Executive Director             | ✓          | ✓        | ✓         | ✓         | ✓        |                 |          |          | ✓        |                 | ✓        |            |                     | ✓   | 80%  |
| Alan Hall                             | Non-Executive Director             |            |          |           |           |          |                 |          |          | ✓        |                 | ✓        |            | ✓                   |     | 60%  |
| Des Holden                            | Medical Director                   | ✓          | ✓        | ✓         |           | ✓        |                 |          | ✓        | BB       |                 |          |            | ✓*                  | ✓   | 70%  |
| Fiona Allsop                          | Chief Nurse                        | ✓          | ✓*       | ✓         | ✓*        | ✓        |                 |          | ✓        | ✓        |                 | ✓        |            | ✓                   | ✓   | 100% |
| Angela Stevenson (to 08/15 P Bostock) | Chief Operating Officer            | ✓          | ✓        |           |           | ✓*       |                 |          | ✓        | ✓        |                 |          |            |                     | ✓   | 60%  |
| Paul Simpson                          | Chief Finance Officer              | ✓          | ✓*       | ✓         | ✓         | ✓        |                 |          |          | ✓        |                 | ✓        |            |                     | ✓   | 80%  |
| <b>Chiefs of Service:</b>             |                                    |            |          |           |           |          |                 |          |          |          |                 |          |            |                     |     |      |
| Ben Mearns (to Nov 15 V Phongsathorn) | Chief of Service Medicine          | ✓*         | ✓*       | ✓*        |           |          | No meeting held |          |          | ✓        |                 | ✓*       | ✓*         | 60%                 |     |      |
| Barbara Bray                          | Chief of Service Surgery           | ✓          | ✓*       | ✓         | ✓         |          |                 |          | ✓        | ✓        | ✓               |          |            | ✓                   | 80% |      |
| Zara Nadim (to Nov 15 D Pullen)       | Chief of Service WaCH              | ✓          | ✓        | ✓         | ✓         | ✓*       |                 |          | ✓        | ✓        |                 |          |            |                     | 70% |      |
| Ed Cetti                              | Chief of Service Cancer            |            |          |           |           |          |                 | ✓        | ✓        |          |                 | ✓        |            | 30%                 |     |      |

APPENDIX 3

Annual Review of Attendance at Board & Sub-Committees

April 2015 – March 2016

**Name of Committee:** Audit & Assurance Committee      **Frequency of meetings:** A minimum of 5 times a year

**Chair of Committee:** Paul Biddle      **Name of Admin Support:** Colin Pink

✓ confirms attendance of individual

✓\* confirms attendance of a nominated deputy for the committee member

| Member   | Jan 15 | Mar 15 | Apr 15 | May 15<br>(meeting<br>rescheduled) | Jul 15<br>(meeting<br>rescheduled) | Sep 15 | Nov 15 | Annual<br>Attendance<br>% |
|--|--------|--------|--------|------------------------------------|------------------------------------|--------|--------|---------------------------|
| Paul Biddle (Chair)                                | ✓      | ✓      | ✓      | ✓                                  | ✓                                  | ✓      | ✓      | 100%                      |
| Richard Durban                                     | ✓      | ✓      | ✓      | A                                  | A                                  | ✓      | ✓      | 71%                       |
| Richard Shaw                                       | ✓      | A      | ✓      | ✓                                  | ✓                                  | ✓      | ✓      | 85%                       |
| Yvette Robbins                                     | ✓      | ✓      | A      |                                    |                                    |        |        |                           |
| * = Acting Committee Chair, A = Apologies received |        |        |        |                                    |                                    |        |        |                           |

APPENDIX 4

**Annual Review of Attendance at Board & Sub-Committees**

**April 2015 – March 2016**

**Name of Committee:** Finance and Workforce

**Frequency of meeting:** Monthly

**Chair of Committee:** Richard Durban

**Name of Admin Support:** Catriona Tait

Add a ✓ or X to confirm attendance of individual. If no meeting was held that month please Shade the whole column.

(If an individual has joined or left a committee from a certain date please indicate under their name)

✓\* confirms attendance of a nominated deputy for the committee member

| Name                           | April 2015 | May 2015 | June 2015 | July 2015 | Aug 2015 | Sept 2015 | Oct 2015 | Nov 2015 | Dec 2015 | Jan 2016 | Feb 2016 | March 2016 | % Attendance |
|--------------------------------|------------|----------|-----------|-----------|----------|-----------|----------|----------|----------|----------|----------|------------|--------------|
| Richard Durban                 | ✓          | ✓        | ✓         | ✓         | ✓        | ✓         | ✓        | ✓        | ✓        | ✓        | ✓        | ✓          | 100%         |
| Paul Biddle                    | ✓          | ✓        | ✓         | ✓         | X        | ✓         | ✓        | ✓        | ✓        | ✓        | ✓        | X          | 83%          |
| Alan Hall (Non Exec Designate) | ✓          | ✓        | ✓         | ✓         | X        | ✓         | ✓        | X        | X        | ✓        | ✓        | ✓          | 75%          |
| Paul Simpson                   | ✓          | ✓        | ✓         | ✓         | ✓        | ✓         | ✓        | ✓        | ✓        | ✓*       | ✓        | ✓          | 100%         |
| Ian Mackenzie                  | ✓          | ✓*       | ✓         | ✓*        | ✓        | ✓         | X        | ✓        | ✓        | ✓        | ✓        | ✓          | 92%          |
| Yvonne Parker (until Dec 2015) | ✓*         | ✓*       | X         | ✓*        | ✓*       | ✓*        | ✓*       | ✓*       | ✓*       |          |          |            | 89%          |
| Mark Preston (from Jan 2016)   |            |          |           |           |          |           |          |          |          | ✓        | ✓        | ✓          | 100%         |
| Gillian Francis-Musanu         | ✓          | ✓        | ✓         | X         | X        | ✓         | ✓        | X        | ✓        | ✓        | ✓        | ✓*         | 75%          |
| Fiona Allsop                   | ✓          | ✓        | ✓         | X         | ✓        | ✓         | X        | ✓        | X        | ✓        | ✓        | ✓          | 75%          |

|  |   |   |   |   |   |   |   |   |   |   |    |   |  |            |
|--|---|---|---|---|---|---|---|---|---|---|----|---|--|------------|
| <b>Paul Bostock (until Sept 2015)</b>    | √ | √ | √ | X | √ |   |   |   |   |   |    |   |  | <b>80%</b> |
| <b>Angela Stevenson (from Sept 2015)</b> |   |   |   |   |   | √ | √ | √ | √ | √ | √* | √ |  | <b>86%</b> |



APPENDIX 5

**Annual Review of Attendance at Board & Sub-Committees**

**April 2015 – March 2016**

Name of Committee: Charitable Funds Committee.....

Frequency of meetings: Minimum 3 times a year

Chair of Committee: Alan Hall.....

Name of Admin Support: Helena Usman

*Add a ✓ or X to confirm attendance of individual (only actual committee members). If no meeting was held that month please Shade the whole column. (If an individual has joined or left a committee from a certain date please indicate under their name)*

| Name                   | April 2015 | May 2015 | June 2015 | July 2015 | Aug 2015 | Sept 2015 | Oct 2015 | Nov 2015 | Dec 2015 | Jan 2016 | Feb 2016 | March 2016 | Annual % attendance |
|------------------------|------------|----------|-----------|-----------|----------|-----------|----------|----------|----------|----------|----------|------------|---------------------|
| Alan Hall (Chair)      |            |          |           |           | X        |           |          | ✓        |          |          |          | X          | 33.3%               |
| Pauline Lambert *      |            |          |           |           | ✓*       |           |          | ✓        |          |          |          | ✓*         | 100%                |
| Paul Biddle            |            |          |           |           | ✓        |           |          | ✓        |          |          |          | ✓          | 100%                |
| Paul Simpson           |            |          |           |           | ✓        |           |          | ✓        |          |          |          | ✓          | 100%                |
| Fiona Allsop           |            |          |           |           | ✓        |           |          | ✓        |          |          |          | ✓          | 100%                |
| Gillian Francis-Musanu |            |          |           |           | ✓        |           |          | ✓        |          |          |          | ✓          | 100%                |
| Laura Warren           |            |          |           |           | ✓        |           |          | ✓        |          |          |          | ✓          | 100%                |
| Djafer Erdogan         |            |          |           |           | ✓        |           |          | ✓        |          |          |          | ✓          | 100%                |
| Ian Mackenzie          |            |          |           |           | X        |           |          | ✓        |          |          |          | ✓          | 66.6%               |
|                        |            |          |           |           |          |           |          |          |          |          |          |            |                     |
| *= Acting Chair        |            |          |           |           |          |           |          |          |          |          |          |            |                     |

APPENDIX 6

**Annual Review of Attendance at Board & Sub-Committees**

**April 2015 – March 2016**

**Name of Committee:** Remuneration Committee **Frequency of meeting:** At least twice of year

**Chair of Committee:** Alan McCarthy **Name of Admin Support** Mark Preston

*Add a √ or X to confirm attendance of individual (only actual committee members). If no meeting was held that month please Shade the whole column. (If an individual has joined or left a committee from a certain date please indicate under their name)*

| Name            | April 2015 | May 2015 | June 2015 | July 2015 | Aug 2015 | Sept 2015 | Oct 2015 | Nov 2015 | Dec 2015 | Jan 2016 | Feb 2016 | March 2016 | Attendance % |
|-----------------|------------|----------|-----------|-----------|----------|-----------|----------|----------|----------|----------|----------|------------|--------------|
| Alan McCarthy   | √          |          |           |           |          |           |          | √        |          |          |          |            | 100%         |
| Alan Hall       | X          |          |           |           |          |           |          | √        |          |          |          |            | 50%          |
| Richard Durban  | √          |          |           |           |          |           |          | √        |          |          |          |            | 100%         |
| Richard Shaw    | √          |          |           |           |          |           |          | X        |          |          |          |            | 50%          |
| Paul Biddle     | √          |          |           |           |          |           |          | √        |          |          |          |            | 100%         |
| Pauline Lambert | √          |          |           |           |          |           |          | √        |          |          |          |            | 100%         |