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1. Introduction

- 1.1 The College of Paramedics (the College) needs an effective Board of Trustees (the Board) to provide high-level leadership in ensuring the College serves the interests of College members and the paramedic profession. Collectively, Trustees are responsible for governance, oversight of business and the setting of the strategic direction of the College. Trustees must be able, and willing, to give time to the oversight of the organisation and the fulfilment of its objectives and mission.
- 1.2 Being a member of the Board of Trustees means each individual Trustee being able to commit to a number of activities and responsibilities. Each Trustee should take an active part in progressing the business of the College via the Board meetings and requests received via emails, through membership of one or more committees or groups, and by undertaking agreed tasks in between Board meetings.

2. Purpose

- 2.1 The aim of this document is to provide clear information on the expectations on Trustees with regard to attendance and engagement, and the process by which this is monitored and responded to.

3. Scope of Policy

- 3.1 This policy applies to all Trustees, their attendance at meetings, including face to face, teleconference and video conference, and their engagement with communications between meetings.

4. Monitoring of engagement

- 4.1 A record will be kept on Trustee attendance at Board meetings of all types, Trustee Official attendance at the Trustee Official Committee (TOC meetings) and of responses, received or not, to email communication that asks specifically for Trustee engagement.

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Imogen Carter	1.1	May 2019	n/a	May 2020

- 4.2 The attendance record will be at the TOC preceding a Board meeting for noting.
- 4.3 The record will be updated after each Board meeting and go to the next TOC for possible action.
- 4.4 All attempts to contact a Trustee under this policy, successful or not, should be recorded on the relevant page of the Trustee Attendance Record

5. Board meeting attendance

- 5.1 Board meetings include both face to face and video/tele-conferences.
- 5.2 Trustees are expected to aim for 100% attendance at Board meetings. Below 60% yearly attendance does not allow for effective progression of the business of the College. Short, video/teleconferences will be weighted at half a meeting.
- 5.3 For each Board meeting present, apologies and no response will be recorded.
 - 5.3.1 One no response will result in telephone contact from a Vice-chair to enquire if any support is needed by the Trustee. A second no response will result in a letter via email and recorded post, offering support and asking the Trustee to consider if their circumstances allow for continued commitment to the role. A third no response may result in removal as a director, with the Trustee being informed via email and recorded post.
 - 5.3.2 Two consecutive apologies will result in telephone contact from a Vice-chair to enquire if any support is needed by the Trustee. A third consecutive apology will result in a letter via email and recorded post, offering support and asking the Trustee Official to consider if their circumstances allow for continued commitment to the role. A fourth consecutive apology *may* result in removal as a director, with the Trustee being informed via email and recorded post. See Section 8.

6. Responses to Trustee emails.

- 6.1 These emails will be sent out by Penny Jones, Head of Administrative Services and may originate from other members of staff or trustees.
- 6.2 Trustees are expected to aim for 100% response rate to these emails. Below 60% response rate does not allow for effective progression of the business of the College.
- 6.3 <60% response at 3 months will result in contact from a Vice-chair to enquire if any support is needed by the Trustee. <60% response at 6 months will result in a letter via email and recorded post, offering support and asking the Trustee to consider if their circumstances allow for continued commitment to the role. <60% response at 9 months *may* result in removal as a director, with the Trustee being informed via email and recorded post. See Section 8.

7. Trustee Official Committee (TOC) meeting attendance

- 7.1 Trustee Officials are expected to aim for 100% attendance at TOC meetings. Below 60% yearly attendance does not allow for effective progression of the business of the College.
- 7.2 For each TOC meeting present, apologies and no response will be recorded.

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7.2.1 One no response will result in telephone contact from a Vice-chair to enquire if any support is needed by the Trustee. A second no response will result in a letter via email and recorded post, offering support and asking the Trustee Official to consider if their circumstances allow for continued commitment to the role. A third no response *may* result in removal as a director, with the Trustee being informed via email and recorded post. See Section 8.

7.2.2 Two consecutive apologies will result in telephone contact from a Vice-chair to enquire if any support is needed by the Trustee. A third consecutive apology will result in a letter via email and recorded post, offering support and asking the Trustee Official to consider if their circumstances allow for continued commitment to the role. A fourth consecutive apology *may* result in removal as a director, with the Trustee being informed via email and recorded post. See Section 8

8. Decisions to remove a Trustee

8.1 The College Articles of Association allow for the removal of a Trustee, with agreement from the Board, if they do not attend Board meetings or engage with communications.

The Articles state:

37. A director shall cease to hold office if he or she:

(6) is absent without the permission of the directors from all their meetings and other communication (eg virtual meetings and email correspondence) held within a period of six consecutive months and the directors resolve that his or her office be vacated.

8.2 The decision to remove a Trustee will have been recommended by the TOC and approved by the Board. Each decision will have considered the individual circumstances of the Trustee involved.

8.3 Notwithstanding Sections 5, 6 and 7 above, a Trustee's whole attendance record should be considered before a decision to remove is made.

8.4 Every attempt should have been made to engage with the Trustee and include them in the process up to and including the decision to remove them from their role.

End of document

Policy approved by the Board of Trustees, via meeting, 13th May 2019

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