

## Board of Governors' Attendance Policy

<b>Responsibility for Policy:</b>	University Secretary
<b>Relevant to:</b>	Board of Governors
<b>Approved by:</b>	Nominations Committee on 26 October 2015
<b>Responsibility for Document Review:</b>	Clerk to the Board, Secretariat.
<b>Date introduced:</b>	Policy updated October 2015.
<b>Date(s) modified:</b>	August 2016, July 2017, November 2019
<b>Next Review Date:</b>	November 2023

### RELEVANT DOCUMENTS

- The Articles and Instrument of Government
- The Higher Education Code of Governance
- Leadership Foundation for Higher Education – Resource for Governors

### RELATED POLICIES & DOCUMENTS

- Membership and Terms of Office Policy
- The Role of Governor

## **1. INTRODUCTION**

- 1.1 This policy document sets out the University's general expectations in relation to the attendance of governors at Board and Committee meetings.
- 1.2 The effectiveness of the Board and the Committees is dependent upon a broad and balanced input from Governors. This breadth and balance can only be assured through the regular attendance of Governors.
- 1.3 It is acknowledged that attendance at meetings is only one measure of a Governor's contribution to the life of the University.
- 1.4 A Governor's attendance at events or activities both within the Institution or externally at which they are acting in their capacity as a Governor of LJMU will be taken into account when reviewing overall attendance.
- 1.5 The policy recognises that the many and varied commitments of Board Governors may make full attendance difficult. However, it is seen as desirable to have in place a defined standard through which prospective new members may see clearly from the outset the extent of the potential time commitment. Further, it acts as a reference for the Chair of the Board to exercise judgement in cases where poor attendance may affect the effectiveness and operation of the governance process.
- 1.6 The importance of full attendance is made clear to Governors prior to an individual accepting the role of Governor, and again, upon appointment through the Appointment Letter and the induction process.

## **2. ATTENDANCE STANDARDS**

- 2.1 Governors are normally expected to attend at least the majority of main board meetings in a given academic year. On current practice this would represent three out of four (75%) of the scheduled meetings.
- 2.2 Governors who sit on Committees would normally be expected to attend, on average, at least 65% of meetings over an academic year.
- 2.3 Failure to attend two consecutive Board or Committee meetings may be considered as below standard attendance (please refer to section 5 of the policy.)
- 2.4 Governors are also expected to attend the workshops and strategic events held throughout the year each academic year.
- 2.5 The Chair and Deputy Chair of the Board, and the Chairs of Committees, in addition to the above requirements, are also expected to attend the meetings of the Chairs' Meeting Group, Remuneration Committee and Nominations Committee on a regular basis.
- 2.6 Governors will normally be expected to ensure that they arrive promptly for meetings and stay for the full anticipated duration of every meeting.

### **3. NOTICE OF MEETINGS**

The Clerk to the Board undertakes to give clear and reasonable notice of scheduled Board and Committee meetings through the annual publication of the University Calendar. Governors are expected to note these dates as soon as they are published.

At a designated Board meeting, normally during the Spring cycle, the Board will receive the draft calendar for the forthcoming academic year. Preferences of Governors will be accounted for fully in this process.

Governors who have long-term commitments which coincide with the dates published in the University Calendar, should notify the Secretariat, who will consider whether it may be advisable to amend the proposed date.

From time to time it will be necessary to reschedule or call special meetings of the Board or Committees. The Clerk to the Board undertakes to provide where possible several alternative dates (for which the Chair of the Board or Committee is available) to enable governors to indicate their availability. The most acceptable date for the majority of governors will be confirmed. The calling of meetings at short notice, which may have proved difficult for individual governors to attend, will be taken into account when attendance patterns are analysed.

### **4. MONITORING**

The University Secretary will present a report on the attendance record of Governors for the previous session at the November meeting of the Board of Governors in any given academic year.

Prior to presentation to the Board of Governors, the attendance records will be shared with the Nominations Committee.

Governors will receive their own individual attendance record prior to presentation to the Board and will be provided with an opportunity to discuss any issues arising with the Chair or Deputy Chair of the Board, or Chair of a Committee.

Attendance information is provided as appropriate to the Chairs of Committees for any related forthcoming performance review meetings with individual Governors.

## **5. BELOW STANDARD ATTENDANCE**

In the event of a Governor being unable to meet the expected attendance standard it will be the responsibility of the Chair/Deputy Chair or the relevant Committee Chair to discuss the matter with the Governor concerned.

The discussion would consider the circumstances preventing regular attendance and determine the appropriate course of action from the following options:

- i) the Governor to give an undertaking to improve their attendance to the defined standard for the new session or, if not possible;
- ii) the withdrawal of the Governor's right of automatic progression for a further term;
- iii) the withdrawal of a Governor's choice to stand for a third term;
- iv) the immediate and mutual termination of the Governor's period of office.

The outcome of the discussion would be reported to the next meeting of the Nominations Committee and noted in the minutes.

In the event of the matter not being resolved at the discussion stage, it would be referred to Nominations Committee for ruling.

Under normal circumstances, poor attendance due to sickness or other absences acceptable to the Chair of the Board would be exempt from this policy.

## **6. POLICY REVIEW**

This policy will be reviewed as part of the Governance Effectiveness Review conducted every four years, or sooner should governance or business matters dictate.