

Board Attendance Matrix 2013 - 14

| | |
|-----|-------------------------------------|
| ✓ | Attended |
| X | Non-attendance - apologies given |
| O | Observed |
| IA | In attendance |
| -- | Non-attendance - not meeting member |
| Mat | Maternity leave |

Board Attendance Matrix 2013 - 14

| | Della Cannings (Trust Chairman) | Patricia Drake (Trust Deputy Chairman & Non-Executive Director) | Dr Elaine Bond (Non-Executive Director) | Erfana Mahmood (Non-Executive Director) | Mary Wareing (Non-Executive Director) | Barrie Senior (Non-Executive Director) | David Whiting (CEO) | Stephen Moir (Deputy CEO & Executive Director of Workforce and Strategy) | Rod Barnes (Executive Director of Finance) | Dr Julian Mark (Executive Medical Director) | Steve Page (Executive Director of Standards and compliance) | Paul Birkett-Wendes (Executive Director of Operations) | Nick Cook (Interim Executive Director of Workforce and Strategy) | Mike Fox-Davies (Interim Executive Director of Operations) | Ian Brandwood (Executive Director of People and Engagement) | John Nutton (Non-Executive Director - Designate) | Russell Hobbs (Executive Director of Operations) |
|------------|-------------------------------------------|------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------|-------------------------------------------------|--------------------------------------------------|-------------------------------|------------------------------------------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------|--------------------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------|
| 21/05/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| 04/06/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| 23/07/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | x | | ✓ | ✓ | | | |
| 03/09/2013 | ✓ | ✓ | x | x | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | | ✓ | ✓ | | | |
| 24/09/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | | IA | ✓ | ✓ | | |
| 26/11/2013 | ✓ | x | ✓ | ✓ | Mat | ✓ | ✓ | | ✓ | ✓ | ✓ | | | ✓ | ✓ | IA | |
| 28/01/2014 | ✓ | ✓ | x | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | | | ✓ | ✓ | IA | ✓ |
| 25/03/2014 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | | | ✓ | ✓ | IA | ✓ |

Trust Board in Public

Board Attendance Matrix 2013 - 14

| | Della Cannings (Trust Chairman) | Patricia Drake (Trust Deputy Chairman & Non-Executive Director) | Dr Elaine Bond (Non-Executive Director) | Erfana Mahmood (Non-Executive Director) | Mary Wareing (Non-Executive Director) | Barrie Senior (Non-Executive Director) | David Whiting (CEO) | Stephen Moir (Deputy CEO & Executive Director of Workforce and Strategy) | Rod Barnes (Executive Director of Finance) | Dr Julian Mark (Executive Medical Director) | Steve Page (Executive Director of Standards and compliance) | Paul Birkett-Wendes (Executive Director of Operations) | Nick Cook (Interim Executive Director of Workforce and Strategy) | Mike Fox-Davies (Interim Executive Director of Operations) | Ian Brandwood (Executive Director of People and Engagement) | John Nutton (Non-Executive Director - Designate) | Russell Hobbs (Executive Director of Operations) |
|------------|-------------------------------------------|------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------|-------------------------------------------------|--------------------------------------------------|-------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------------|------------------------------------------------------------|
| 23/04/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| 21/05/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| 04/06/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| 25/06/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | x | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | IA | | | | |
| 23/07/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | x | | ✓ | | | | |
| 20/08/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | x | ✓ | | ✓ | | | | |
| 24/09/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | | ✓ | ✓ | | | |
| 29/10/2013 | x | ✓ | ✓ | x | Mat | x | ✓ | | ✓ | x | x | | ✓ | ✓ | x | | |
| 12/11/2013 | x | ✓ | ✓ | x | Mat | x | ✓ | | ✓ | ✓ | ✓ | | ✓ | x | IA | | |
| 26/11/2013 | ✓ | x | ✓ | ✓ | Mat | ✓ | ✓ | | ✓ | ✓ | ✓ | | ✓ | ✓ | IA | | |
| 17/12/2013 | ✓ | ✓ | ✓ | ✓ | Mat | ✓ | ✓ | | ✓ | ✓ | ✓ | | ✓ | ✓ | IA | ✓ | |
| 28/01/2014 | ✓ | ✓ | x | ✓ | Mat | ✓ | ✓ | | ✓ | ✓ | ✓ | | | ✓ | IA | ✓ | |
| 25/02/2014 | x | ✓ | ✓ | x | ✓ | ✓ | ✓ | | ✓ | ✓ | x | | | ✓ | IA | ✓ | |
| 25/03/2014 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | | | ✓ | IA | ✓ | |

Trust Board in Private

Board Attendance Matrix 2013 - 14

| | Della Cannings (Trust Chairman) | Patricia Drake (Trust Deputy Chairman & Non-Executive Director) | Dr Elaine Bond (Non-Executive Director) | Erfana Mahmood (Non-Executive Director) | Mary Wareing (Non-Executive Director) | Barrie Senior (Non-Executive Director) | David Whiting (CEO) | Stephen Moir (Deputy CEO & Executive Director of Workforce and Strategy) | Rod Barnes (Executive Director of Finance) | Dr Julian Mark (Executive Medical Director) | Steve Page (Executive Director of Standards and compliance) | Paul Birkett-Wendes (Executive Director of Operations) | Nick Cook (Interim Executive Director of Workforce and Strategy) | Ian Brandwood (Executive Director of People and Engagement) | Mike Fox-Davies (Interim Executive Director of Operations) | John Nutton (Non-Executive Director - Designate) | Russell Hobbs (Executive Director of Operations) |
|------------|-------------------------------------------|------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------|-------------------------------------------------|--------------------------------------------------|-------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------------------------------------------------|----------------------------------------------------------------------|------------------------------------------------------------|------------------------------------------------------------|
| 23/04/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| 25/06/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | x | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | IA | | | | |
| 04/07/2013 | ✓ | ✓ | ✓ | ✓ | x | x | ✓ | | ✓ | ✓ | ✓ | | ✓ | | | | |
| 16/07/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | | ✓ | ✓ | | | |
| 07/08/2013 | ✓ | x | x | x | ✓ | ✓ | x | | ✓ | ✓ | ✓ | | ✓ | ✓ | | | |
| 20/08/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | x | ✓ | | ✓ | ✓ | | | |
| 29/10/2013 | x | ✓ | ✓ | x | Mat | x | ✓ | | ✓ | x | x | | ✓ | ✓ | x | | |
| 03/12/2013 | ✓ | x | ✓ | ✓ | Mat | ✓ | ✓ | | ✓ | ✓ | ✓ | | ✓ | ✓ | IA | IA | |
| 17/12/2013 | ✓ | ✓ | ✓ | ✓ | Mat | ✓ | ✓ | | ✓ | ✓ | ✓ | | ✓ | | IA | ✓ | |
| 25/02/2014 | x | ✓ | ✓ | x | ✓ | ✓ | ✓ | | ✓ | ✓ | x | | ✓ | | IA | ✓ | |
| 11/03/2014 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | | ✓ | | IA | ✓ | |

Board Development Meeting (& Board Reserve days)

Board Attendance Matrix 2013 - 14

| | Attendees (Members) | | | | | | | | | | | | | | | | | | | |
|------------|---------------------|----------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------------------------------|-------------------------------------------------------------------------|---------------|-------------------------------------------------------------|------------------------------------------|--------------------------------------------------------------------|-------------------------------------|-------------------------------------------------|------------------------------------------------------------|--|
| | | Patricia Drake (Trust Deputy Chairman & Non-Executive Director (Chair of Meeting)) | Dr Elaine Bond (Non-Executive Director) | Erfana Mahmood (Non-Executive Director) | Steve Page (Executive Director of Standards and Compliance) | Stephen Moir (Deputy CEO & Executive Director of Workforce and Strategy) | Ian Brandwood (Executive Director of People & Engagement) | Dr Julian Mark (Executive Medical Director) | Paul Birkett-Wendes (Executive Director of Operations) | Nick Cook (Interim Executive Director of Workforce & Strategy) | Russell Hobbs (Executive Director of Operations) | MIKE FOX-DAVIES (Interim Executive Director of Operations) | In Attendance | Barrie Senior (Non-Executive Director) (Observer) | Dave Whiting (Chief Executive) | Rod Barnes (Executive Director of Finance & Performance) | Della Cannings (Chairman) | Mary Wareing (Non-Executive Director) | John Nutton (Non-Executive Director - Designate) | |
| 14/05/2013 | | ✓ | ✓ | X | ✓ | ✓ | | ✓ | ✓ | | | | O | ∴ | ∴ | O | ∴ | ∴ | | |
| 09/07/2013 | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ | | | | O | ∴ | ∴ | ∴ | ∴ | ∴ | | |
| 10/09/2013 | | ✓ | ✓ | ✓ | ✓ | | | ✓ | X | | X | | O | ∴ | ∴ | ∴ | ∴ | ∴ | | |
| 12/11/2013 | | ✓ | ✓ | X | ✓ | | X | ✓ | | | ✓ | | X | O | ∴ | ∴ | ∴ | ∴ | O | |
| 06/02/2014 | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | X | | | O | ∴ | ∴ | ∴ | ∴ | ∴ | O | |

Quality Committee

Board Attendance Matrix 2013 - 14

| | Attendees (Members) | | | | | | | | | | | | | | | | | | |
|------------|------------------------------------------------------------------------|------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------|-------------------------------------------------|---------------|-------------------------------|------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------|------------------------------------------------------------------------------------------|-------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------|-------------------------------------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------------|---------------------------------------------------------------|---|
| | Barrie Senior (Non-Executive Director) (Chair of Meeting) | Patricia Drake (Trust Deputy Chairman & Non-Executive Director) | Dr Elaine Bond (Non-Executive Director) | Erfana Mahmood (Non-Executive Director) | Mary Wareing (Non-Executive Director) | In Attendance | David Whiting (CEO) | Rod Barnes (Executive Director of Finance) | Steve Page (Executive Director of Standards & Compliance) | Della Cannings (Trust Chairman) | Stephen Moir (Deputy CEO & Executive Director of Workforce and Strategy) | Dr Julian Mark (Executive Medical Director) | Paul Birkett-Wendes (Executive Director of Operations) | Nick Cook (Interim Executive Director of Workforce & Strategy) | Mike Fox-Davies (Interim Executive Director of Operations) | Ian Brandwood (Executive Director of People and Engagement) | Russell Hobbs (Executive Director of Operations) | John Nutton (Non-Executive Director - Designate) | |
| 18/04/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | | i | IA | IA | i | i | IA | i | | | | | | |
| 04/06/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | | IA | IA | IA | i | i | i | i | | | | | | |
| 16/07/2013 | ✓ | ✓ | x | ✓ | ✓ | | i | IA | IA | i | i | i | i | | | | | | |
| 17/10/2013 | ✓ | ✓ | x | ✓ | Mat | | i | IA | IA | i | | i | i | | | | | | |
| 10/12/2013 | ✓ | x | ✓ | ✓ | Mat | | i | IA | IA | i | | i | | | | | | | O |
| 06/03/2014 | ✓ | ✓ | ✓ | ✓ | ✓ | | i | IA | IA | i | | i | | | | | | | O |

Audit Committee

Board Attendance Matrix 2013 - 14

| | Dr Elaine Bond (Chair of meeting and Non-Executive Director) | Patricia Drake (Trust Deputy Chairman & Non-Executive Director) | David Whiting (CEO) | Rod Barnes (Executive Director of Finance) | Mary Wareing (Non-Executive Director) | Paul Birkett-Wendes (Executive Director of Operations) | Russell Hobbs (Executive Director of Operations) | Mike Fox-Davies (Interim Executive Director of Operations) | In Attendance | Della Cannings (Trust Chairman) | Barrie Senior (Non-Executive Director) | Erfana Mahmood (Non-Executive Director) | Stephen Moir (Deputy CEO & Executive Director of Workforce and Strategy) | Nick Cook (Interim Executive Director of Operations) | Dr Julian Mark (Executive Medical Director) | Steve Page (Executive Director of Standards and compliance) | Ian Brandwood (Executive Director of People and Engagement) | John Nutton (Non-Executive Director - Designate) |
|------------|------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------|------------------------------------------------------|-------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------------|----------------------------------------------------------------------|---------------|-------------------------------------------|--------------------------------------------------|---------------------------------------------------|------------------------------------------------------------------------------------|----------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------|------------------------------------------------------------|
| 14/05/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | O | O | : | : | : | : | IA | | | |
| 09/07/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | | | X | : | O | : | | : | : | : | | | |
| 10/09/2013 | ✓ | ✓ | ✓ | ✓ | ✓ | | | X | : | O | : | | | : | IA | | | |
| 12/11/2013 | ✓ | ✓ | ✓ | ✓ | Mat | | | ✓ | : | X | : | | | : | IA | : | | |
| 22/01/2014 | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | | : | O | : | | | : | : | : | O | |
| 06/02/2014 | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | | : | O | : | | | : | IA | IA | O | |

Finance & Investment Committee