

Appendix 1: Etiquette for Board and Committee Meetings

All members of the Board of Directors shall comply with the requirements set out below when attending or preparing for Board meetings or meetings of the Committees of the Board.

- 1 The number of decisions required at Board meetings will be limited and the business will be conducted in a timely and focused manner
- 2 Meeting papers will be succinct and avoid too much detail, and written to an appropriate standard clearly detailing the purpose of the report, issues, risks and recommendations/actions to be taken
- 3 Every Director will have access to key information prior, at or after the meeting. This will include items discussed outside of Board/Committee meetings
- 4 The Chair will work to a timed agenda and all questions will go through the Chair
- 5 Clarity on feedback requirements and timescales will be agreed for all items requiring further action at the meeting
- 6 Messages to staff from Board/Committee meetings will be agreed at the end of each meeting
- 7 If any item on the agenda requires a vote to be taken, the most simple and effective process for implementing this will be adopted in line with the Standing Orders
- 8 In exceptional circumstances, the Chair will invoke Standing Orders
- 9 Directors will be expected to:
 - Read all papers prior to attending the meeting to maximise effectiveness
 - Arrive on time at meetings
 - Contribute effectively to key discussions at the meeting
 - Be honest, open and constructive
 - Act in a positive manner, expressing own point of view without being aggressive or overbearing and listen to what others say, respecting their viewpoint
 - Challenge the issues not the individuals and raise issues concerns or conflicts appropriately
 - Highlight or raise their issues or concerns if they experience conflict or disagreement during an agenda item discussion at that meeting and not revisit the issue once agreement has been reached
 - Encourage and enable contribution from their peers
 - Support the Chair of the meeting in maintaining focus on the relevant issues by stopping or refocusing discussions if this is lacking or not addressing the original issue
- 10 Directors will not read/respond to emails or otherwise use their phones and/or iPads during meetings.