

Etiquette of the Board

We will

1. Take decisions and abide by these
2. Be explicit in the delegated authority we have to take decisions, and when we need to seek higher authority
3. Respect one another as possessing individual and corporate skills, knowledge and responsibilities
4. Show determination, tolerance and sensitivity - rigorous and challenging questioning, tempered by respect
5. Show group support and loyalty towards
 - each other
 - the NHS Board, the Court of the University
6. Listen carefully to all ideas and comments and be tolerant to other points of view
 - be sensitive to colleagues' needs for support when challenging or being challenged
7. Be honest, open and constructive
8. Be courteous and respect freedom to speak, disagree or remain silent
9. Regard challenge as a test of the robustness of arguments – ensure no one becomes isolated in expressing their view. Treat all ideas with respect.
10. Read all papers before the meeting and clarify any points of detail with the relevant author before the meeting, arrive on time and participate wholeheartedly
11. Focus discussion on material issues and on the resolution of issues, allow differences to be forgotten
12. Make the most of time
 - support the Chair, colleagues and guests in maximising scope and variety of viewpoints heard. Ensure individual points are relevant and short

We will not

1. Refer to past systems or mistakes as being responsible for today's situation
2. Act as 'stoppers' or 'blockers'
3. Regard any arrangements as unchangeable or unchallengeable
4. Adopt territorial attitudes – any members of the team has the right to challenge/question another
5. Avoid giving offence – be ready to apologise
6. Avoid taking offence – stay open to discussion
7. Regard papers presented as being 'rubberstamped' without discussion and agreement
8. Act in an attacking, crushing or dismissive manner
9. Become obsessed by detail and lose the strategic picture
10. Breach confidentiality – will be candid not secret

At the end of each meeting

We will review performance against the above standards

- **Did we use our resources well?**
- **Who else should have been here?**
- **What helped it go as well as it did?**
- **What could we have done better?**

Based on the Board etiquette developed in the IG Handbook from Common Purpose principles and subsequently developed by Shrewsbury & Telford Hospital NHS Trust and others.

More information at www.good-governance.org.uk