

Board Etiquette

Purpose

The Public Health Wales Board is the governing body of the organisation; acting as a full Board, or through its Committees. The Board is constituted as a 'Unitary' Board meaning executive and Non-Executive Directors are equal around the Board table and in the Board decision making process.

Board members:

- formulate strategy
- ensure accountability
- shape a positive tone and culture
- set strategic risk appetite and discharge governance and oversight of strategic risks
- oversee delivery against in-year plans
- build and sustain strategic partnerships

The ways in which Board members behave towards each other, and conduct Board/Committee business, are core to the way in which staff and stakeholders view Board/Committee effectiveness. This Protocol sets out the behaviours and conduct expected of all Board members and attendees, as the Board/Committees enact their stewardship role and take the lead in promoting the values and standards of conduct for the organisation and its staff.

General Principles

- embody Public Health Wales values
- adhere to the Nolan Principles of Public Life, and relevant Codes of Conduct
- declare any potential conflicts of interest at the beginning of a meeting (or when these arise if it becomes evident part way through)
- be respectful of, and courteous to others, recognising that all contributions have value
- listen actively and challenge constructively
- manage conflict objectively, explore differences fully and look for resolutions. Respect any ultimate divergence of view
- show support and loyalty to other Board members

Board Etiquette

- commit and demonstrate throughout to openness, transparency and candour

Pre Board/Committee meetings

Chair/Chief Executive/Committee Chair/Lead Executive (with support from Board Secretary)

- agree annual work plans for final Board approval, and meeting agendas, decision tracking arrangements and sources of assurance. Evaluate effectiveness regularly
- build in continuous review of meetings, looking back, and then forward, to plan and adjust future meetings accordingly, as a means of regular evaluation

Lead Executive

- ensure that the papers are prepared in a timely way and in accordance with agreed standards/template. Note that Chairs are entitled to reject papers received too late for proper preparation and scrutiny

All Directors

- read all papers prior to the meeting and request any clarification/ additional information in good time, to ensure that debate on the day is as informed as possible
- prioritise Committee meetings in the same way as Board meeting are prioritised ensuring attendance or appropriate deputising arrangements, agree these in advance with the Chair/Committee Chair
- when requesting a change to a timeline or specific action, attend the relevant Committee meeting to provide a rationale and give assurance around delivery

At Board/Committee meetings

All Directors / those attending the Board

- act in accordance with the general principles set out above
- turn mobile phones to silent, focus on the agenda and discussions in hand, and refrain from undertaking other work
- identify the communications to staff, stakeholders and the public that need to follow the meeting, and the means of communicating
- avoid repeating points made by others

Board Etiquette

- adopt a solution-focussed approach to decision making
- be alert throughout to the issues of diversity and inclusion
- flag up in advance with the Chair if you will need to leave the Board meeting at any point

Post-Board/Committee meetings

All Directors / those attending the Board

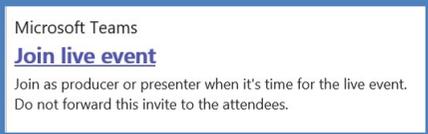
- engage in the agreed evaluation mechanisms, to ensure continuous learning and improvement
- ensure follow through on the actions agreed, either through delivery (Lead Executive) or assurance/scrutiny (Non-Executive Directors)
- review regularly the connections between the Board/Committees and Public Health Wales staff

Managing Board and Committee meetings virtually during the COVID-19 pandemic

In response to COVID -19, the Board has operated on a virtual basis since March 2020; to facilitate effective governance since then, the Board had agreed a focussed agenda at both full Board and Committee level. The addendum set out below provides additional guidance on the conduct of virtual Board and Committee meetings.

Etiquette for Livestreaming Virtual Meetings

Before the Livestream

<p>Download the Teams App</p> 	<p>Do not join the livestream meeting via the web (internet Explorer). This may mean that you join the meeting as a member of the public and are not able to participate in the meeting. You will need to have the Teams app downloaded onto your laptop (not a tablet / iPad).</p> <p>https://www.microsoft.com/en-gb/microsoft-365/microsoft-teams/download-app</p>
<p>Check the diary appointment</p> 	<p>Check your diary to ensure that the diary invite is there and the link works. Once the livestream has started the attendee list cannot be amended, so please check that it appears in your prior to this.</p> <p><u>Do not forward the outlook appointment or the link</u> – this includes forwarding to a personal email address to access the meeting from another computer / account.</p> <p>The link will not work and you will enter the livestream Event as a member of the public. If you require additional attendees to be added to the meeting contact the Board Business Unit who can add them to the appointment.</p>
<p>Make sure you are using the right device</p>	<p>Please ensure that your devices are fully charged, or you are positioned close to a power supply.</p> <p>The Live Event feature within Teams will only work on a laptop - please do not use an iPad or tablet to join the livestream event – this will result in you entering the meeting as a member of the public and not able to participate in the meeting.</p>
<p>Camera framing and surroundings</p>	<p>Backdrop - Make sure the background behind you is appropriate, and there are no whiteboards for example with any confidential information, as well as personal items such as photos that could be viewed by other participants. Use the 'blur' background feature if you do not want your background visible to the public.</p> <p>Framing - In terms of the view of the public, try and ensure that your laptop is resting on a table to ensure that the video feed is consistent and steady.</p>

Etiquette for Livestreaming Virtual Meetings

Before the Livestream

Lighting - Adjust the lighting to ensure that your face is well lit and not in shadow. *Hint- if your back is to a window then pull the blind or curtains and rely on the room lighting.*

Background Noise - Remember to mute your microphone when not speaking, and to turn off/mute any mobile devices, beepers, etc.

Decide on your base for the meeting

If you are planning on dialling into the meeting with a colleague(s) in the same room, please ensure that you use your own separate laptop and headphones. You should not share the same laptop.

Join the meeting early

Please join the Livestream Event 15 minutes before the official start time of the meeting to ensure that your connection is working. Ensure your camera and microphone are working, and that they are correctly positioned.

If when you join the Livestream Event you see '*The live event hasn't started*' - you have entered the meeting as a member of the public and will need to re-join using the link in the appointment or contact the Board Business Unit.

Etiquette for Livestreaming Virtual Meetings



During the Livestream

During the Livestream	
Introductions	The Chair will welcome all participants to the meeting The Chair will ask attendees to introduce themselves when they first speak to ensure the public is aware of the individual’s role within the organisation.
Chat Function	<p>The Chat function should only be used only as a means to let the Chair of the meeting and the Board Business Unit know about a logistical issue or if you wish to raise a question. The Board is committed to openness and transparency. Members of the public cannot access the chat function, so please use it for those issues that the Chair can then voice, and that will then form part of the public record.</p> <p>You should also use the Chat Function if you are having technical difficulties or have to leave the meeting for any reason.</p> <p>The Chat can only be seen by those who are invited to the meeting, not by members of the public.</p>
Contributions to the meeting	When making a contribution please identify yourself when starting to speak and pause slightly at the beginning whilst your video feed is being loaded. This will give the producers chance to load your video feed onto the screen for the livestream.
Presentations.	Please let the Board Business Unit know prior to the day of the meeting if you have a presentation so that we can ensure that it is loaded in advance.
Screen Display	During the meeting, the main screen will be focussed on the person who is speaking at the time but this done manually by the producers and the feed does not follow the attendees as they speak (unlike skype). Please bear with us, we will endeavour to make this transition between video feeds as smooth and as timely as possible.
End of Public Session	Once the public meeting has ended, you will need to leave the meeting and enter the separate appointment for the Private Board session.

Etiquette for Livestreaming Virtual Meetings



Feedback

The July 2020 Board was our first attempt at live streaming using this software and with the Board operating remotely. We tested as much as we could and learnt from others as far as possible – any ongoing feedback during or after the meeting about your experience is very welcome to ensure we keep refining the experience for the benefit of the Board and the wider public.