



## **Governance Handbook**

**2015**

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## **Introduction: How Healthwatch Works**

The Healthwatch network is made of two connected levels:

**Healthwatch England:** works at a national level and helps to set-up local Healthwatch organisations. They gather experiences of local services and use them to influence national policy.

Healthwatch England provides leadership, support and advice to local Healthwatch organisations so they can become strong ambassadors for local people. It gathers and analyses information provided by local Healthwatch and others to identify national issues and trends.

Healthwatch England ensures the voices of people who use health and social care services are heard by the Secretary of State, the Care Quality Commission, NHS England, Monitor and every local authority in England.

**Local Healthwatch:** the network began work in April 2013. There is a local Healthwatch covering every local authority area in England. They are expected to take the experiences that children, young people and adults have of local health and social care services and use them to help shape local services.

HW's are commissioned by each local authority and delivered through a variety of partner agencies and models across England.

### **Local Healthwatch:**

- Signposts people to local health and social care services.
- Influences how services are set up and commissioned by having a seat on the local Health and Wellbeing Board.
- Produces reports to influence the way services are designed and delivered.
- Has the power to enter and view services.
- Passes information and recommendations to Healthwatch England and the Care Quality Commission.

# **Healthwatch Portsmouth Board: Terms of Reference**

## **1. Overview of Local Healthwatch:**

The Health and Social Care Act 2012 set out that local Healthwatch would be established by April 2013 and would take over the statutory functions of Local Involvement Networks (LINks) and sit on the local Health and Wellbeing Boards also set up under the Act.

Local Healthwatch bodies would become the independent, influential and effective voice of the public, employing its own staff and involving volunteers to ensure local experiences are recognised and voices are heard to influence strategic decision making by local health and social care providers.

It will reach out proactively in communities to engage and involve local people, carry out statutory functions, as laid down by Parliament, keep accounts and make its annual reports available to the public.

## **2. Statutory Duties of Healthwatch Portsmouth (HWP):**

- 2.1 Promote and support the involvement of local people in the commissioning, the provision and scrutiny of local care services.
- 2.2 Enable local people to monitor the standard of provision of local care services and suggest how they could be improved.
- 2.3 Obtain the views of local people regarding their needs and experiences of local care services and make these views known.
- 2.4 Make reports and recommendations about how local care services could be improved. These should be directed to commissioners and providers of care services, and those responsible for managing or scrutinising local care services. The outcomes should be shared with Healthwatch England.
- 2.5 Provide advice and information about access to local care services and promote available choices.
- 2.6 Formulate views on the standard of provision, suggest improvements and share views with Healthwatch England.
- 2.7 Make recommendations to Healthwatch England and advise the Care Quality Commission to conduct special reviews or investigations (or, where the circumstances justify doing so, making such recommendations directly to the CQC); and to make recommendations to Healthwatch England to publish reports about particular issues.
- 2.8 Provide Healthwatch England with the intelligence and insight it needs to support it and allow it to perform effectively.

Note: In addition to the above HWP also conducts a Health Advocacy service.

## **3. Vision:**

HWP vision is for high-quality, responsive, health and social care services that are designed with strong user evidence and public feedback.

#### **4. Strapline:**

Healthwatch Portsmouth: Your Voice in Improving Health and Social Care.

#### **5. HWP Board Purpose:**

The HWP Board is tasked with setting the strategic direction; identifying the operational priorities; and broadly directing the activities of HWP to ensure it has a strong independent voice.

#### **6. Role:**

On behalf of HWP, the Board Members role is to reflect and consider the views of the wider HWP membership and the residents of Portsmouth by:

- 6.1 Agreeing a vision, values and operating service ethos.
- 6.2 Setting strategic direction and operational priorities.
- 6.3 Ensuring the voice of the public influences the shape of HWP services.
- 6.4 Taking oversight of its performance against the priorities and goals.
- 6.5 Developing good working relations with the executive staff team, recognising the demarcation line between operational activity and strategic development.
- 6.6 Seeking out and consult the membership where appropriate.

#### **7. Non-Executive Board Membership**

7.1. HWP will form a membership of local voluntary & community sector (VCS) organisations and the public, from which the HWP Board will be elected on a 3 years from appointment cycle. The Board will comprise of up to 10 members whose election/selection will be overseen by an Independent Committee as proposed and agreed by the Board:

Up to 10 x Public Members	Elected by the individual membership of Healthwatch Portsmouth. Must be 16 years old or over. 6 x City Members, living within the City boundaries of PO1-PO6. 4 x Non-City Members.
3X Co-opted Members	These individuals are appointed by Board agreement on account of their specific skills and experience. They have the same rights and privileges of full Board Members.

7.2 Should vacancies arise within a 3 year period of appointment new Board members will be selected via openly publicised recruitment

7.3 Those excluded from Board membership under item 9 are welcome to become public members of HWP.

Note: In addition 3 Board Advisers will provide support to the Board as required by the contract. They do not have any voting/decision making rights. They must be 18 years of age or over and do not have to be living in the Portsmouth Area.

The current Board Advisers come from Learning Links (Southern) Ltd., University of Portsmouth and Portsmouth City Council.

## **8. Exclusions**

In order to ensure the independent integrity of the Healthwatch Portsmouth Board, the following are ineligible from applying to be Board members:

- 8.1 People who work in commissioning of, or make strategic policy affecting, health and social care services in the city.
- 8.2 All Board members and staff of the Portsmouth City Clinical Commissioning Group, any NHS provider organisation, any elected statutory officer.
- 8.3 Major Regulated Health and Social Care providers, and their employees, whose main function is to provide commissioned services to local Portsmouth Citizens areas which would include electoral wards for Portsmouth. This could include:
  - Portsmouth City Council or staff undertaking statutory duties for the council
  - Companies regulated by the Care Quality Commission and delivering services for which residents in Portsmouth are eligible to receive
  - PCC, private and voluntary, community and social enterprise sector organisations. However, attendees may also need to consider declarations of interest dependant on agenda items. Staff or consultants in the pay of an organisation with a statutory duty to regulate health and social care services.
- 8.4 Candidates nominated to stand for elections as well as their election agents as defined under Part 2 of the Representation of the People's Act 1983.
- 8.5 Individuals who are disqualified from acting as Directors and Individuals who have been ordered by a Court of Law not to work with children or vulnerable adults as a result of a criminal conviction.

Members of voluntary, community and social enterprise sector organisations would need to declare any conflicts of interests, particularly if they are contracted to deliver services by organisations mentioned in the above. In the interests of transparency, all attendees should consider declarations of interest dependant on agenda items and ensure these are included within the minutes.

## **9. Governing Style:**

The Board's Governing style will focus strongly on:

- 9.1 Being proactively diligent and reactive when necessary.
- 9.2 Cultivating group ownership by respecting individual views, but ensuring collective decision making.
- 9.3 Agreeing policy and delegation of actions.
- 9.4 Ensuring progress is being made, but not getting involved in administrative or operational detail.
- 9.5 Ensuring a clear distinction between the roles of the Board and the Operational Staff.

## **10. Accountability:**

To demonstrate openness and accountability, the Non-Executive HWP Board will:

- 10.1 Operate under a Code of Conduct in compliance with the 7 Nolan Principles of public office<sup>1</sup> – Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership.
- 10.2 Hold meetings in public with a published agenda and timetable at least six times a year.
- 10.3 Hold an Annual General Meeting.
- 10.4 Publish a Healthwatch Portsmouth Annual Report that is widely disseminated to:
  - a. Healthwatch Portsmouth Members
  - b. Healthwatch England
  - c. The Local Authority
  - d. NHS England
  - e. Each Clinical Commissioning Group, whose area or any part thereof, falls within the area of the Local Authority.
  - f. Relevant overview and scrutiny committees of the Local Authority.
  - g. The Care Quality Commission.
- 10.2. Future election and/or selection to the Board will be clarified by the Board at the 2015 Annual General Meeting.

## **11. Meetings:**

The Board will:

- 11.1 Meet in public no less than 6 times per year.
- 11.2 Ensure that there is a quorate of 4 members, and 1 non-elected member (in the absence of the HWP Manager) at each meeting.
- 11.3 Through its Code of Conduct, implement any procedures deemed appropriate against members who miss 3 or more meetings, without notification and with the exception of excused absence in any one financial year.
- 11.4 The Chair can use a casting vote when necessary.

## **12. Executive Support:**

The Executive and Operational Support to the Board is provided via the Healthwatch Portsmouth Manager.

## **13. Review**

This document will be reviewed annually as part of the AGM Process.

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<sup>1</sup> <https://www.gov.uk/government/publications/the-7-principles-of-public-life> and see Appendix B

## **14. Non-Executive Board Role Descriptions**

### **Healthwatch Portsmouth Board Members**

#### **14.1 Role Outline:**

To contribute to the development and delivery of the strategic plan for Healthwatch Portsmouth in line with the requirements of the Department of Health and Healthwatch England<sup>2</sup>, through clear governance, effective strategic planning, and good management.

#### **14.2 Key Responsibilities and Tasks to Promote Good Governance:**

Oversee governance of HWP, working with the Chair and other members of the Board to:

- Adhere to the principles of HWP Board role responsibility.
- Comply with the agreed codes of Governance, PCC & HWP financial regulations, national guidance and delegated authorities.
- Understand roles and responsibilities with appropriate arrangements for appraisal, training and development.
- Commit to HWP approach to valuing diversity and equal opportunities through its service delivery and employment.
- Attend and contribute to regular Board meetings to ensure key issues are discussed by the Board in a timely manner and addressed with an agreed approach.
- The Board's business is conducted efficiently and effectively through a framework of delegation and systems of internal control that also enables the work of HWP to be carried on effectively between meetings of the Board.
- Implementation of frameworks for effective budget and risk management.
- Contribution to the effectiveness of HWP through the use of expertise, skills and experiences, either as a Board member in an appointed capacity, or to committees/work groups.
- Attend Board meetings, participating in other committees/groups where required.
- Conduct meetings in a way that all members are given the opportunity to express their views and that appropriate standards of behaviour are maintained in line with the agreed code of conduct.
- Declare any relevant personal, professional or commercial interests in any matters being discussed by the Board.

#### **14.3 Monitoring Performance:**

- Work together to strive for continuous improvement and to drive excellence for HWP and local health and social care services.

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<sup>2</sup>

[http://www.healthwatch.co.uk/sites/default/files/20130822\\_a\\_guide\\_to\\_the\\_legislation\\_affecting\\_local\\_healthwatch\\_final.pdf](http://www.healthwatch.co.uk/sites/default/files/20130822_a_guide_to_the_legislation_affecting_local_healthwatch_final.pdf)

- Contribute to reviewing standards for patient, service user, carer and wider community satisfaction with reference to the standards of comparable organisations.
- Identify, approve and oversee a range of projects through to evaluation of impact and publishing of reports.
- Oversee the publishing of an Annual Report and Accounts each year, highlighting priorities, progress & key issues.

#### **14.4 Engagement:**

- Oversee the development of a comprehensive Community Engagement Strategy to ensure HWP is reaching diverse communities of Portsmouth, including those who are seldom heard.
- Be involved as the outward face of HWP at public engagement events and conferences, demonstrating leadership and taking an active role in public and membership engagement.

#### **14.5 Maintaining Good Relationships with Staff:**

- Build and maintain effective working relationships with the Healthwatch Manager, the staff team and senior staff within other organisations to work in partnership.
- Provide appropriate strategic management, advice, support and challenge to the HWP Staff.
- Work with staff in an overarching guiding capacity, not in a day-to-day line management role.

#### **14.6 Representing Healthwatch Portsmouth:**

- Build and maintain good relationships with key stakeholders, including members of the public, patients, service users, carers, Healthwatch England, the Department of Health, Care Quality Commission, Monitor (Regulator of NHS Foundation Trusts), NHS funded providers, Portsmouth Clinical Commissioning Group, Portsmouth Health & Wellbeing Board, Portsmouth HOSP, and Portsmouth City Council.
- Act as an ambassador and representative for the organisation, upholding the reputation of HWP and its values.
- Network and promote the achievements, purposes and benefits of HWP.
- Ensure that HWP is represented on the Portsmouth Health and Wellbeing Board and plays a proactive role in decisions relating to the Health and Wellbeing Strategy, planning, commissioning and delivery of health and social care.
- Ensure representation from HWP is evidence based and supported by data and analysis, not purely personal opinion.

#### **14.7 Requirements of Board Members:**

- Board Meetings: Board members are expected to attend all scheduled meetings of the Board.

- Working Together: Board members will be required to support the objectives and policies agreed by the Board, and to contribute to and share responsibility for the decisions of the Board. They will be expected to work constructively with all other Board members, staff and volunteers of HWP.
- Code of Conduct: Board members will be expected to abide fully with HWP's code of conduct, to maintain high standards of probity and follow the Nolan principles of standards in public life. They must also present a positive image of the Board and HWP at external events.
- Training: Board members are encouraged to identify personal training and development needs, and seek opportunities for development, attending training events as required. Specific training will be offered which is relevant to the role of the HWP Board members.
- Committee Meetings and Working Groups: There will be various committee meetings of the Board, and periodic work groups, that Board members may be required to participate in.
- Preparation Time: Board members are required to allocate time for reading reports and preparing for Board Meetings (e.g. could include meeting with HWP Manager, committee meetings and working groups).
- Other Attendance: Board members may be requested to attend events and associated meetings linked to supporting, developing or promoting HWP.

#### **14.8 Reimbursement of Expenses**

Positions on the Board are voluntary but reasonable expenses can be reimbursed. The expenses claim form is included on the HWP Governance CD or can be obtained from the HWP Manager.

- Mileage is paid at the standard rate of 45p per mile.
- Public transport on production of ticket.
- Taxis will only be reimbursed in exceptional circumstances and where other forms of transport are not available Use of taxi's must be authorised by HWP Manager in advance.
- All claims are assessed individually by the HWP Manager as operational budget holder, whose decision is final.

## **15. HWP Specialist Leader Roles and Responsibilities:**

### **15.1 Healthwatch Portsmouth Chairperson and Vice Chairperson**

The Chairperson and Vice Chairperson will bring a range of board level skills and experience including strategy, facilitation, business acumen, performance management, relationship building and change management. Beyond these skills the Chairperson will bring an interest in the community and in the improvement of health and social care services.

Note: Proven experience in one or more of the above areas may have been gained in a professional, personal or voluntary capacity.

The Chair alongside Board Members will play an important role in setting and maintaining the strategic direction of Healthwatch. In addition to preparing for, attending and participating in formal Board meetings, the Chairperson will:

- Formulate Strategy.
- Ensure accountability for delivery of the strategy and seek assurance that systems of control are robust and reliable.
- Shape a positive culture for the Board and organisation.
- Provide accountability to local people and Healthwatch membership.

Prepare, attend and lead formal Board meetings, the Chairperson will: provide regular challenge, support and advice to the Manager through monthly meetings to ensure robust communications amongst board members and be involved in board evaluations.

The Chairperson (with the support of the Vice Chairperson and other Board members) will have a significant probity role to play. They will ensure that the organisation adheres to its objectives as set out in any formal or contract arrangements and operates in a moral and ethical way in the service of the local community. The following skills and experience are required of the Chairperson:

- Board level experience in a community based organisation.
- An ability to see the 'big picture' and to set strategic vision and direction.
- A commitment to championing the public's interests in the commissioning, planning and delivery of public services.
- Strong communication skills, able to influence horizontally and vertically.
- A track record of achievement in challenging environments.
- Experience of building and developing successful partnerships, alliances and working relationships with a range of organisations, stakeholders and communities.
- Experienced in the effective and timely facilitation of meetings and discussions.
- A strong commitment to equality and diversity and an open minded attitude.
- In addition, an understanding of health and social care service delivery would be an advantage.

## **15.2 Quality:**

To identify appropriate quality measures in Governance that are: relevant, cost effective and sustainable both in the eyes of fellow Board members and the public. They will:

Have knowledge of the value of consumer and/or market research used to improve service quality and the ability to support effective quality and performance improvement.

Continually consider the prioritised listing of HWB actions and through data analysis and audit to identify if outcomes match the requirements and agree with Board members where and how change is actioned.

Lead and HWP will test activities against PDCA<sup>3</sup> and SMART<sup>4</sup> methodologies before, during and after implementation where appropriate.

Maintain continuing contact with fellow Board members and to report on Quality matters.

Manage risk through ensuring there are agreed prioritised listing of actions, timescales and outcomes.

Seek from the Chairperson, agreed short and medium term operating plans.

Constructively challenge HWP contract performance, and lead on creatively contributing to performance improvement.

## **15.3 Finance:**

Ensure there is effective stewardship of public funds to achieve Healthwatch Portsmouth aims and objectives in a transparent, accountable way which can demonstrate value for money. They will:

Oversee the financial and performance requirements of Healthwatch Portsmouth in accordance with an agreed financial strategy which sets out the legal, audit and regulatory requirements on Healthwatch Portsmouth.

Provide stewardship of public and other funds.

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<sup>3</sup> PDCA. (W. Edwards Deming) The four phases involve: Plan: Identifying and analysing the problem. Do: Developing and testing a potential solution. Check: Measuring how effective the test solution was, and analysing whether it could be improved in any way. Act: Implementing the improved solution fully.

<sup>4</sup> SMART. (George T. Doran) Specific: target a specific area or topic for improvement. Measurable: quantify or at least suggest an indicator of progress. Assignable: specify who will do it. Realistic: state what results can realistically be achieved, given available resources. Time-related: specify when the result(s) can be achieved.

Account to the Board over the financial resources available to Healthwatch Portsmouth or spent during the financial year.

Support the Chairperson and Manager with the contract review and compliance with commissioners.

Review financial procedures in line with this role and ensuring tax, insurance and outstanding debts are managed effectively in liaison with external advisors.

Ensure reasonable steps are taken to prevent and detect fraud and other financial irregularities including expenditure which would place the organisation at a reputational risk.

Report to the Chair of the Board over how Healthwatch Portsmouth acts in the best interests of Portsmouth residents in fully accounting for the use of its funds.

#### **15.4 Equality and Diversity:**

HWP values and celebrates inclusion and diversity in all that it does and the specialist lead will have knowledge of the value of inclusivity in the delivery of HWP activities to reduce the impact of health and care inequalities. They will:

Monitor and review all plans policies and procedures to ensure they reflect the values of inclusion and diversity and help identify areas for improvement.

Oversee the Inclusion and Diversity Strategy of the Board and its delivery.

Proactively ensure HWP responds to changes in legislation in Equality & Diversity and meets Equality and Human Rights Commission (EHRC) codes of practice.

Ensure outreach activity caters for diversity in all its forms including age, gender, faith, race, sexual orientation, physical or mental illness or disability.

Ensure systems are in place to give special regard to views expressed by minority groups and those with protected characteristics.

Ensure and periodically review effectiveness of HWP outreach activity, whether online, face to face or through use of broadcast or other media.

Oversee effectiveness of promotion through networking activity and initiation of partnerships with relevant Health & Social care groups across all sectors.

In conjunction with the Finance & Quality leads scrutinise performance of systems and processes to ensure integration of equality and diversity principles into all aspects strategic development and programme delivery.

## **15.5 Data Analysis:**

The specialist lead will have knowledge and experience of research methodologies and practices of project monitoring, evaluation and data collection and have the ability to understand, interpret and communicate data. They will:

Ensure project results will be used to inform Portsmouth CCG, Health and Well Being Board, CQC and Healthwatch England in order to enhance quality of services.

Support HWP Manager to analyse the data in order to determine social change; on themes or issues of highest priority for patients and service users.

Inform how activities should be taken forward with Board members using a range of tools and methods to collect data e.g. patient questionnaire, focus group activity, patient and user interviews, specific task groups or other forms of processes as agreed by the group.

Ensure that HWP engage a set of principles that will foster community ownership and empowerment.

Engage in an open and transparent process where a collective vision of research goals and objectives is shared, and where the roles and expectations are clearly understood.

Engage in data analysis interpretation processes that honour the lived experiences and knowledge of the residents of Portsmouth.

Advise on the simplest and most easily understood ways to display and report on the nature of what the data shows.

Note: It is important to point out that although surveys are useful means to gather information, the Board must be sensitive of '*survey fatigue*' with many statutory and voluntary organisations striving for public consultation.

## **15.6 Communications:**

The Communications lead will have knowledge and experience of how the power of good communications works and have the ability to support HWP to communicate messages to wide and diverse audiences, using a range of appropriate methods. They will:

Ensure that a set of key messages are promoted among target audiences at both central and local levels.

Assess the means necessary for implementation (media and communication tools), indirect and direct target groups (especially intermediate target groups such as journalists and decision makers) and ultimate target groups (such as vulnerable groups).

Assist with information dissemination and generate two-way feedback.

Support the HWP Manager in identifying success stories and other themes that can be used for communication.

Proofread and edit texts and materials to make them understandable and interesting to the targeted audiences.

Support and coordinate the identification and distribution of messages.

Coordinate with the Chair and Manager for communication with the media.

## **15.7 Business Planning and Development**

The lead person requires good knowledge and experience of developing and or leading a community based organisation, along with a track record of achievement in challenging, competitive social and/or market driven business environments. They will:

Coordinate with the HWP Chair and Manager to plan and develop key policies and governance procedures aimed at developing and implementing growth opportunities for HWP.

Ensure the creation of long-term value advising on specific modes of growth.

Monitor the implementation of growth opportunities.

Develop with HWP methods of prioritising and responding to issues that come to HWP from the public.

Assist in the preparation of HWP Annual Report to ensure it provides an accurate account of HWP activities.

Plan with HWP Manager a survey of our stakeholders to ask them how we have done. This may include feedback in the following areas, to then be reflected in our plans for the following year:

- Value
- Awareness
- What difference has/could Healthwatch make

## **15.8 Strategy:**

The lead person will have knowledge of the value of strategic direction in the delivery of organisational objectives, with the ability to consider the wider context when working collaboratively to build a shared strategy. They will:

Liaise with the HWP Chairperson, Manager and other members of the Board to set aspirations and goals for HWP and then determine the actions to achieve those goals within the confines of the budget.

Analysis of the current NHS and Social Care environment.

Examine HWP resources, liabilities, capabilities, strengths, and weaknesses.

Evaluate past actions to develop a guiding strategy, based upon any emergent pattern and/or intended patterns.

Foresee possible future consequences of present initiatives and if necessary identify specific alternatives.

Suggest a directed course of action to achieve the intended set of goals established by the guiding strategy.

Guide the Manager and Chair on the implementation of those actions to achieve goals.

## APPENDICES

### Appendix A: Board Member: Code of Conduct

#### 1. Introduction

- Healthwatch Portsmouth expects that all Board Members that take a place on the HWP Board as voting members and non-voting members uphold the highest personal and professional standards. This code of conduct outlines the expectations of this position.

#### 2. Key Responsibilities of Individual Committee Members

- 2.2 The key principles upon which the Code of Conduct is based are the Seven Principles of Public Life (the Nolan Principles), the Nine Principles of Public Service Delivery and the Public Service Values adopted by CQC (which are attached at Appendices B, C & D).
- 2.3 The actions and decisions of Healthwatch Portsmouth should be informed by these principles. HWP Board Members are expected to:
- 2.4 Act in good faith apolitically, and in the best interests of Healthwatch Portsmouth.
- 2.5 Maintain their independence and objectivity by, among other actions, avoiding conflicts of interest, refusing any gift that could reasonably be expected to compromise their personal judgement or place them under an improper obligation.
- 2.6 Declare to the chair any other conflict of interest that may impact upon their judgement including political affiliations, personal experiences around the subject matter and any other factor that may be of relevance.
- 2.7 Abide by all relevant laws, rules, and regulations, informing the Manager of Healthwatch Portsmouth immediately of any infringement likely to result in prosecution.
- 2.8 Deal fairly, objectively, impartially and with respect with all members of the public, stakeholders, HWP staff and volunteers, never using their position to confer an advantage or disadvantage on any person or encouraging employees to act in any way which would conflict with their own code of conduct.
- 2.9 Take decisions that are consistent with the established purpose of Healthwatch Portsmouth and within the resources allocated to it.
- 2.10 Regularly review the efficiency and effectiveness of the organisation's success in meeting its goals, including assessing their own performance and actions as Committee members.
- 2.11 Always maintain confidentiality, when information is shared of a sensitive nature both during and after that persons position as a HWP Board Member has come to an end, if that information remains sensitive.
- 2.12 Promote equality and not discriminate unlawfully against any person, treating all people with respect, regardless of their race, age, religion, gender, sexual orientation or disability.
- 2.13 Deal with all public funds in an open and transparent way and act responsibly when deciding to spend such funds, that it is done in accordance with the objectives of Healthwatch Portsmouth.

### **3. Representing Healthwatch Portsmouth (including media relations)**

- 3.1 HWP Board Members should inform the HWP Manager of any public engagements at which they intend to represent the organisation. Board Members should always be explicit whether they are speaking as a representative of HWP or expressing their own personal views. Board Members should not claim to speak on behalf of Healthwatch unless they have been authorised to do so by the full board or the HWP Manager acting under delegated authority from the board.
- 3.2 HWP Board members are accountable to the public for their actions and the manner in which they carry out their responsibilities. They should always behave in a manner which does not bring Healthwatch into disrepute or damage the relationship with the public, service providers and other stakeholders.

### **4. Impartiality**

- 4.1 Healthwatch Portsmouth should be seen as politically impartial. If a Board Member becomes a political candidate, in the interests of independence, they must stand down their seat on the Healthwatch Board immediately by informing the HWP Manager in writing.
- 4.2 Board members should not make political statements and should be even-handed in all views expressed regarding HWP matters.

### **5. Behaviour**

- Behaviour expected in Healthwatch meetings and other meetings to which Board Members may attend relating to the work of Healthwatch.
- Board Members are expected to understand and respect the principle of collective decision-making and corporate responsibility. This means that, once the board has made a decision, all are bound by that decision and should publicly support it.
- The following guidance will assist meetings to be well conducted and well-considered decisions taken.
- Board Members should:
  - Take account of the views of others, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.
  - Be as open as possible about their actions and decisions, being prepared to give reasons for their actions and willing for their decisions and actions to be scrutinised and challenged in a constructive way.
  - Allow everyone to take part without interruption or intimidation, respecting the contribution of others and not interrupt when someone is speaking.
  - Respect the impartiality and integrity of other board members and invited representatives, never being derogatory in their speech or manner. Members should not use language which could be construed as discriminatory or offensive to others and avoid using heated, emotional and value loaded language and behaviour.

- Allow conversation to move forward, not looking back at past discussion, sticking to the point under discussion.
- Not attempt to dominate the meetings for their own purpose or the purpose of a group or organisation they are affiliated with.

Note: Any board member who does not comply with the Code of Conduct during a meeting may be asked to leave the meeting by the Chair. Any person excluded from an individual meeting because of their behaviour will only be allowed to return to future meetings if they provide a written undertaking to abide by the Code of Conduct and if necessary excuse themselves from agenda items which are the cause of contentious behaviour.

## **6. Code of Conduct Breach**

- If there is a consistent issue (3 offences) or severe incident relating to a breach of the code of conduct by any Board Member, that person can be removed from the board by a majority vote of the board with written reasons for doing so.
- If for whatever reason a HWP Board Member breaches the code of conduct and as a result is liable to prosecution or challenge HWP accepts no responsibility as that member is seen to be in breach of the code of conduct and therefore not acting in accordance with HWP practices.

## **7. Questions**

- Any questions about the Code of Conduct should be directed to the HWP Manager.

## **8. Review**

- The Code of Conduct will be reviewed periodically by the board.

## **Appendix B: The Seven Principles of Public Life**

The Code of Conduct is based on the 'Seven Principles of Public Life'<sup>5</sup>, which apply to all in the public service:

**Selflessness** Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

**Integrity** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

**Objectivity** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Accountability** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Openness** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

**Honesty** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

**Leadership** Holders of public office should promote and support these principles by leadership and example.

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<sup>5</sup> <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

## **Appendix C: The Nine Principles of Public Service Delivery**

### **(SERVICE FIRST – THE NEW CHARTER PROGRAMME)**

**1. Set standards of service:** Set clear standards of service that people who use services can expect; monitor and review performance; and publish the results, following independent validation wherever possible.

**2. Be open and provide full information:** Be open and communicate clearly and effectively in plain language, to help people using public services: and provide full information about services, their cost and how well they perform. Where practical and appropriate, hold open meetings and release summary reports of meetings.

**3. Consult and involve:** Consult and involve present and potential people who use public services, as well as those who work in them; and use their views to improve the service provided.

**4. Encourage access and the promotion of choice:** Make services easily available to everyone who needs them, including using technology to the full and offering choice wherever possible.

**5. Treat all fairly:** Treat all fairly; respect their privacy and dignity; be helpful and courteous; and pay particular attention to those with special needs.

**6. Put things right when they go wrong:** Put things right quickly and effectively; learn from complaints; and have a clear, well publicised and easy-to-use complaints procedure, with independent review wherever possible.

**7. Use resources effectively:** Use resources effectively to provide best value for taxpayers and people who use services.

**8. Innovate and improve:** Always look for ways to improve the services and facilities offered.

**9. Work with other providers:** Work with other providers to ensure that services are simple to use, effective and coordinated, and deliver a better service to the user.

## **Appendix D : Public Service Values**

Members of HWP Board will at all times:

Observe the highest standards of propriety involving impartiality, integrity and objectivity in relation to the stewardship of public funds.

Maximise value for money through ensuring that services are delivered in the most economical, efficient and effective way, within available resources, and with independent validation of performance achieved wherever practicable. Value for money is not the lowest price: it is the optimal combination of costs and quality to meet Healthwatch requirements.

Be accountable to Parliament and the public for its activities, its stewardship of public funds and the extent to which key performance targets and objectives have been met.

Act in accordance with Government policy on openness and responsiveness; comply fully with the Nine Principles Of Public Service Delivery (as set out at Appendix A), the Seven Principles of Public Life (above), and the Freedom of Information Act 2000, as appropriate.

## Glossary of Terms

<b>Term</b>	<b>Definition</b>
AGM	Annual General Meeting
CQC	Care Quality Commission
CCG	Clinical Commissioning Group
HWP	Healthwatch Portsmouth
LINKs	Local Involvement Networks
NHS	National Health Service
PCC	Portsmouth City Council
VCS	Voluntary and Community Sector