

Terms of Reference and Advisory Board Member Handbook

1. Background

Healthwatch is part of the government's health and social care reforms introduced under the Health and Social Care Act 2012. A principle of the reforms is that patients and the public must be at the heart of everything our health and social care services do.

Healthwatch Portsmouth is the independent consumer and public champion for health and social care services in Portsmouth. Its aims are to give citizens and communities a stronger voice to influence and challenge how health and social care services are provided within their locality. Healthwatch Portsmouth identifies the local trends and areas of concern about health and social care issues, informs people about the services available to them, and ensures that their views are integral to local commissioning processes and are raised at national level via Healthwatch England.

The contract to run Healthwatch Portsmouth and Independent Health Complaints Advocacy (IHCA) which supports people in making complaints about NHS services was put out to tender by Portsmouth City Council in 2020. The Advocacy People were successful and will run Portsmouth Healthwatch and IHCA for the next three years 2021 - 2024 (with a possible four-year extension)

Delivering health complaints advocacy puts The Advocacy People in a unique position having substantial experience of supporting people through the NHS Complaints Procedure; working alongside local health services to resolve individual NHS complaints; achieving successful outcomes from NHS complaints for patients and their families; intelligence gathering to local NHS Complaints work to inform the activities of Healthwatch Portsmouth.

2. Vision, Mission, and Values

Vision

Championing the views of local people to achieve excellent health and social care services in Portsmouth

Mission

- Listening to people's views, especially the most vulnerable and seldom heard communities, to understand their needs, and promoting the involvement of local people in health and social care decision making
- Working in partnership with a wide range of stakeholders, seeking a stronger voice, together
- Using our statutory powers to hold to account commissioners and providers to improve services
- Empowering and informing people to get the most from their health and social care services

Values

The following characteristics define how the staff and volunteers of Healthwatch Portsmouth should behave towards each other, partners and stakeholders, and people in Portsmouth. They are:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

A full description on each of the '7 Nolan Principles of Public Office' above and the 'Nine Principles of Public Service Delivery and Public Service Values' appear in Appendix B and C respectively. Appendix D describes 'public service values'.

3. Governance Structure

3.1 Healthwatch Portsmouth Advisory Board

The overall responsibilities of the Healthwatch Advisory Board are:

To establish and safeguard vision, mission, and values

To set policy, strategy, and structure

To support the operational staff team to produce and publish the Healthwatch Portsmouth Annual Report and Accounts each year, highlighting priorities, progress & key issues.

To identify areas that require further research and/or information and to set up

task/finish groups

To contribute ideas to and approve at a meeting in public an Annual Work Programme for Healthwatch Portsmouth.

To ensure accountability and compliance by

- monitoring progress towards achieving objectives
- seeking assurance that systems in place are robust and reliable

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

The HWP Advisory Board will delegate responsibility and accountability to the Healthwatch Portsmouth Manager, Chairperson (and if not available the Vice Chairperson) for all communication with the media.

Advisory Board Meetings

The Healthwatch Advisory Board meetings will be quorate with 50% of the members attending which must include at least two elected members. The group will agree by a majority consensus where possible, if this is not possible agreement will be made by a voting ballot. If after consensus and voting, a decision cannot be reached, the decision will be taken by the HWP Chairperson.

Meetings will be called by the Chairperson of the Healthwatch Advisory Board and organised by the Healthwatch Portsmouth Manager. Meetings will be held in public with a published agenda and timetable circulated in advance and in accordance with the requirements of the commissioning body (at least four times a year). The Healthwatch Portsmouth Advisory Board can call additionally 2-3 informal meetings per annum.

The Healthwatch Portsmouth Advisory Board will hold an Annual General Meeting in public. each year

Topics for the meetings other than those agreed in the annual work programme for Healthwatch Portsmouth will be generated by issues arising from the voices of people in Portsmouth, or any important local health/social care issue that may have arisen.

The Public may submit questions to the Advisory Board meeting 7 days in advance. The person asking the question may do so in person at the Board meeting in public, or if not present will receive a written response which will be emailed and subsequently minuted. If the question requires a more detailed response, a written response will be

emailed after the meeting-within 20 working days following the meeting and added to the minutes.

Decision making

The Healthwatch Portsmouth Advisory Board will be responsible for making relevant decisions. The Advisory Board will have the power to delegate some of the relevant decision making to the Lead Officer of Healthwatch Portsmouth for example, small pieces of work which do not have a substantive impact on staff or financial resources.

All relevant decisions, including those delegated to the Lead Officer, will be recorded in the minutes of the Board meeting at which the decision was made. The minutes of all Board meetings are published on Healthwatch Portsmouth's website once they have been agreed by the Board as being a correct record of the meeting concerned.

Once a decision has been made, the staff team is responsible for implementation and delivery, with an agreed reporting process to Board.

The Advisory Board of Healthwatch Portsmouth will reconsider a decision where new data has become available, or if circumstances change, which might prompt it to reach a different decision, or where there is evidence that this decision making process was not followed.

Healthwatch Portsmouth makes its decisions in an open and transparent way and ensures the interests of the people of Portsmouth are always put first. This policy and associated procedures outline the steps taken to ensure decisions are evidence based and lead to substantive impact in the community.

- Decisions are made in public by the elected and co-opted HWP Advisory Board members.
- Lay persons and (non-Advisory Board) HWP volunteers can be involved in those decisions by attending HWP meetings and contributing ideas to the discussion.
- If there is a breach in the observance of the agreed decision making policy those involved will be subject to Healthwatch Portsmouth's Code of Conduct Policy. If there is a serious breach of the agreed decision making policy then the section in Healthwatch Portsmouth's Code of Conduct policy (see Appendix A) dealing with breaches of the Code of Conduct will be enacted as well as HWP's published Complaints Policy which includes at 'stage 2' referring the matter to the local authority.

The governing regulations and standards are:

- The NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012 - *referred to as Regulation 40*
- Freedom of Information Act 2000.

- Seven Principles of Public Life (Nolan Principles).

This policy applies to all relevant decisions made by Healthwatch Portsmouth.

Relevant decisions:

‘Regulation 40’ requires Healthwatch Portsmouth to have in place and publish procedures for making relevant decisions. The procedure for making relevant decisions is through preparation and agreement in public by the Advisory Board on the content of the Annual Work Programme for Healthwatch Portsmouth.

Relevant decisions include:

- How to undertake our activities.
- Which health and care services we are looking at covering with our activities.
- The amounts we will spend on our activities.
- Whether to request information.
- Whether to make a report or a recommendation.
- Which premises to Enter and View and when those premises are to be visited - these decisions and outcomes may well be published after the event of Healthwatch Portsmouth using its statutory powers of Enter & View.
- Whether to refer a matter to Overview and Scrutiny Committee.
- Whether to report a matter concerning our activities to another person.
- Any decisions about sub-contracting.

Relevant decisions do not include day-to-day activity that may be required to carry out exploratory work prior to making a relevant decision.

Advisory Board members:

The group will be made up of a Chairperson, one member from the Senior Leadership Team of The Advocacy People, and at least two lay elected volunteers with appropriate knowledge and experience of the local area. The majority of the Advisory Board members must live in Portsmouth. The maximum number of Advisory Board members will be 12 including the Chairperson, the member of the Senior Leadership Team at The Advocacy People and the Co-opted members.

Co-opted Members

Up to three Co-opted Members can be appointed in addition to the Advisory Board members. These individuals are appointed by agreement by Healthwatch Portsmouth Advisory Board members on account of their specific skills and experience. They have the same rights and privileges of full Advisory Board Members.

Membership of the Healthwatch Advisory Board will initially be for a term of three years and will be ratified at the Healthwatch Portsmouth Board Meeting in public. However, the members of the Advisory Board can serve for more than one term either as a mentor to a new member, or in the same role, if there are no other applicants and they retain the support of a majority of Advisory Board Members.

Healthwatch Portsmouth Operational Support Group

Membership: Healthwatch Portsmouth Manager, Chairperson and Vice Chairperson

Purpose: An Operational Support Group exists to support the manager in the organising of Healthwatch Portsmouth Board meetings, implementing agreed activity at HWP Board meetings and managing demand from across the city for HWP involvement in strategic level patient engagement related activity.

Structure: A core group of three with a quorum of two

Frequency: To meet bi-monthly and if required between meetings for discussions by mail, to include the full Board when required.

Exclusions from Advisory Board membership

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

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 (PCC) 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 dependent on agenda items. Staff or consultants in the pay of an organisation with a statutory duty to regulate health and social care services.
- people who work in the commissioning of, or make strategic policy affecting, health and social care services in the city.

- All Board members and staff of the Portsmouth City Clinical Commissioning Group, any NHS provider organisation, any elected statutory officer.

However, the legislation does not preclude the involvement of health and care professionals if they are deemed to be a 'volunteer' rather than a 'lay person' on the Advisory Board and if there was a specific reason, relating to their professional knowledge, for inviting them to join the Advisory Board. To avoid a conflict of interest, the involvement of the health and care professional in the governance of Healthwatch Portsmouth and its decision-making will need to be clearly stated when matters the Advisory Board are discussing have a direct relevance to the area of work in which the health or care professional works in the local NHS Trust.

Healthwatch Portsmouth Conflict of Interest

Policy Declaration of Interest form

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, would stand down from their Healthwatch Portsmouth role during this process.

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. Each Advisory Board agenda will have at its inception a heading for declarations of interest. In the interests of transparency, all attendees at Advisory Board meetings should consider declarations of interest dependant on agenda items, submit at the start of the meeting and ensure these are included within the minutes. All Advisory Board members will be issued with a declaration of interests form when elected or appointed, once completed this will be published on the HWP website.

Governing Style

The Board's Governing style will focus strongly on being proactively diligent and reactive when necessary, with collective ownership of the decision making and delegation process while respecting individual views of Advisor Board members.

Overseeing Healthwatch Portsmouth's remit to undertake its 8 statutory responsibilities, but not getting involved in administrative or operational detail. Ensuring a clear distinction between the roles of the Board and Operational Staff.

Task/Finish Groups

The Healthwatch Advisory Board will set up task/finish groups to undertake specific projects and tasks in the agreed annual work plan.

Members of the task/finish groups will be the Healthwatch Portsmouth staff and self-selected from the Healthwatch Advisory Board. The group will report back to the Healthwatch Manager, Chairperson, and the Advisory Board.

At an initial meeting in private with Healthwatch Portsmouth's service contract provider organisation (The Advocacy People) all current serving Healthwatch Portsmouth Board members will be asked to formally step down from their positions held under the previous service provider contract arrangements. In the same meeting the Advocacy People will then re-appoint all those Board members who stepped down to become Healthwatch Portsmouth Advisory Board members. The process of stepping down and re-appointment of Board members will be minuted by the Healthwatch Portsmouth Manager who will attend this initial meeting.

Subsequently, applicants to the positions of Healthwatch Portsmouth Advisory Board members and Chairperson will submit an application which will be considered by a panel made from 3 serving Advisory Board members who will present their recommendations for a vote by the full Board. The Advisory Board may wish to appoint a Vice Chair to act as a substitute for the Chair and to chair meetings that the Chair is unable to attend.

Chairperson

The Chairperson's primary role supported by the Vice Chairperson is to ensure that Healthwatch Portsmouth is effective in its tasks of setting and implementing the direction and strategy.

The key responsibilities are:

- To lead the Advisory Board in ensuring that it fulfils its responsibilities for the governance, by ensuring that Healthwatch Portsmouth acts in accordance with its terms of reference.
- To promote and represent Healthwatch Portsmouth effectively to external stakeholders.
- 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.

Healthwatch Portsmouth Board Member

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 England¹, through clear governance, effective strategic planning, and good management.

Key Responsibilities and Tasks to Promote Good Governance

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

- Adhere to the principles of HWP Board role responsibility.
- Comply with the agreed codes of Governance, Portsmouth City Council & HWP financial regulations, national guidance and delegated authorities.
- Commit to the HWP approach to valuing diversity and equal opportunities through its service delivery.
- 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.
- 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 and 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.

Engagement

- 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.
- Support HWP to reach diverse communities of Portsmouth, including those who are seldom heard.

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, NHS funded providers, Portsmouth Clinical Commissioning Group, Portsmouth Health & Wellbeing Board, Portsmouth Health Overview and Scrutiny Panel (HOSP), and Portsmouth City Council.
- Act as an ambassador and representative for Healthwatch Portsmouth, upholding its reputation and its values.
- Network and promote the achievements, purposes and benefits of HWP.
- Ensure representation from HWP is evidence based and supported by data and analysis, not purely a personal opinion.

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
- **Other Attendance:** As part of their role Board members will be requested to attend at least one external provider meeting plus they may be requested to attend events and associated meetings linked to supporting, developing or promoting HWP.
- **Develop with HWP methods of prioritising and responding to issues that come to HWP from the public.**

Reimbursement of Expenses

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

- Mileage is paid at the standard rate of 45p per mile.
- Public transport costs are reimbursed on production of a ticket.
- Taxis will only be reimbursed in exceptional circumstances and where other forms of transport are not available. Use of taxis must be authorised by the HWP Manager in advance.
- All claims are assessed individually by the HWP Manager as operational budget holder, whose decision is final.
- All Advisory Board members will be issued with a reimbursement of expenses form when elected or appointed.

4. Code of Conduct

All those who attend Healthwatch Advisory Board Meetings will be bound by Healthwatch England's code of conduct based on the Nolan principles of public life. (please see appendix A)

However, the overarching responsibility for the Healthwatch Portsmouth service rests with The Advocacy People and as such its policies on health and safety, equality and diversity, social media, safeguarding and confidentiality, information governance and privacy policy (see *hyperlinks below*) apply to all those who attend Healthwatch Portsmouth Advisory Board meetings. Copies of all policies are available on request.

The Advocacy People Confidentiality Policy v2.1 Mar 2022

The Advocacy People Equality Diversity and Inclusion Policy v2.0 Apr 2022

The Advocacy People Health Safety General Procedures v1.0 May 2021

The Advocacy People Information Governance Strategy v1.0 July 2020

The Advocacy People Privacy Policy v1.2 February 2021

The Advocacy People Safeguarding Adults Policy v6.1 May 2022

The Advocacy People Safeguarding Children Policy v3.2 May 2022

The Advocacy People Social Media User Guide v1.0 July 2020

In addition, Healthwatch Portsmouth follows the Healthwatch England Privacy Policy which has been localised for our use. Request a copy to view:

Privacy Policy Healthwatch Portsmouth updated Oct-21

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.

Breach

- If there is a consistent issue (3 offences) or a 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 Advisory Board with written reasons given to them 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.

Please see the full Code of Conduct in Appendix A

Appendices

Appendix A: Board Member Code of Conduct

1. *Introduction*

Healthwatch Portsmouth expects that all Advisory 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 and the HWP Manager.
 - 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

undertaken to abide by the Code of Conduct and if necessary excuse themselves from agenda items which are the cause of contentious behaviour.

If a member of the public wishes to make a complaint relating to an individual committee member then the Chairperson of Healthwatch Portsmouth will be responsible for investigating the complaint. If the complaint relates to the Chairperson of Healthwatch Portsmouth then a panel of HWP Advisory Board members will be convened and assigned as the investigator. They will follow our standard **Healthwatch Portsmouth Complaints Process Sept 21** and **Healthwatch Portsmouth Complaints Handling Procedure updated 5.22** which includes the option for the complainant to request for a review of their complaint by the Healthwatch Portsmouth service contract holder organisation's Senior Leadership Team. If the complainant is still not satisfied then the complaint may be addressed to Healthwatch Portsmouth's commissioner, Portsmouth City Council.

6. Code of Conduct Breach

- If there is a consistent issue (3 offences) or a 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 about Code

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 Life²', 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.

² <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.

Ends.
September 2021