

## **Healthwatch Lancashire – Non Executive Director Role and Responsibilities**

### **Non Executive Directors**

The Non Executive Director role with Healthwatch Lancashire requires individuals with a strong commitment to improving local health and social care services together with skills and relevant board level experience needed to set and ensure delivery of the organisation's strategy. Non Executive Directors are appointed for an initial one year term and, depending upon satisfactory performance and the needs of the organisation, their term may be extended. The role is voluntary; with reasonable out of pocket expenses reimbursement paid by Healthwatch Lancashire Limited.

### **Healthwatch Lancashire - What is our role?**

Healthwatch Lancashire's role is to be an independent consumer champion for health and social care in Lancashire; providing the people of Lancashire with a powerful voice, making sure residents views and experiences are heard by those who run, plan and regulate local health and social care services and enable the people of Lancashire to influence, change and improve the quality of local health and social care services.

Healthwatch Lancashire is an equal opportunities organisation.

### **Healthwatch Lancashire - What are our responsibilities?**

Healthwatch Lancashire's responsibilities are to:

- Enable the people of Lancashire to share their views and concerns about their local health and social care services;
- Inform the people of Lancashire that their contribution will help those who plan, run and regulate local health and social care build a picture of where services are being provided well, and where service provision is unsatisfactory and requires improvement;
- Provide the people of Lancashire with information about choice and access to their local health and social care providers;
- Signpost the people of Lancashire to organisations who can advise and support them when things go wrong with their health and social care;
- Alert Healthwatch England and / or the Care Quality Commission regarding concerns about specific care providers;
- Provide authoritative, evidence-based feedback to organisations responsible for commissioning or delivering local health and social care services.

- Provide the Lancashire Health and Wellbeing Board with evidence and information to ensure the views and experiences of the people of Lancashire inform the Lancashire Joint Strategic Needs Assessment (JSNA) and associated Health and Wellbeing strategies.

### **Healthwatch Lancashire - How are we funded?**

Our funding is provided by central Government via Tier 1 local authorities. For 2016/17 a funding agreement is in place between Lancashire County Council and Healthwatch Lancashire Limited.

### **Healthwatch Lancashire - The national and local environment in which we work**

Health and social care provision constantly faces significant challenge. We are living longer therefore we are seeing a rising elderly population with increasingly complex health issues. The NHS remains fragmented following radical reorganisation and is confronting a major resource challenge and social care provision also continues to be under significant pressure. The current situation facing health and social care provision provides an opportunity for Healthwatch Lancashire. Local health and social care providers in Lancashire are responding to the Francis, Keogh and Clwyd reports by acknowledging that the scale of change facing health and social care can only be delivered with public consent and are therefore seeking a more meaningful and productive dialogue with the public about future service provision. Healthwatch Lancashire acts as the channel for such conversations with the people of Lancashire.

### **Healthwatch Lancashire - Our Values and Behaviours**

- We act impartially, but always in the interests of local people.
- We are strongly committed to equality and diversity and we will treat people with dignity and respect.
- We are transparent and open in our procedures and practice.
- We are committed to partnership and collaboration wherever possible.
- We are tenacious in our pursuit of positive outcomes and social justice on behalf of the people of Lancashire.
- We believe in a rights-based approach to health and social care.

### **Healthwatch Lancashire - Our Strategic Objectives**

In order to fulfil our role and responsibilities Healthwatch Lancashire has 4 strategic objectives:

1. Engage.
2. Signpost.
3. Gather, Analyse and Communicate Information.
4. Collaborate, and challenge when appropriate.

### **Engage:**

We will engage with the people of Lancashire to enable them to share their views and concerns about health and social care. We will listen to their experiences of health and social care, to their individual personal stories and their particular concerns, encouraging them to share their experiences in order to inspire others to engage with us too. We will also inform how their contribution will help those who plan, run and regulate health and social care build a picture of where services are doing well and where they can be improved.

**Signpost:**

We will signpost the people of Lancashire to appropriate health and social care service provider. We will also provide information about choice and access to local health and social care and signpost them to organisations who can offer advise and support when things go wrong with their care.

**Gather, Analyse and Communicate Information:**

We will gather, analyse and communicate information from the people of Lancashire regarding their experiences of health and social care services. We will also alert Healthwatch England and / or the Care Quality Commission regarding concerns about specific care providers.

**Collaborate:**

We will work collaboratively with the local health and social care economy in Lancashire to provide authoritative, evidence-based feedback to organisations responsible for commissioning or delivering local health and social care services, and where necessary, we will challenge those organisations too. In addition, to ensure the views and experiences of the people of Lancashire inform the Lancashire Joint Strategic Needs Assessment (JSNA) and other associated Health and Wellbeing strategies, we will be a proactive member of the Lancashire Health and Wellbeing Board and other influential strategic collaborations.

**Structure**

Healthwatch Lancashire Limited is an independent company limited by guarantee operating under contract to Lancashire County Council. The County Council have a statutory duty to commission a Healthwatch service. We hold the contract until end of March 2017 and a key objective for the Board will be to ensure that the contract is successfully renewed. We have an Operational Team of 12 staff.

**Non Executive Director Role Description**

Members of the Board will have ultimate responsibility, under the leadership of the Chair, for the governance of Healthwatch Lancashire. The Board's central role is to:

- determine strategic direction and policies;
- establish and oversee control and risk management arrangements;
- ensure that Healthwatch Lancashire achieves its aims and objectives.

Operational Management - that is the implementation of Board policies, is delegated to the Chief Officer and the Operational Team on a day-to-day basis and is not the responsibility of Non Executive Directors.

### **Key responsibilities:**

#### **Leadership and direction**

- Define the direction of the organisation's strategic direction;
- Ensure there are clear accountabilities within the organisation;
- Define the vision, values and behaviours of Healthwatch Lancashire and ensure that these are realised and upheld;
- Monitor the operational performance of Healthwatch Lancashire;
- Ensure the organisation maintains a clear public, patient, service user, carer and wider community focus;
- Create a positive environment which fosters constructive challenge to assumptions about the organisation.

#### **Strategic development**

- Develop and review the organisation's key strategic aims and determine the strategic objectives and outcomes required, driving the development of the strategic plan, providing constructive challenge and ensuring its effectiveness.
- Approve an annual operational plan, budgets for both revenue and capital expenditure and financial arrangements that support the achievement of the strategic and operational plans.
- Establish a framework for approving and regularly reviewing policies to achieve the objectives of the organisation and ensure compliance with all relevant legislation;
- Ensure that all assets are managed efficiently and effectively, and that resources, including funding is properly utilised, so as to maintain long term viability and sustainability of Healthwatch Lancashire and its assets.

#### **Risk management**

- Oversee a framework for the identification, management and review of risks;

- Contribute to the review and evaluation of strategic risks and receive regular reports on these and emergent risks;
- Determine policies and decisions on all matters that might create a significant financial or other risk to Healthwatch Lancashire;
- Ensure that a positive culture of managing opportunities, threats and uncertainties is embedded throughout the organisation.

#### **Internal Controls Framework**

- Establish and oversee a framework of delegation and systems of internal controls;
- Draw up a schedule of significant matters specifically reserved for the Board's decision;
- Obtain systematic information that provides assurance on the effectiveness of internal controls.

#### **Performance Monitoring**

- Regularly review and monitor performance and quality in relation to plans, budgets, controls and decisions;
- Obtain and consider performance and quality information in relation to public, patient, service user and carer feedback and benchmark against comparable organisations and activities.

#### **Probity and Integrity**

- Approve each year's accounts prior to publication;
- Obtain assurance that Healthwatch Lancashire is compliant with standards of corporate governance, relevant legislation and probity;
- Ensure that Healthwatch Lancashire complies with all relevant regulatory and statutory requirements.

#### **Transparency and Openness**

- Review regularly Healthwatch Lancashire's openness arrangements, taking account of good practice developments;
- Publish an open and honest Annual Report and Accounts each year, highlighting priorities, progress & key issues;
- Establish policy for communicating with, and involving, public, patients, service users, carers, partners and other stakeholders about the organisation's work and performance.
- Ensure that meetings of the Board (and any Board Committees) are open to the public to attend, promoted in advance and held in appropriate venues. Matters of a confidential nature are noted as such and will be considered at closed meetings of the Board or Board Committees.

### **Representing Healthwatch Lancashire**

- Promote the organisation at key events and other meetings, and establish constructive, high quality relationships, with key current and potential partners and stakeholders, internal and external, as required;
- Monitor, safeguard and enhance the reputation of Healthwatch Lancashire.

## Person Specification

### Core competencies

- Strong communication and interpersonal skills, able to liaise effectively with a wide range of stakeholders and audiences;
- Demonstrable strategic thinking, able to analyse complex information, demonstrate clear analytical intellect and participate in rational decision making by a group.
- Support the values, behaviours, ethos and objectives of Healthwatch Lancashire.
- Previous experience as a Non Executive Director with a health, social care or Third Sector organisation or as a trustee of a charity.

### Knowledge, Experience, Skills and Abilities

- Experience of working at board level, preferably in the voluntary sector and in public;
- Significant experience in the leadership team of a complex and highly political, customer focused organisation;
- Significant awareness and understanding of the current health and social care economy in Lancashire;
- Experience of, or good understanding of, working with customer focused organisations and a commitment to high standards of customer care;
- Knowledge of how health and social care services operate and are funded.
- Experience of developing strategies, participating in effective decision making and over-seeing effective implementation of those decisions;
- Experience of contributing to an organisations vision;
- Able to challenge appropriately and hold other members of the Board, Chief Executive and Operational Team to account; with a wider vision to raise standards across Healthwatch Lancashire;
- Able to work collaboratively, building consensus and encouraging decision making;
- Able to present effectively, on behalf of the organisation, to a very wide range of audiences both in person and in writing;
- Able, on behalf of the public, to challenge other organisations and to hold them successfully to account at the most senior level;
- Able to take decisions within a team;
- Able to build strong relationships with the most senior members of our key stakeholders and to develop Healthwatch Lancashire's networks at the highest level.

One or more of the following specialist skills / knowledge:

- Governance, risk management and legal compliance;

- Financial management;
- Performance management;
- Risk Management;
- People Management/Human Resources;
- Strategic and business planning;
- Overseeing operational delivery;
- Communications, marketing and PR;
- Comfortable being 'the face of Healthwatch Lancashire' as required, in political and challenging environments;
- Health and social care commissioning;
- Health and social care and provision;
- Third Sector knowledge and experience;
- Quantitative and qualitative research;
- Bid writing and tendering /fundraising;
- Experience of securing contracts and/or fundraising substantial sums.

#### **Personal behaviour and style**

- Passionate about promoting better outcomes in health and social care for all;
- Leads by example, by demonstrating the professional conduct expected of a Non Executive Director;
- Ability to command respect from the Operational Team and Volunteers;
- Demonstrates strong commitment to equality and diversity;
- Listens to others and provides decisive leadership when it is required;
- Supportive management style that motivates people to deliver their best;
- Open to learning and personal and Board development;
- Time and commitment to effectively discharge the responsibilities of the role;
- IT literate with access to IT equipment;
- Preferably lives and/or works within Lancashire;
- Understands and adheres to the NOLAN principles;
- Excellent interpersonal skills.

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