

Structure and Governance

Scheme of Delegations; Purpose and Objectives, Responsibilities, Activities

Board of Trustees

The main **purpose and objectives of the Board of Trustees** are as follows;

- To ensure strong leadership of the organisation.
- To maintain a strong, effective and compliant organisation.
- To set out a vision for the future and develop an over-arching strategy by which this vision can be achieved.
- The business duties of the trustees are best defined by attention to the following concepts; **Decide, ensure, authorise, approve, supervise, report on, account for, delegate, review, revoke.**
- In terms of organisational culture the Trustees should pay attention to the following concepts; **exemplify, lead, support, inspire, defend, honour.**
- In terms of personal qualities the Trustees provide; **Independence, selflessness, effectiveness, expertise, credibility, stamina.**

Responsibilities of the Trustees

The Trustees have formal responsibilities as defined by the Charity Commission and must be willing to perform these responsibilities in the service of the organisation and the community. These responsibilities include;

- To uphold the legal, financial and ethical integrity of the organisation.
- To consider and manage risk.
- To act as employers to the staff body and as custodians of the assets and the constitution of the Charity.
- To set and monitor the policy framework.
- Constitutionally the Trustees are responsible for approving and reviewing delegations and have the right to revoke any of those delegations.
- In business terms the Trustees need to take responsibility for **legality, risk, sustainability, quality, efficiency, effectiveness and advancement.**
- In terms of organisational culture terms the Trustees should take responsibility for ensuring **leadership, accountability, transparency, ethics, creativity, compassion.**

Duties and activities

Though the trustees may delegate some responsibilities they need to retain such duties as allow them to fulfil their legal responsibilities.

Whilst it is understood that the Trustees may delegate some duties to sub committees (the local Healthwatch Committees, The Executive Committee, The Independent Chair and the Staff) they retain responsibility for the organisation as a whole and must therefore retain oversight.

Constitutionally all decisions delegated to sub-committees (including the Local Healthwatch Committees) are required to be reported to and ratified by the Trustees at their next meeting.

In practice this means the Trustees cannot delegate certain activities as follows:

- ***Set organisational strategy***
- ***Agree and review organisational policies.***
- ***Maintain org legally (legally liable)***
- ***Oversee finances, Authorise budgets***
- ***Manage risk***
- ***Deliberate on new business opportunities and make and approve contracts for such as they see fit.***
- ***Oversee contract delivery (liable for contract delivery)***
- ***Appoint independent chair(s)***
- ***Appoint CO (and make arrangements for her management)***
- ***Employ staff***
- ***Ensure reporting to charity commission***
- ***Create sub committees/offices***
- ***Delegate powers***

In addition the Trustees Duties should include;

- ***Provide leadership***
- ***Represent the organisation***
- ***Take positions on issues***
- ***Join with other entities (formally)***
- ***Settle disputes and deal with serious complaints about the organisation***

Local Healthwatch Committees

Local committees are designated sub committees of the Board of Trustees, the Board of Trustees asks the Committees to operate within the framework laid out below and delegates the following duties and activities to them.

Local committees have no formal role with regards to the direction of operations, the management of staff or other resources, they can however a) feed into the wider governance on these issues through their locality Trustee b) consider and respond to /put forward proposals to the Trustees as they see fit.

The main **purpose and objectives of the of the Local Healthwatch Committees** are as follows;

- ***To ensure people with local knowledge can influence the direction and priorities of their Local Healthwatch.***
- ***To provide local leadership around the role and mandate of Healthwatch***
- ***To support and promote the organisational culture of 'Voices for Wellbeing'***

- ***To develop the capacity, interest and experience of local people with regards to participating in the delivery of Healthwatch functions and the development and governance of the wider Healthwatch Network.***

In terms of business duties the role of the Local Healthwatch Committees should take reference from the following concepts; ***Listen, consider, monitor, explore, advise, report on, recommend, communicate, encourage, support, mentor.***

In terms of organisational culture the Local Healthwatch Committees should take reference from the following concepts; ***Accountability, leadership, openness, inclusivity, inspiration, creativity, compassion,***

In terms of personal qualities the local committees need to take reference from the following concepts; ***Independence, selflessness, effectiveness, authenticity.***

Responsibilities of the Local Committees

The Trustee Board delegates the following responsibilities to the Local Committees;

- ***To support the local Healthwatch staff team to increase, develop, mentor and support the local Healthwatch membership.***
- ***To monitor the effectiveness of the delivery of the Local Healthwatch contract.***
- ***To work with the staff team and membership to define and recommend operational priorities within the locality.***
- ***To 'curate', advise and represent local positions on such issues as GMHSC devolution, Healthier Together etc***
- ***To consider contextual and organisational opportunities and risks in the localities and advise the Trustees accordingly.***
- ***To make proposals as they see fit on any matters relating to the advancement of the local Healthwatch mandate and mission.***

Duties and Activities of the local committees

- ***To represent the mandate, mission and position of their local Healthwatch at local, regional, and national forums (and report these activities)***
- ***To monitor local contract delivery and report to Trustees***
- ***To monitor local risks and opportunities and advise the Trustees accordingly.***
- ***To develop and advise on local priorities***
- ***To represent their local Healthwatch***
- ***To take positions on issues from a locality perspective***
- ***To provide, model and encourage leadership among the wider membership***
- ***Provide Local Healthwatch Reports to the Board of Trustees and Healthwatch England (Annual Report)***

Staff

The Chief Officer reports directly to the Board of Trustees The line management arrangement for the Chief Officer are through the Independent Chair. The Chief Officer has the following delegated duties within the Governance framework.

- ***Advise the Board of Trustees on any matters***

- ***Make recommendations to the Board of Trustees with regards to all organisational functions***
- ***Make reports to the Board.***

- ***Provide leadership***
- ***Appoint staff***
- ***Manage senior staff***
- ***Sign contracts and payments under delegated powers***

- ***Operational management, including processes, delivery and resource management***
- ***Decide and implement operational priorities***
- ***Develop and direct operational plans***

- ***Represent the organisation and the individual localities***
- ***Deal with complaints (within delegated limits)***
- ***Report to Charity Commission***
- ***Communicate organisational positions on issues***

Locality Managers report directly to the Chief Officer. The Locality Managers' duties are primarily operational and are directed by the Chief Officer.

- ***Provide leadership***
- ***Manage staff***
- ***Provide support to volunteers and members.***
- ***Deliver operational plans (within their locality)***

Within the governance framework Locality Managers have only two delegated duties.

- ***Support and advise the Locality Committees in respect of fulfilling their duties.***
- ***Work with the Locality Committee to develop priorities, positions and specified reports (to the Board and Healthwatch England (Annual Report)).***