

Code of Conduct for Board members

2013

1. Internal behaviours

- 1.1 These are defined as behaviours within the work of the Authority e.g. board meetings, committees, working groups, working with regulators and accredited voluntary registers, the Department of Health and so on.
- 1.2 Board members are expected at all times to work to assist the corporate aims and objectives of the Authority. If they are unable to support specific aims and objectives, they must make their position clear to the Chair whilst accepting that the majority view will prevail.
- 1.3 Board members should act impartially and should not be influenced by social or business relationships. No-one should use their public position to further their public interests. Where there is a potential for private interests to be material and relevant to Authority business, the relevant interests should be declared and recorded, and entered into a register which is available to the public. When a conflict of interest is established, the board member should withdraw and play no part in the relevant discussion or decision.
- 1.4 Board members are expected to work in a collegiate and supportive fashion with other Board members. If they have concerns about the behaviour or approach of Board members, they should act as follows:
 - In the first instance discuss their concerns with the individual concerned and resolve them if possible
 - If this is not possible, they should raise their concern with the Chair of the Board and seek the Chair's advice.
- 1.5 The Chair will then decide what approach to take. Options will include:
 - Meeting with the individuals concerned (separately and/or jointly)
 - The appointment of a fellow Board member to look in to the matters raised as a 'neutral' third party
 - Or a more formal inquiry if appropriate.
- 1.6 Should the Chair of the Council feel that problems of conduct remain even after these steps have been taken, then he/she should seek the advice of the relevant Privy Council or Devolved Administration representative.
- 1.7 In the event of concerns from a Board member about the conduct of the Chair of the Board, then the same principles should apply as in section 1.4. In the

event that the Board member feels that their concerns cannot be resolved, then they should seek the advice of the Chair of the Audit and Risk Committee, who will in turn if necessary seek further advice. This may be sought from the Chief Executive or Privy Council.

Relations with staff

- 1.8 Relations with staff require a certain formality. Board members and staff will and need to work together on aspects of the Authority's work and need to have confidence in each other. Individual members of staff do not take instructions from Board members. If a Board member has concerns about the conduct of a member of staff they should raise the matter with the Chief Executive. If they have concerns about the conduct of the Chief Executive, they should raise the matter with the Chair. Staff and Board members should avoid making critical comments about each other to third parties.

2. External behaviours

- 2.1 These are defined as behaviours relating to the Authority, but exhibited during the other non-Authority responsibilities/offices held by each Board member.
- 2.2 Board members are expected at all times to acknowledge their role as a member of the Authority's board in the same corporate and positive style that the Board seeks to promote. They should be mindful when writing or speaking on matters relating to professional health or care regulation that they have an obligation to present the policy and views of the Authority, but may nevertheless be perceived as doing so, they should make it clear in what capacity they are acting and that any views that they express are not those of the Authority.
- 2.3 Should a member of the Board feel that a fellow member of the Board is not acting as outlined above, they should proceed as outlined in section 1.3 of the 'Internal behaviours' Code of Conduct.

3. Annex A

The Seven Principles of Public Life

Extract from *First Report of the Committee on Standards of Public Life*, UK

May 1995

- Selflessness:** Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material 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 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.