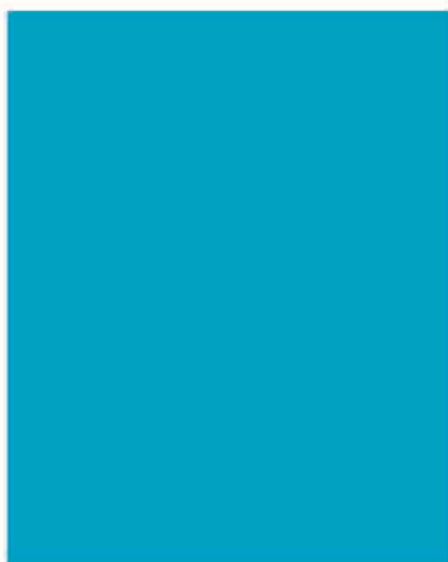


Reservation of Powers to the Board & Delegation of Powers



Reservation of Powers to the Board & Delegation of Powers

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Prepared by: Head of Assurance & Procurement

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 2 of 102

Information Reader Box	
Directorate	Purpose
Medical	Tools
Nursing	Guidance
Patients & Information	Resources
Finance	Consultations
Operations	
Commissioning Development	
Policy	
Human Resources	
Publications Gateway Reference	xx
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Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 3 of 102

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Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 4 of 102

Contents

Information Reader Box	3
Document Status.....	4
Contents.....	5
1 Introduction	7
1.1 Delegation of Functions, Duties and Powers.....	7
1.2 Reservation of Functions, Duties and Powers to the Board	8
1.3 Caution over the use of Delegated Functions, Duties and Powers.....	8
1.4 Ability to Delegate Delegated Functions, Duties and Powers.....	9
1.5 Failure to Comply with Standing Orders and Standing Financial Instructions .	9
2 Scope	10
2.1 Officers Within the Scope of this document.....	10
2.2 Officers Not Covered by this document.....	10
3 Definitions	11
4 Statutory Functions, Duties and Powers Reserved to the Board	14
5 Scheme of Delegation of Statutory Functions, Duties and Powers (General).....	16
6 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Primary Care	24
7 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Specialised Commissioned Services	26
8 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of High Secure Psychiatric Services	28
9 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Dental Services	30
10 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Primary Ophthalmic Services	32
11 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Pharmaceutical Services	34
12 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Services for Members of the Armed Forces.....	36

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 5 of 102

13	Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Prisons (and other accommodation of a prescribed type).....	38
14	Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Public Health	40
15	Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Clinical Commissioning Groups.....	42
16	Scheme of Delegation Derived from the Accounting Officer Memorandum.....	46
17	Financial Delegations from the Department of Health	47
18	Reservation of Functions, Duties and Powers Derived from Standing Orders.....	48
19	Scheme of Delegation Derived from Standing Orders	50
20	Reservation of Functions, Duties and Powers Derived from Standing Financial Instructions	54
21	Scheme of Delegation Derived from Standing Financial Instructions	56
22	Reservation of Functions, Duties and Powers & Scheme of Delegation Derived from the Memorandum of Understanding with the Business Services Authority, in respect of Commissioning Support Units.....	75
23	Functions, Duties and Powers Reserved to the Board	77
24	Functions, Duties and Powers Delegated by the Board to Committees.....	80
25	Reservation of Functions, Duties and Powers in respect of Commissioning Support Units	81
26	Scheme of Delegation in respect of Commissioning Support Units	85
27	Reservation of Functions, Duties and Powers in respect of NHS Improving Quality ..	89
28	Scheme of Delegation in respect of NHS Improving Quality.....	92
29	Reservation of Functions, Duties and Powers in respect of the NHS Sustainable Development Unit	95
30	Scheme of Delegation in respect of the NHS Sustainable Development Unit	98
Appendix 1	Version Control Tracker.....	101

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 6 of 102

1 Introduction

1.1 Delegation of Functions, Duties and Powers

- 1.1.1 The NHS Commissioning Board may, in accordance with paragraph 13 of Schedule A1 of the NHS Act 2006 (as amended), arrange for the exercise of any of its functions on its behalf by:
- 1.1.1.1 Any Non-executive Member;
 - 1.1.1.2 Any Employee (including any Executive Member); or,
 - 1.1.1.3 A Committee or Sub-committee.
- 1.1.2 This is subject to such directions as may be given by the Secretary of State in respect of certain functions.
- 1.1.3 By virtue of section 13D NHS Act 2006, the NHS CB is under a statutory duty to carry out its functions effectively, efficiently and economically.
- 1.1.4 The purpose of this document is to summarise those functions, duties and powers of the NHS CB for which it is held accountable to Parliament and the Secretary of State and how it has delegated them internally.
- 1.1.5 The delegation and accountability from Parliament and the Secretary of State to the NHS CB and the Chief Executive in his role as Accounting Officer are set out in:
- 1.1.5.1 The NHS Act 2006 (as amended);
 - 1.1.5.2 The Health and Social Care Act 2012;
 - 1.1.5.3 The Mandate from the Government to the NHS CB for April 2013 to March 2015; and,
 - 1.1.5.4 Such other Regulations or Directions that may be issued from time to time.
- 1.1.6 The Board remains responsible for all of its functions under the NHS Act 2006, including those it delegates and would expect to receive information about the exercise of delegated functions to assure it and enable it to maintain a monitoring role.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 7 of 102

- 1.1.7 Functions which have not been reserved to the Board or delegated by the Board will be exercised in accordance with arrangements to be devised by the Chief Executive. The Board, however, maintains ultimate responsibility for all of its functions.
- 1.1.8 In this document, references to an Employee will include reference to his nominated representative. Ultimate responsibility will, however, be retained by the designated Employee.
- 1.1.9 Any function, duty or power not specifically delegated may be delegated by a separate Board resolution.
- 1.1.10 The Chief Executive may act in any way consistent with the NHS CB's statutory obligations to enable him to be satisfied that:
- 1.1.10.1 NHS CB functions are properly exercised in accordance with statute, including such primary and secondary legislation as may be applicable, and the Mandate; and,
- 1.1.10.2 In his capacity as Accounting Officer, that NHS CB funds are properly applied and accounted for in accordance with the instructions, memoranda and guidance issued by the Department of Health, HM Treasury and the Cabinet Office.
- 1.2 **Reservation of Functions, Duties and Powers to the Board**
- 1.2.1 The Board will have the overall function and duty of establishing and maintaining the strategic direction of the NHS CB.
- 1.2.2 The NHS CB's Standing Orders require the Board to agree those matters which it does not delegate. The matters reserved for determination by the Board are set out in this document.
- 1.2.3 The Board, in full session, may decide on any matter it wishes that is within its legal powers.
- 1.2.4 The Board reserves the ability to, at any time, withdraw a function, duty or power it has delegated and then to exercise the function, duty or power itself or to delegate it.
- 1.3 **Caution over the use of Delegated Functions, Duties and Powers**

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 8 of 102

1.3.1 Functions, duties and powers are delegated to the Board, Committees, Sub-committees, Non-executive Members, Executive Members and designated Employees, provided they do not use such delegated functions, duties and powers in a manner that is likely to be a cause for public concern.

1.4 **Ability to Delegate Delegated Functions, Duties and Powers**

1.4.1 The Board, Committees, Sub-committees, Non-executive Members, Executive Members and designated Employees may not delegate functions, duties or powers that have been delegated to them, unless specifically authorised to do so as part of the delegation of that function, duty or power.

1.4.2 Managing Directors of Commissioning Support Units, NHS Improving Quality and the NHS Sustainable Development Unit have the authority to delegate functions, duties or powers delegated to them, subject to such delegation being recorded in an Operating Framework, which will be approved by the Chief Financial Officer and ratified by the Audit Committee.

1.5 **Failure to Comply with Standing Orders and Standing Financial Instructions**

1.5.1 Failure to comply with Standing Orders and Standing Financial Instructions, which this document is deemed to be an integral part of, can in certain circumstances be regarded as a disciplinary matter that could result in dismissal.

1.5.2 If for any reason the reservation of powers or delegations detailed in this document are not complied with, full details of the non-compliance and any justification for non-compliance shall be reported to the next formal meeting of the Audit Committee for determining or ratifying action. All Members of the Board, and all Officers, have a duty to disclose any non-compliance to the Chief Financial Officer as soon as possible.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 9 of 102

2 Scope

2.1 Officers Within the Scope of this document

2.1.1 Officers of the following NHS CB areas are within the scope of this document:

2.1.1.1 NHS England:

- National Teams;
- Regional Teams; and,
- Area Teams.

2.1.1.2 All Commissioning Support Units;

2.1.1.3 NHS Leadership Academy;

2.1.1.4 NHS Improving Quality;

2.1.1.5 NHS Sustainable Development Unit;

2.1.1.6 Strategic Clinical Networks; and,

2.1.1.7 Clinical Senates.

2.2 Officers Not Covered by this document

2.2.1 There are no Officers of the NHS CB not covered by this document.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 10 of 102

3 Definitions

3.1 Unless a contrary intention is evident or the context requires otherwise, words or expressions contained in this document shall have the same meaning as set out in the National Health Service Act 2006 and the Health & Social Care Act 2012 or in any secondary legislation made under the National Health Service Act 2006 and the Health & Social Care Act 2012 and the following defined terms shall have the specific meanings given to them below:

Accounting Officer	means the person responsible and accountable for resources within the control of the NHS CB, in accordance with the requirements of the HM Treasury guidance Managing Public Money. Under paragraph 15 of Schedule A1 of the NHS Act 2006 the Accounting Officer for the NHS CB is the Chief Executive.
Board	means the Chair, Executive Members and Non-executive Members of the NHS CB collectively as a body.
Budget	means a resource, expressed in financial terms, proposed by the Board for the purpose of carrying out, for a specific period, any or all of the functions of the NHS CB.
Budget Holder	means an Officer with delegated authority to manage finance (income and/or expenditure) for a specific area of the NHS CB.
Budget Manager	means an Officer who manages a Budget on behalf of a Budget Holder.
Chair	means the person appointed by the Secretary of State for Health under paragraph 2(1) of Schedule A1 of the NHS Act 2006, to lead the Board and to ensure that it successfully discharges its overall responsibility for the NHS CB as a whole. The expression "the Chair" shall be deemed to include the Vice-chair if the Chair is absent from the meeting or is otherwise unavailable.
Chief Executive	means the chief executive of the NHS CB appointed pursuant to paragraph 3 of Schedule A1 of the NHS Act 2006.
Chief Financial Officer	means the chief financial officer of the NHS CB.
Clinical Commissioning Group/CCG	means a body established in accordance with section 11 of the NHS Act 2006.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 11 of 102

Committee	means a committee appointed by the Board, which reports to the Board.
Committee Member	means a person appointed by the Board to sit on or to chair a specific Committee.
Employee	means a person paid via the payroll of the NHS CB, or for whom the NHS CB has responsibility for making payroll arrangements, but excluding Non-executive Members.
Executive Member	means a Member of the Board who is appointed under paragraph 3 of Schedule A1 of the NHS Act 2006.
Funds Held on Trust	means those funds which the Board holds on the date of incorporation, receives on distribution by statutory instrument or chooses subsequently to accept under powers derived under section 13Y and paragraph 11, Schedule A1 of the NHS Act 2006. Such funds may or may not be charitable.
HSCA 2012	means Health & Social Care Act 2012.
Member	means a Non-Executive Member or Executive Member of the Board as the context permits. Member in relation to the Board does not include its Chair.
Motion	means a formal proposition to be discussed and voted on during the course of a meeting of the Board.
National Director	means an Executive Member or other Officer of the NHS CB who reports directly to the Chief Executive.
NHS Act 2006	means National Health Service Act 2006 (as amended).
NHS CB	means NHS Commissioning Board.
Nominated Officer	means an Officer charged with the responsibility for discharging a specific task within SOs and/or SFIs.
Non-executive Director	means a Non-executive Member of the NHS CB.
Non-executive Member	means a Member of the Board who is appointed under paragraph 2(1)(a) and 2(1)(b) of Schedule A1 of the NHS Act 2006.
Officer	means an Employee of the NHS CB or any other person holding a paid appointment or office with the NHS CB.
Secretary	means a person appointed to provide advice on corporate

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 12 of 102

governance issues to the Board and the Chair, and to monitor the Board's compliance with the law, SOs and SFIs, and guidance issued by the Secretary of State for Health.

Secretary of State for Health

means the UK Cabinet Minister responsible for the Department of Health.

SFI

means Standing Financial Instruction.

SO

means Standing Order.

Sub-committee

means a committee appointed by the Board, which reports to a Committee of the Board

Vice-chair

means the Non-executive Member appointed by the Board to take on the Chair's duties if the Chair is absent for any reason.

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Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 13 of 102

4 Statutory Functions, Duties and Powers Reserved to the Board

Reference:	Reserved To:	Functions, Duties and Powers:
NHS Act 2006		
Section 1H	NHS CB Board	<ul style="list-style-type: none"> Ensure compliance with the concurrent duty, held with the Secretary of State for Health, to continue the promotion in England of a comprehensive health service.
Section 2	NHS CB Board	<ul style="list-style-type: none"> Do that which is considered appropriate for the purposes of discharging any duty imposed on the NHS CB and anything which is calculated to facilitate, or is conducive or incidental to, the discharge of such a duty.
Section 3B	NHS CB Board	<ul style="list-style-type: none"> Comply with Regulations which may be issued by the Secretary of State to commission the services specified: <ul style="list-style-type: none"> Dental services of a prescribed description; Services or facilities for members of the armed forces or their families; Services or facilities for persons who are detained in a prison or in other accommodation of a prescribed description; and, Such other services or facilities as may be prescribed).
Section 13A	NHS CB Board	<ul style="list-style-type: none"> Ensure compliance with Mandate from the Secretary of State.
Section 13D	NHS CB Board	<ul style="list-style-type: none"> Comply with duty to exercise functions effectively, efficiently and economically.
Section 13F	NHS CB Board	<ul style="list-style-type: none"> Have regard to the desirability of promoting autonomy, in exercising functions, so that any other person exercising functions or providing services is free to do so in the manner in which it considers most appropriate and without unnecessary burdens imposed on such a person.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 14 of 102

Reference:	Reserved To:	Functions, Duties and Powers:
Section 13Q	NHS CB Board	<ul style="list-style-type: none"> Make arrangements to secure public involvement and consultation by the Board in relation to the exercise of its function to make commissioning arrangements.
Section 13T	NHS CB Board	<ul style="list-style-type: none"> Publish a business plan before the start of each financial year, specifically explaining how the NHS CB proposes to discharge its duties under sections 13E, G and Q, and sections 223C and E.
Section 13U	NHS CB Board	<ul style="list-style-type: none"> Publish an annual report as soon as practicable after the end of each financial year. Such report must be laid before Parliament and a copy sent to the Secretary of State.
Section 13Z	NHS CB Board	<ul style="list-style-type: none"> Exercise the power to delegate functions to a Special Health Authority, CCG or such other body as may be prescribed.

HSCA 2012

Section 290	NHS CB Board	<ul style="list-style-type: none"> Other duties to co-operate.
Section 295	NHS CB Board	<ul style="list-style-type: none"> Arrangements between the Board and Northern Ireland Ministers.
Section 296	NHS CB Board	<ul style="list-style-type: none"> Arrangements between the Board and Scottish Ministers etc.

Equality Act 2010

Section 149	NHS CB Board	<ul style="list-style-type: none"> Ensure that due regard is given to the public sector equality duty in all decision making and make arrangements to implement a system to deliver analysis for the purposes of the duty.
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Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 15 of 102

5 Scheme of Delegation of Statutory Functions, Duties and Powers (General)

Reference:	Delegated To:	Functions, Duties and Powers:
NHS Act 2006		
Section 4	Designated Employees	<ul style="list-style-type: none"> Make arrangements for the provision of hospital accommodation and services for persons who: <ul style="list-style-type: none"> Are liable to be detained under the Mental Health Act 1983; and, In opinion of the Secretary of State require treatment under conditions of high security on account of their dangerous, violent or criminal propensities.
Section 6D	National Directors	<ul style="list-style-type: none"> Comply with Regulations to exercise a specified EU health function and make arrangements for the performance and provision of such health functions outside England.
	Regional Directors & designated Employees	<ul style="list-style-type: none"> Oversee arrangements and role of area teams to apply arrangements for the performance and provision of such specified EU health functions outside England and provide assurance on the consistent application of the process to the audit committee. Make arrangements to provide a process by which patients can appeal from decisions of the Area team.
	Area Directors & designated Employees	<ul style="list-style-type: none"> Apply arrangements for the performance and provision of such specified EU health functions outside England and make decisions on such payments within their area.
	Area Directors and designated Employees	<ul style="list-style-type: none"> Exercise general duties in relation to the commissioning and/or provision of specified EU health functions outside England.
Section 12A	National Directors	<ul style="list-style-type: none"> Make arrangements to make direct payments.
	Regional Directors &	<ul style="list-style-type: none"> Oversee arrangements and role of area teams to make direct payments and provide assurance on the

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 16 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
	designated Employees	consistent application of the process to the Audit Committee. Make provision to provide an appeal process for patients from decisions of the Area team.
	Area Directors & designated Employees	<ul style="list-style-type: none"> Apply arrangements to make direct payments and make decisions on such payments within their area.
Section 13E	Designated Employees	<ul style="list-style-type: none"> Make arrangements to comply with the duty as to exercising the functions of the NHS CB with a view to securing improvement in the quality of services in connection with: <ul style="list-style-type: none"> The prevention, diagnosis or treatment of illness; or, The protection or improvement of public health.
Section 13G	Designated Employees	<ul style="list-style-type: none"> Ensure functions are exercised having regard to the need to reduce inequalities with respect to access to health services and outcomes achieved by the provision of those services.
Section 13H	Designated Employees	<ul style="list-style-type: none"> Make arrangements to comply with the duty to promote involvement of each patient.
	Designated Employees	<ul style="list-style-type: none"> Issue guidance in accordance with obligation under section 14U(2) of Act to CCGs on how they should discharge their duty to promote the involvement of each patient .
Section 13I	National Directors	<ul style="list-style-type: none"> Make arrangements to comply with the duty as to patient choice.
	Designated Employees	<ul style="list-style-type: none"> Implement arrangements so that the duty as to patient choice is complied with in exercising functions, duties and powers.
Section 13J	Chief Executive	<ul style="list-style-type: none"> Make arrangements to obtain appropriate advice.
Section 13K	National Directors	<ul style="list-style-type: none"> Make arrangements to secure compliance with the duty to promote innovation.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 17 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
	Designated Employees	<ul style="list-style-type: none"> Implement arrangements so that the duty as to innovation is complied with in exercising functions, duties and powers.
Section 13L	Designated Employees	<ul style="list-style-type: none"> Duty in respect of promoting research in the exercise of its functions.
Section 13M	Designated Employees	<ul style="list-style-type: none"> Comply with duty to assist the Secretary of State in respect of promoting education and training to persons who are employed, or who are considering becoming employed, in an activity which involves or is concerned with the provision of services as part of the health service in England.
Section 13N	Designated Employees	<ul style="list-style-type: none"> Make arrangements to ensure compliance with the duty to promoting integration for health services and, where appropriate, social care services.
Section 13O	Chief Operating Officer	<ul style="list-style-type: none"> Make arrangements to ensure compliance with the duty to have regard to the likely impact on services for those who live close to the border in Scotland and Wales, from commissioning decisions made by the NHS CB in England.
Section 13P	Chief Operating Officer	<ul style="list-style-type: none"> Comply with duty not to exercise the NHS CB's functions so as to cause a variation in the provision of health services.
Section 13Q	Designated Employees	<ul style="list-style-type: none"> Issue guidance on how the NHS CB will comply with its duty to secure public involvement and consultation.
	Area Directors	<ul style="list-style-type: none"> Implement arrangements to secure public involvement and consultation on an area basis.
	Regional Directors	<ul style="list-style-type: none"> Implement arrangements to secure public involvement and consultation on issues which cover more than one area.
	National Directors	<ul style="list-style-type: none"> Implement arrangements to secure public involvement and consultation on any issue for national engagement and consultation.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 18 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
Section 13R	Designated Employees	<ul style="list-style-type: none"> Make arrangements to establish and operate a system for collecting and analysing information on the safety of services provided by the health service.
Section 13S	Designated Employees	<ul style="list-style-type: none"> Publish guidance for registered persons in relation to the processing of patient information and other information obtained or generated in the course of the provision of the health service.
Section 13V	Chief Financial Officer	<ul style="list-style-type: none"> Power to establish pooled funds with one of more CCG.
Section 13W	Chief Financial Officer	<ul style="list-style-type: none"> Board's power to generate income, etc.
	Commissioning Support Programme Board Committee	<ul style="list-style-type: none"> Responsibility for the generation of income through the activities of Commissioning Support Units, which the NHS CB hosts with the NHS Business Services Authority, and for oversight and assurance to the Audit Committee.
	Managing Directors of Commissioning Support Units	<ul style="list-style-type: none"> Responsibility for decision-making over income generation by individual Commissioning Support Units and responsibility for running them in-line with guidance from the Commissioning Support Programme Board Committee.
Section 13X	Chief Financial Officer	<ul style="list-style-type: none"> Make arrangements to exercise the power to make grants to a voluntary organisation.
Section 13Y	National Directors, Regional Directors & Area Directors	<ul style="list-style-type: none"> Exercise of the Board's incidental powers to in particular enter into agreements, acquire and dispose of property and to accept gifts, subject to compliance with delegated financial limits.
Section 13Z3	National Directors	<ul style="list-style-type: none"> Put in place arrangements to enable the NHS CB to make permitted disclosures of information when it is determined to be appropriate.
Section 75	Designated Employees	<ul style="list-style-type: none"> Arrangements between NHS bodies and local authorities.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 19 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
Section 244	Area Directors	<ul style="list-style-type: none"> Perform duty to advise and consult the local authority health and overview scrutiny committee for the area on issues relating to NHS commissioning arrangements.
	Regional Directors	<ul style="list-style-type: none"> Perform duty to advise and consult the local authority health and overview scrutiny committees or any joint committee for issues relating to NHS commissioning arrangements which cover more than one area.
	National Directors	<ul style="list-style-type: none"> Perform duty to advise and consult the local authority health and overview scrutiny committees or any joint committee for issues relating to NHS commissioning arrangements which have national coverage.

HSCA 2012

Section 254	National Director for Patients and Information	<ul style="list-style-type: none"> Use of powers to direct the Health and Social Care Information Centre to establish information systems as required by the NHS CB.
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Mental Health Act 1983

Section 12(2)	National Medical Director	<ul style="list-style-type: none"> Make arrangements for the designation of mental health doctors pursuant to section 12(2) Mental Health Act.
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Civil Contingencies Act 2004

Schedule 1	National Directors	<ul style="list-style-type: none"> Make arrangements for the NHS CB to comply with obligations as a Category 1 responder. Those obligations include a duty under section 2 to assess, plan and advise ("contingency planning").
	Area Directors	<ul style="list-style-type: none"> Implement arrangements to comply with obligations as a Category 1 responder in their Area.
	Regional Directors	<ul style="list-style-type: none"> Assure Audit Committee that the area team arrangements are sufficient to comply with Category 1 Responder obligations and where necessary implement such arrangements for the NHS CB.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 20 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
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Domestic Violence, Crime and Victims Act 2004

Section 9(3)	National Directors	<ul style="list-style-type: none"> Make arrangements, as directed by the Secretary of State, for the conduct of domestic homicide reviews.
	Medical Director or Director of Nursing for each Area	<ul style="list-style-type: none"> Undertake domestic homicide reviews if they are within team's area.
	Medical Director or Director of Nursing for each Region	<ul style="list-style-type: none"> Assure Audit Committee as to Area Team's performance of domestic homicide reviews and if, the review is across multiple areas, undertake the domestic homicide review.

Children Act 2004

Section 10	National Medical Director & Chief Nursing Officer	<ul style="list-style-type: none"> Responsibility for ensuring that the duty to co-operate with local authorities and others to improve well-being of children is complied with.
Section 11	National Medical Director & Chief Nursing Officer	<ul style="list-style-type: none"> Responsibility for ensuring that the duty to ensure that the NHS CB's functions are discharged having regard to the need to safeguard and promote the welfare of children.

Childcare Act 2006

Section 4	National Medical Director & Chief Nursing Officer	<ul style="list-style-type: none"> Responsibility for ensuring that the NHS CB as a "relevant partner", complies with duty to work with local authority in connection with the authority's arrangements for improving well-being etc. of young children.
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Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 21 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
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Criminal Justice Act 2003

Section 325	National Directors	<ul style="list-style-type: none"> Complying with duty to co-operate with the Police, Probation and Prison services in relation to arrangements for assessing risks of violent or sexual offenders
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International Development Act 2002

Section 9 of Schedule 1	NHS CB Board	<ul style="list-style-type: none"> Exercising the power, as a relevant public body, to make arrangements for the purposes of furthering sustainable development in countries outside the United Kingdom; improving the welfare of the population of one or more such countries, or alleviating the effects of natural or man-made disaster or other emergency on the population of one or more such countries (amended by Schedule 5, paragraph 100; Schedule 7, paragraph 11; Schedule 14, paragraph 82; Schedule 17, paragraph 9).
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Local Government and Public Involvement in Health Act 2007

Section 116B(2)	Area Directors	<ul style="list-style-type: none"> Responsibility for ensuring that the duty, when exercising any functions in arranging for the provision of health services in relation to the area of a responsible local authority, to have regard to the following: <ul style="list-style-type: none"> Any relevant needs assessment prepared under section 116; and, Any relevant joint health and wellbeing strategy prepared under section 116A.
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Public Bodies (Admissions to Meetings) Act 1960

Section 1(1)	NHS CB Board	<ul style="list-style-type: none"> Responsibility for ensuring that the duty to hold its meetings in public is complied with.
Section 1(2)	Chair	<ul style="list-style-type: none"> Ability to exercise the power to hold meetings or parts of meetings in private (following a resolution) whenever publicity would be prejudicial to the public interest by reason of the confidential nature of the business transacted, or for other special reasons stated in the resolution and arising from the nature of that

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 22 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
		business or the proceedings.

DRAFT

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 23 of 102

6 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Primary Care

Reference:	Delegated To:	Functions, Duties and Powers:
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NHS Act 2006

Section 83 & Section 92	NHS CB Board	<ul style="list-style-type: none"> Develop and publish strategy for securing the provision of primary medical services.
	Chief Operating Officer	<ul style="list-style-type: none"> Implement the strategy for securing the provision of primary medical services.
	Chief Operating Officer & National Medical Director	<ul style="list-style-type: none"> Develop guidance for implementation of the obligations under the NHS (Performers Lists) Regulations.
	Area Directors	<ul style="list-style-type: none"> Exercise general duties in relation to the commissioning and/or provision of primary medical services.
	Designated Employees	<ul style="list-style-type: none"> Enter into arrangements, contractual or otherwise, subject to compliance with delegated financial limits, to secure the provision of primary medical services.
	Designated Employees	<ul style="list-style-type: none"> Ensure contracts and other arrangements are correctly monitored and governed including ensuring that all contractors sign the NHS CB's data confidentiality code of conduct and IT security policy where relevant.
	Area Directors	<ul style="list-style-type: none"> Exercise the functions, specifically that of investigating and regulating performers, as described in the NHS (Performers Lists) Regulations and in accordance with guidance issued by the Chief Operating Officer and National Medical Director.
	Regional Directors	<ul style="list-style-type: none"> Make arrangements to have in place a panel to determine performance list issues raised by the Area Teams in pursuance of their function to investigate and regulate performers under the Regulations.
	Area Directors	<ul style="list-style-type: none"> Exercise functions to work with CCGs, local authorities and health and wellbeing boards to deliver primary

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 24 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
		care services in their area.
	Area Directors	<ul style="list-style-type: none"> • Authorisation to investigate any complaint related to the provision of primary medical services by any provider from whom the NHS CB commissions such services, either directly or indirectly through CCGs.
	Area Directors	<ul style="list-style-type: none"> • Take urgent and emergency action to safeguard and maintain the provision of primary medical services.
Section 98A	National Directors & designated Employees	<ul style="list-style-type: none"> • Give directions to a CCG about the exercise by it of any functions of the NHS CB relating to the provision of primary medical services.
	Regional Directors	<ul style="list-style-type: none"> • Oversee the Area Teams in exercising functions to deliver primary care services and assure the Audit Committee that such services are commissioned and monitored in accordance with the legal framework and Executive Team guidance.
	Regional Directors	<ul style="list-style-type: none"> • Undertake investigations into service provision or performer list issues where they cover more than one Area Team's area.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 25 of 102

7 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Specialised Commissioned Services

Reference:	Delegated To:	Functions, Duties and Powers:
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NHS Act 2006

Section 3B	NHS CB Board	<ul style="list-style-type: none"> Develop and publish strategy for securing the provision of specialised commissioned services.
	Clinical Priorities Advisory Group	<ul style="list-style-type: none"> Provide advice and recommendations to the Board over the provision of specialised commissioned services and to make clinical prioritisation decisions.
	Chief Operating Officer	<ul style="list-style-type: none"> Implement the strategy for securing the provision of specialised commissioned services.
	Designated Area Directors	<ul style="list-style-type: none"> Exercise general duties in relation to the commissioning and/or provision of specialised commissioned services.
	Designated Employees	<ul style="list-style-type: none"> Enter into arrangements, contractual or otherwise, subject to compliance with delegated financial limits, to secure the provision of specialised commissioned services.
	Designated Employees	<ul style="list-style-type: none"> Ensure contracts and other arrangements are correctly monitored and governed including ensuring that all contractors sign the NHS CB's data confidentiality code of conduct and IT security policy where relevant.
	Area Directors	<ul style="list-style-type: none"> Authorisation to investigate any complaint related to the provision of specialised commissioned services by any provider from whom the NHS CB commissions such services, either directly or indirectly.
	Area Directors	<ul style="list-style-type: none"> Take urgent and emergency action to safeguard and maintain the provision of specialised commissioned services.
	Area Directors	<ul style="list-style-type: none"> Exercise functions to work with CCGs, local authorities and health and wellbeing boards to deliver

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 26 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
		specialised commissioned services in their area.
	Area Directors	<ul style="list-style-type: none"> Ensure that processes are in place to make determinations over Individual Funding Requests in respect of specialised commissioned services.
	Regional Directors	<ul style="list-style-type: none"> Oversee the Area Teams in exercising functions to deliver specialised commissioned services and assure the Audit Committee that such services are commissioned and monitored in accordance with the legal framework and Executive Team guidance.
	Regional Directors	<ul style="list-style-type: none"> Undertake investigations into service provision where they cover more than one Area Team's area.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 27 of 102

8 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of High Secure Psychiatric Services

Reference:	Delegated To:	Functions, Duties and Powers:
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NHS Act 2006

Section 4	Designated Employees	<ul style="list-style-type: none"> Make arrangements for the provision of hospital accommodation and services for persons who: <ul style="list-style-type: none"> Are liable to be detained under the Mental Health Act 1983; and, In the opinion of the Secretary of State require treatment under conditions of high security on account of their dangerous, violent or criminal propensities.
	Designated Area Directors	<ul style="list-style-type: none"> Exercise general duties in relation to the commissioning and/or provision of high secure psychiatric services.
	Designated Employees	<ul style="list-style-type: none"> Enter into arrangements, contractual or otherwise, subject to compliance with delegated financial limits, to secure the provision of high secure psychiatric services.
	Designated Employees	<ul style="list-style-type: none"> Ensure contracts and other arrangements are correctly monitored and governed including ensuring that all contractors sign the NHS CB's data confidentiality code of conduct and IT security policy where relevant.
	Area Directors	<ul style="list-style-type: none"> Authorisation to investigate any complaint related to the provision of high secure psychiatric services by any provider from whom the NHS CB commissions such services, either directly or indirectly.
	Area Directors	<ul style="list-style-type: none"> Take urgent and emergency action to safeguard and maintain the provision of high secure psychiatric services.
	Regional Directors	<ul style="list-style-type: none"> Oversee the Area Teams exercising functions to deliver high secure service and assure the Audit

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 28 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
		Committee that such services are commissioned and monitored in accordance with the legal framework and Executive Team guidance.

DRAFT

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 29 of 102

9 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Dental Services

Reference:	Delegated To:	Functions, Duties and Powers:
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NHS Act 2006

Section 5, Section 99 & Section 100	National Directors	<ul style="list-style-type: none"> Make arrangements, to the extent which the NHS CB considers necessary to meet all reasonable requirements, to exercise powers so as to secure the provision of dental services throughout England.
	Chief Operating Officer & National Medical Director	<ul style="list-style-type: none"> Develop guidance for implementation of the obligations under the NHS (Performers Lists) Regulations.
	Area Directors	<ul style="list-style-type: none"> Exercise general duties in relation to the commissioning and/or provision of dental services.
	Designated Employees	<ul style="list-style-type: none"> Enter into arrangements, contractual or otherwise, subject to compliance with delegated financial limits, to secure the provision of dental services.
	Designated Employees	<ul style="list-style-type: none"> Ensure contracts and other arrangements are correctly monitored and governed including ensuring that all contractors sign the NHS CB's data confidentiality code of conduct and IT security policy where relevant.
	Area Directors	<ul style="list-style-type: none"> Exercise the functions, specifically that of investigating and regulating performers, as described in the NHS (Performers Lists) Regulations and in accordance with guidance issued by the Chief Operating Officer and National Medical Director.
	Regional Directors	<ul style="list-style-type: none"> Make arrangements to have in place a panel to determine performance list issues raised by the Area Teams in pursuance of their function to investigate and regulate performers under the Regulations.
	Area Directors	<ul style="list-style-type: none"> Authorisation to investigate any complaint related to the provision of dental services by any provider from

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 30 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
		whom the NHS CB commissions such services, either directly or indirectly.
	Area Directors	<ul style="list-style-type: none"> Take urgent and emergency action to safeguard and maintain the provision of dental services.
	Area Directors	<ul style="list-style-type: none"> Ensure that processes are in place to make determinations over Individual Funding Requests in respect of dental services.
	Regional Directors	<ul style="list-style-type: none"> Oversee the Area Teams in exercising functions to deliver dental services and assure the Audit Committee that such services are commissioned and monitored in accordance with the legal framework and Executive Team guidance.
	Regional Directors	<ul style="list-style-type: none"> Undertake investigations into service provision or performer list issues where they cover more than one Area Team's area.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 31 of 102

10 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Primary Ophthalmic Services

Reference:	Delegated To:	Functions, Duties and Powers:
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NHS Act 2006

Section 6 & Section 115	National Directors	<ul style="list-style-type: none"> Make arrangements to secure the provision of primary ophthalmic services throughout England.
	Chief Operating Officer & National Medical Director	<ul style="list-style-type: none"> Develop guidance for implementation of the obligations under the NHS (Performers Lists) Regulations.
	Area Directors	<ul style="list-style-type: none"> Exercise general duties in relation to the commissioning/provision of primary ophthalmic services.
	Designated Employees	<ul style="list-style-type: none"> Enter into arrangements, contractual or otherwise, subject to compliance with delegated financial limits, to secure the provision of primary ophthalmic services.
	Designated Employees	<ul style="list-style-type: none"> Ensure contracts and other arrangements are correctly monitored and governed including ensuring that all contractors sign the NHSCB's data confidentiality code of conduct and IT security policy where relevant.
	Area Directors	<ul style="list-style-type: none"> Exercise the functions, specifically that of investigating and regulating performers, as described in the NHS (Performers Lists) Regulations and in accordance with guidance issued by the Chief Operating Officer and National Medical Director.
	Regional Directors	<ul style="list-style-type: none"> Make arrangements to have in place a panel to determine performance list issues raised by the Area teams in pursuance of their function to investigate and regulate performers under the Regulations.
	Area Directors	<ul style="list-style-type: none"> Authorisation to investigate any complaint related to the provision of primary ophthalmic services by any

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 32 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
		provider from whom the NHSCB commissions such services, either directly or indirectly.
	Area Directors	<ul style="list-style-type: none"> Take urgent and emergency action to safeguard and maintain the provision of primary ophthalmic services.
	Area Directors	<ul style="list-style-type: none"> Ensure that processes are in place to make determinations over Individual Funding Requests in respect of primary ophthalmic services.
	Regional Directors	<ul style="list-style-type: none"> Oversee the Area Teams in exercising functions to deliver primary care services and assure the Audit Committee that such services are commissioned and monitored in accordance with the legal framework and Executive Team guidance.
	Regional Directors	<ul style="list-style-type: none"> Undertake investigations into service provision or performer list issues where they cover more than one Area Team's area.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 33 of 102

11 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Pharmaceutical Services

Reference:	Delegated To:	Functions, Duties and Powers:
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NHS Act 2006

Section 127	National Directors	<ul style="list-style-type: none"> Make arrangements to secure the provision of pharmaceutical services throughout England.
	Area Directors	<ul style="list-style-type: none"> Exercise general duties in relation to the commissioning/provision of pharmaceutical services.
	Designated Employees	<ul style="list-style-type: none"> Enter into arrangements, contractual or otherwise, subject to compliance with delegated financial limits, to secure the provision of primary pharmaceutical services.
	Designated Employees	<ul style="list-style-type: none"> Ensure contracts and other arrangements are correctly monitored and governed including ensuring that all contractors sign the NHS CB's data confidentiality code of conduct and IT security policy where relevant.
	Area Directors	<ul style="list-style-type: none"> Exercise contractual obligations to performance manage pharmaceutical contractors.
	Area Directors	<ul style="list-style-type: none"> Authorisation to investigate any complaint related to the provision of pharmaceutical services by any provider from whom the NHS CB commissions such services, either directly or indirectly.
	Area Directors	<ul style="list-style-type: none"> Take urgent and emergency action to safeguard and maintain the provision of primary pharmaceutical services.
	Area Directors	<ul style="list-style-type: none"> Ensure that processes are in place to make determinations over Individual Funding Requests in respect of primary pharmaceutical services.
	Regional Directors	<ul style="list-style-type: none"> Oversee the Area Teams in exercising functions to deliver primary pharmaceutical services and assure the Audit Committee that such services are commissioned and monitored in accordance with the legal

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 34 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
		framework and Executive Team guidance.
	Regional Directors	<ul style="list-style-type: none"> Undertake investigations into service provision or performer list issues where they cover more than one Area Team's area.

DRAFT

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 35 of 102

12 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Services for Members of the Armed Forces

Reference:	Delegated To:	Functions, Duties and Powers:
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NHS Act 2006

Section 3B	National Directors	<ul style="list-style-type: none"> Develop, publish and implement strategy for securing the provision of health services to members of the armed forces.
	Designated Area Directors	<ul style="list-style-type: none"> Exercise general duties in relation to the commissioning and/or provision of services for members of the armed forces.
	Designated Employees	<ul style="list-style-type: none"> Enter into arrangements, contractual or otherwise, subject to compliance with delegated financial limits, to secure the provision of services for members of the armed forces.
	Designated Employees	<ul style="list-style-type: none"> Ensure contracts and other arrangements are correctly monitored and governed including ensuring that all contractors sign the NHS CB's data confidentiality code of conduct and IT security policy where relevant.
	Area Directors	<ul style="list-style-type: none"> Authorisation to investigate any complaint related to the provision of services for members of the armed forces by any provider from whom the NHS CB commissions such services, either directly or indirectly.
	Area Directors	<ul style="list-style-type: none"> Take urgent and emergency action to safeguard and maintain the provision of health services to members of the armed forces.
	Area Directors	<ul style="list-style-type: none"> Ensure that processes are in place to make determinations over Individual Funding Requests from members of the armed forces.
	Regional Directors	<ul style="list-style-type: none"> Oversee the Area Teams in exercising functions to deliver primary care services and assure the Audit

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 36 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
		Committee that such services are commissioned and monitored in accordance with the legal framework and Executive Team guidance.
	Regional Directors	<ul style="list-style-type: none"> Undertake investigations into service provision or performer list issues where they cover more than one Area Team's area.

DRAFT

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 37 of 102

13 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Prisons (and other accommodation of a prescribed type)

Reference:	Delegated To:	Functions, Duties and Powers:
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NHS Act 2006

Section 3B	National Directors	<ul style="list-style-type: none"> Develop, publish and implement strategy for securing the provision of health services for prisons and other accommodation of a prescribed type.
	Designated Area Directors	<ul style="list-style-type: none"> Exercise general duties in relation to the commissioning and/or provision of prison (and other accommodation of a prescribed type) services.
	Designated Employees	<ul style="list-style-type: none"> Enter into arrangements, contractual or otherwise, subject to compliance with delegated financial limits, to secure the provision of health services for prisons and other accommodation of a prescribed type.
	Designated Employees	<ul style="list-style-type: none"> Ensure contracts and other arrangements are correctly monitored and governed including ensuring that all contractors sign the NHS CB's data confidentiality code of conduct and IT security policy where relevant.
	Area Directors	<ul style="list-style-type: none"> Authorisation to investigate any complaint related to the provision of services for prisons and other accommodation of a prescribed type by any provider from whom the NHS CB commissions such services, either directly or indirectly.
	Area Directors	<ul style="list-style-type: none"> Take urgent and emergency action to safeguard and maintain the provision of health services for prisons and other accommodation of a prescribed type.
	Area Directors	<ul style="list-style-type: none"> Ensure that processes are in place to make determinations over Individual Funding Requests from those residing in either prison or other accommodation of a prescribed type.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 38 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
	Regional Directors	<ul style="list-style-type: none">Oversee the Area Teams in exercising functions to deliver primary care services and assure the Audit Committee that such services are commissioned and monitored in accordance with the legal framework and Executive Team guidance.
	Regional Directors	<ul style="list-style-type: none">Undertake investigations into service provision or performer list issues where they cover more than one Area Team's area.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 39 of 102

14 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Public Health

Reference:	Delegated To:	Functions, Duties and Powers:
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NHS Act 2006

Section 2, Section 2A, Section 2B & Section 12	National Directors	<ul style="list-style-type: none"> Provide or secure the provision of a range of defined services covering: <ul style="list-style-type: none"> Immunisation programmes; Screening programmes; Children's public health services; Public health care for people in prison or other places of detention; Sexual assault referral centres; and, Child health information systems.
Section 7A	National Directors	<ul style="list-style-type: none"> To seek to achieve key deliverables focused on achieving positive health outcomes for the population and reducing inequalities in health, as defined in the section 7A agreement related to public health functions to be exercised by the NHS CB.
	National Director: Policy	<ul style="list-style-type: none"> To work in partnership with the Department of Health to develop future agreements under Section 7A.
	Chief Operating Officer	<ul style="list-style-type: none"> To jointly convene with the Department of Health meetings of an oversight group to undertake the functions described within the section 7A agreement.
	National Director: Patients & Information	<ul style="list-style-type: none"> To, as far as is practicable, share with the Health and Social Care information Centre all information collected, or required from providers, in the exercise of functions pursuant to the section 7A agreement.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 40 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
	National Director: Patients & Information	<ul style="list-style-type: none"> To ensure relevant unpublished information is shared on a timely basis with the Department of Health and Public Health England for the exercise of their functions.
	National Directors	<ul style="list-style-type: none"> To share information with the Department of Health and Public Health England to enable effective joint planning of future section 7A agreements, including prospective changes in services or new services that may be commissioned under a future agreement.
	NHS CB Board	<ul style="list-style-type: none"> Report annually to the Secretary of State on the key deliverables identified in the section 7A agreement, this report being included either as part of the NHS CB's annual report or as a separate document provided no later than the date on which that annual report is laid before Parliament.
	National Directors	<ul style="list-style-type: none"> To, without delay, inform the Department of Health in writing of any significant concerns the NHS CB has in relation to the delivery by providers of services covered under the section 7A agreement.
	NHS CB Board	<ul style="list-style-type: none"> To report after the end of each financial year on the use of funding allocated under paragraph A27 of the Section 7A agreement, meeting the requirements described in paragraph A32 of that agreement.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 41 of 102

15 Scheme of Delegation of Statutory Functions, Duties and Powers in respect of Clinical Commissioning Groups

Reference:	Delegated To:	Functions, Duties and Powers:
NHS Act 2006		
Section 14A	NHS CB Board	<ul style="list-style-type: none"> Assure and guide the strategy of the NHS CB for exercising the general duties in relation to CCGs.
	National Directors	<ul style="list-style-type: none"> Develop, publish and implement strategy for exercising the general duties in relation to CCGs.
	Area Directors	<ul style="list-style-type: none"> Exercise general duties in relation to CCGs.
Section 14B & Regulations	Clinical Commissioning Group Committee	<ul style="list-style-type: none"> Consider applications for the establishment of CCGs.
Section 14C & Regulations	Clinical Commissioning Group Committee	<ul style="list-style-type: none"> Determine applications under section 14B NHS Act 2006.
Section 14E & Regulations	Area Directors	<ul style="list-style-type: none"> Consider and determine applications for variation of a CCG's constitution.
Section 14F & Regulations	Area Directors	<ul style="list-style-type: none"> Approve variation of a CCG's constitution otherwise than on application.
Section 14G	Clinical Commissioning Group Committee	<ul style="list-style-type: none"> Consider and determine applications for merger by two or more CCGs.
Section 14H	Clinical Commissioning Group Committee	<ul style="list-style-type: none"> Make decisions on whether to dissolve one or more CCGs.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 42 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
Section 14I	National Directors	<ul style="list-style-type: none"> Make a property or staff transfer scheme in connection with the variation, merger or dissolution of one or more CCGs.
Section 14K	National Directors	<ul style="list-style-type: none"> Make arrangements to publish guidance about the establishment, variation, merger or dissolution of one or more CCGs
Section 14U(2)	National Directors	<ul style="list-style-type: none"> Arrange for the publication of guidance to CCGs on the discharge of their duty to promote the involvement of each patient.
Section 14W(3)	National Directors	<ul style="list-style-type: none"> Consider the need to publish guidance to CCGs over how to discharge their duty to obtain appropriate advice.
Section 14Z2(4)	National Directors	<ul style="list-style-type: none"> Consider the need to publish guidance to CCGs over how to discharge their duty in respect of public involvement and consultation in the exercise of their functions to make commissioning arrangements.
Section 14Z7(1) & Section 14Z7(6)	Chief Financial Officer	<ul style="list-style-type: none"> Consider the need to publish guidance to CCGs over how to discharge their responsibility for payments to providers.
Section 14Z8	National Directors	<ul style="list-style-type: none"> Make arrangements to publish guidance for CCGs on the discharge of their commissioning functions.
Section 14Z9	Area Directors	<ul style="list-style-type: none"> Consider and determine requests by CCGs for the NHS CB to exercise functions of the CCG. Should a request be accepted then make arrangements for the NHS CB to exercise the function or functions of the relevant CCG.
Section 14Z10	Area Directors	<ul style="list-style-type: none"> Consider and determine requests by CCGs for the NHS CB to provide assistance or support to the CCG. Should a request be accepted then make arrangements for the NHS CB to provide such support or

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 43 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
		assistance as it is determined the CCG requires.
	Commissioning Support Programme Board Committee	<ul style="list-style-type: none"> Responsibility for the generation of income through the activities of Commissioning Support Units, which the NHS CB hosts with the NHS Business Services Authority, and for oversight and assurance to the Audit Committee.
	Managing Directors of Commissioning Support Units	<ul style="list-style-type: none"> Responsibility for decision-making over income generation by individual Commissioning Support Units and responsibility for running them in-line with guidance from the Commissioning Support Programme Board Committee.
	Managing Directors of Commissioning Support Units	<ul style="list-style-type: none"> Exercise general duties in relation to the operation of Commissioning Support Unit services
Section 14Z11	National Directors	<ul style="list-style-type: none"> Consider the need to publish guidance to CCGs over how to prepare, revise and consult on their annual commissioning plans.
Section 14Z15(4)	National Directors	<ul style="list-style-type: none"> Consider the need to publish directions to CCGs as to the form and content of an annual report.
Section 14Z16	Area Directors	<ul style="list-style-type: none"> Conduct, each financial year, a performance assessment of each CCG.
Section 14Z18	National Directors, Regional Directors & Area Directors	<ul style="list-style-type: none"> Make arrangements to exercise the power to require any information, documents, records or other items which the NHS CB considers necessary or expedient to have for the purposes of any of its functions in relation to CCGs. Such power must only be exercised in accordance with circumstances set out in section 14Z17 NHS Act 2006.
Section 14Z19	National Directors,	<ul style="list-style-type: none"> Make arrangements to exercise the power to require a CCG to provide an explanation of any matter which

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 44 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
	Regional Directors & Area Directors	relates to the exercise, or proposed exercise, by the CCG of any of its functions. Such power must only be exercised in accordance with circumstances set out in section 14Z17 NHS Act 2006.
Section 14Z21	National Directors, Regional Directors & Area Directors	<ul style="list-style-type: none"> Make arrangements to exercise the power, in specific circumstances and subject to consultation, to give directions to CCGs over how to discharge their functions, terminate the appointment of the CCG's Accountable Officer, vary the constitution of a CCG or dissolve a CCG.
Section 252A	National Directors, Regional Directors & Area Directors	<ul style="list-style-type: none"> Put in place appropriate steps for the NHS CB and CCGs to be properly prepared for dealing with a relevant emergency.
	Regional Directors	<ul style="list-style-type: none"> Oversee the Area Teams in exercising functions in respect of CCGs and assure the Audit Committee that such functions are exercised and monitored in accordance with the legal framework and Board and/or National Directors guidance.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 45 of 102

16 Scheme of Delegation Derived from the Accounting Officer Memorandum

Reference:	Delegated To:	Functions, Duties and Powers:
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To be added once final document received

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 46 of 102

17 Financial Delegations from the Department of Health

Reference:	Delegated To:	Functions, Duties and Powers:
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To be added once final document received

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 47 of 102

18 Reservation of Functions, Duties and Powers Derived from Standing Orders

SO Reference:	Reserved To:	Functions, Duties and Powers:
4.4.1	NHS CB Board	<ul style="list-style-type: none"> Appoint a Vice-chair.
4.5.1	NHS CB Board	<ul style="list-style-type: none"> Appoint a Senior Independent Director.
4.6.1	NHS CB Board	<ul style="list-style-type: none"> Appoint a Deputy Chief Executive.
5.3.2	NHS CB Board	<ul style="list-style-type: none"> Determine that certain matters shall appear on every agenda for a meeting of the Board and shall be addressed prior to any other business being conducted.
5.13.6	NHS CB Board	<ul style="list-style-type: none"> Agree that its Members can participate in its meetings by telephone, teleconference and video or computer link.
5.18.1.1	NHS CB Board	<ul style="list-style-type: none"> Resolve to require that representatives of the press and other members of the public be excluded from all or part of a meeting.
5.19.1	NHS CB Board	<ul style="list-style-type: none"> Permit the introduction by the public or press representatives of recording, transmitting, video or similar apparatus into meetings of the Board or a Committee of the Board.
5.20.1	NHS CB Board	<ul style="list-style-type: none"> Decide what arrangements and terms and conditions it feels are appropriate to offer in extending an invitation to observers to attend and address any of the Board's meetings.
6.1.2, 6.4.1 & 6.6.1	NHS CB Board	<ul style="list-style-type: none"> Determine the membership and terms of reference of Committees and Sub-committees.
6.8.1.1.2	NHS CB Board	<ul style="list-style-type: none"> Decide to vary the number of Non-executive Members appointed to the Audit Committee.
7.1.6	NHS CB Board	<ul style="list-style-type: none"> Withdraw a function, duty or power it has delegated and then to exercise the function, duty or power itself or

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 48 of 102

SO Reference:	Reserved To:	Functions, Duties and Powers:
		to delegate it.
7.3.1	NHS CB Board	<ul style="list-style-type: none"> Delegate executive powers to be exercised by a Committee, Sub-committee or joint committee constituted by the Board.
7.4.2	NHS CB Board	<ul style="list-style-type: none"> Approve a scheme of delegation, proposed by the Chief Executive.
8.1.1	NHS CB Board	<ul style="list-style-type: none"> Put in place arrangements for agreeing and approving policy statements and procedures.
9.4.2.2	NHS CB Board	<ul style="list-style-type: none"> Exclude the Chair or a Member of the Board from a meeting of the Board while any contract, proposed contract or other matter in which he has a pecuniary interest is under consideration.
11.1.1	NHS CB Board	<ul style="list-style-type: none"> Confirm contracts to purchase from a voluntary organisation or a local authority. Confirm contracts to transfer money from the NHS to the voluntary sector or the health related functions of local authorities.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 49 of 102

19 Scheme of Delegation Derived from Standing Orders

SO Reference:	Delegated To:	Functions, Duties and Powers:
4.8.1.2.1	Chief Executive	<ul style="list-style-type: none"> Overall performance of the executive functions of the NHS CB.
4.8.1.2.2	Chief Executive	<ul style="list-style-type: none"> Ensure the NHS CB acts in accordance with the legislative framework that established it and with the terms of the Framework Agreement agreed between the NHS CB and the Department of Health.
4.8.1.3.1	Chief Financial Officer	<ul style="list-style-type: none"> Provision of financial advice to the NHS CB and to its Members. Supervision of financial control and accounting systems.
4.8.1.2.3 & 4.8.1.3.2	Chief Executive & Chief Financial Officer	<ul style="list-style-type: none"> Discharge of obligations under relevant Financial Directions.
4.8.1.5.1	Chair	<ul style="list-style-type: none"> Operation of the Board and chairing all meetings when present.
4.8.1.5.4	Chair	<ul style="list-style-type: none"> Induction of Non-executive Members, their portfolios of interests and assignments, and their performance.
4.8.1.5.3	Chair	<ul style="list-style-type: none"> Ensure that the Board discusses key and appropriate issues in a timely manner with all the necessary information and advice being made available to the Board to inform the debate and ultimate resolutions.
4.11.1	Chair	<ul style="list-style-type: none"> Ensure that the designation of lead roles or appointments of Board Members as required by statute, the Department of Health or other guidance, are made in accordance with that requirement.
5.1.2	Secretary, Chair or four Members	<ul style="list-style-type: none"> Call a meeting of the Board.
5.2.1	Secretary	<ul style="list-style-type: none"> Issue written notice of dates, times and locations of meetings of the Board.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 50 of 102

SO Reference:	Delegated To:	Functions, Duties and Powers:
5.2.2	Secretary	<ul style="list-style-type: none"> Call a meeting on at least fourteen but not more than twenty-eight days' notice to discuss the specified business.
5.2.2	Chair or four Members	<ul style="list-style-type: none"> Call a meeting where the Secretary fails to do so within the specified time period.
5.2.3	Chair or Secretary	<ul style="list-style-type: none"> In special circumstances, where there is an urgent need to call a meeting, decide that a meeting shall be called on less than fourteen days' notice.
5.4.1	Secretary	<ul style="list-style-type: none"> Include petitions received on the agenda of the next meeting.
5.6.1	Chair	<ul style="list-style-type: none"> Decision to include an emergency Motions after issue of notice of meeting and agenda.
5.7.2.1	Chair	<ul style="list-style-type: none"> Exclude from the debate any such Motion of which notice was not given in accordance with the requirements of SO5.5 or SO5.6 other than a Motion relating to: <ul style="list-style-type: none"> The reception of a report; Consideration of any item of business before the Board; The accuracy of minutes; That the Board proceed to next business; That the Board adjourn; or, That the question be now put.
5.11.1	Chair	<ul style="list-style-type: none"> Make decisions on order, relevance, regularity and interpretation of Standing Orders and Standing Financial Instructions.
5.13.1.1	Chair	<ul style="list-style-type: none"> Cast a second and deciding vote in the case of an equal vote.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 51 of 102

SO Reference:	Delegated To:	Functions, Duties and Powers:
5.13.2	Chair	<ul style="list-style-type: none"> Determine that a vote shall be undertaken by oral expression or by a show of hands.
5.14.1	Secretary	<ul style="list-style-type: none"> Record the reason for the suspension of Standing Orders in the Board's minutes.
5.14.2	Secretary	<ul style="list-style-type: none"> Make a separate record of matters discussed during the suspension of Standing Orders and make available to the Chair and Members of the Board.
5.14.4	Audit Committee	<ul style="list-style-type: none"> Review every decision to suspend Standing Orders.
5.16.1	Secretary	<ul style="list-style-type: none"> Record the names of the Chair and Members present at the meeting.
5.17.1	Secretary	<ul style="list-style-type: none"> Prepare minutes of proceedings of a meeting.
5.17.1	Chair	<ul style="list-style-type: none"> Sign agreed minutes.
6.8.1.1.1	Audit Committee	<ul style="list-style-type: none"> Provide the Board with independent and objective advice in relation to its financial and governance obligations and compliance with all relevant legislation and guidance, including the HM Treasury's guidance on Managing Public Money.
6.8.1.2.1	Remuneration & Terms of Service Committee	<ul style="list-style-type: none"> Advise the Board about appropriate remuneration and terms of service of the Chief Executive, other Executive Members and all very senior managers, including arrangements for the termination of employment, and to consider issues in relation to remuneration and terms of service for all Employees.
7.2.1	Chair & Chief Executive	<ul style="list-style-type: none"> Exercise of powers in an emergency or for an urgent decision (subject to having consulted at least two Non-executive Members).
7.4.1	Chief Executive	<ul style="list-style-type: none"> Exercise of functions not retained or reserved to the Board or delegated to a Committee or Sub-committee or joint committee.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 52 of 102

SO Reference:	Delegated To:	Functions, Duties and Powers:
7.4.1	Chief Executive	<ul style="list-style-type: none"> Nominate Employees to undertake functions, where the Chief Executive will retain accountability to the Board.
7.4.2	Chief Executive	<ul style="list-style-type: none"> Preparation of a scheme of delegation.
9.1.5	Secretary	<ul style="list-style-type: none"> Record Board Members' interests or changes in interests in the Board minutes for the meeting at which they are declared.
9.2	Secretary	<ul style="list-style-type: none"> Maintain a register of Members' interests in any matter relating to the NHS CB, updating the register every six months for changes to declared interests .
9.2.3	Chief Executive	<ul style="list-style-type: none"> Take reasonable steps to bring the existence of the register to the attention of local residents and to publicise arrangements for viewing it.
9.5.4.2	Chief Executive	<ul style="list-style-type: none"> Report to the Board disclosure by the Chair and every Member and Officer of any relationship between himself and a candidate of whose candidature that Member or Officer is aware.
10.1.1	Secretary	<ul style="list-style-type: none"> Custody of the common seal of the Board in a secure place.
10.3.1	Secretary	<ul style="list-style-type: none"> Maintenance of a Register of Sealing.
10.3.2	Secretary	<ul style="list-style-type: none"> Report all sealings to the Board at least semi-annually

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 53 of 102

20 Reservation of Functions, Duties and Powers Derived from Standing Financial Instructions

SFI Reference:	Reserved To:	Functions, Duties and Powers:
1.3.1.1.1	NHS CB Board	<ul style="list-style-type: none"> Formulate the financial strategy.
1.3.1.1.3	NHS CB Board	<ul style="list-style-type: none"> Define and approve essential features of financial arrangements in respect of important procedures and financial systems, including the need to obtain value for money.
1.3.1.1.4	NHS CB Board	<ul style="list-style-type: none"> Define specific responsibilities placed on Members of the Board and Officers as indicated in POL_0002: Reservation of Powers to the Board & Delegation of Powers
1.3.2.6	NHS CB Board	<ul style="list-style-type: none"> Approve a programme of risk management, in accordance with current Department of Health assurance framework requirements.
4.7.1	NHS CB Board	<ul style="list-style-type: none"> Nominate an Executive Member to be responsible to the Board for information risk management (the Senior Information Risk Owner).
7.1.2	NHS CB Board	<ul style="list-style-type: none"> Approve the banking arrangements.
9.1.3	NHS CB Board	<ul style="list-style-type: none"> Consider and approve proposals presented by the Chief Executive for the setting of remuneration and conditions of service for those Employees and Officers not covered by the Remuneration & Terms of Service Committee.
9.3.2	NHS CB Board	<ul style="list-style-type: none"> Approve procedures presented by the Chief Executive for the determination of commencing pay rates, conditions of service, etc. for Employees
11.5.1	NHS CB Board	<ul style="list-style-type: none"> Determine from time to time that in-house services should be market tested by competitive tendering.
12.1	NHS CB Board	<ul style="list-style-type: none"> Approve the level of non-pay expenditure on an annual basis.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 54 of 102

SFI Reference:	Reserved To:	Functions, Duties and Powers:
13.2.1.3	NHS CB Board	<ul style="list-style-type: none"> Agree proposals to utilise public finance initiative funding for capital procurement.
16.1.2	NHS CB Board	<ul style="list-style-type: none"> Agree the list of Officers (including specimens of their signatures) who are authorised to make short term borrowings on behalf of the NHS CB.
16.1.6	NHS CB Board	<ul style="list-style-type: none"> Approve all long-term borrowing.
17.2.4	NHS CB Board	<ul style="list-style-type: none"> Within limits delegated to it by the Department of Health, approve the writing-off of losses over £50,000.
23.2.1	NHS CB Board	<ul style="list-style-type: none"> Decide if the NHS CB will insure through the risk pooling schemes administered by the NHS Litigation Authority or self-insure for some or all of the risks covered by the risk pooling schemes.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 55 of 102

21 Scheme of Delegation Derived from Standing Financial Instructions

SFI Reference:	Delegated To:	Functions, Duties and Powers:
1.1.3	Chief Financial Officer	<ul style="list-style-type: none"> Approval of all financial procedures.
1.2.2	All Members of the Board and all Officers	<ul style="list-style-type: none"> Disclosure of any non-compliance with Standing Financial Instructions to the Chief Financial Officer as soon as possible.
1.2.2	Audit Committee	<ul style="list-style-type: none"> Consideration of any instance where Standing Financial Instructions are not complied with, for determining or ratifying action.
1.3.2.1	Chief Executive & Chief Financial Officer	<ul style="list-style-type: none"> Accountability for financial control.
1.3.2.3	Chief Financial Officer	<ul style="list-style-type: none"> Detailed responsibility for financial activities and controls.
1.3.2.4	Chief Executive through the Chief Financial Officer	<ul style="list-style-type: none"> Implementation of the NHS CB's financial policies and for co-ordinating any corrective action necessary to further these policies.
1.3.2.5	Chief Executive	<ul style="list-style-type: none"> Ensure that existing Members of the Board and Officers and all new Members of the Board and Officers are notified of their responsibilities within Standing Financial Instructions, and in particular NHS CB policy in relation to potential corruption and the acceptance of gifts and hospitality.
1.3.2.6 & 23.1.1	Chief Executive	<ul style="list-style-type: none"> Ensure a programme of risk management is in place, approved by the Board and monitored by the Audit Committee.
1.3.2.6 & 23.1.1	Audit Committee	<ul style="list-style-type: none"> Monitor the risk management programme.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 56 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
1.3.3.1.1	Chief Financial Officer	<ul style="list-style-type: none"> Maintain an effective system of financial control including ensuring that detailed financial procedures and systems incorporating the principles of separation of duties and internal checks are prepared, documented and maintained to supplement these instructions.
1.3.3.1.2	Chief Financial Officer	<ul style="list-style-type: none"> Ensuring that sufficient records are maintained to show and explain the NHS CB's transactions, in order to disclose, with reasonable accuracy, the financial position of the NHS CB at any time.
1.3.3.2.1	Chief Financial Officer	<ul style="list-style-type: none"> Provision of financial advice to the NHS CB and its Officers.
1.3.3.2.2	Chief Financial Officer	<ul style="list-style-type: none"> The design, implementation and supervision of systems of internal financial control.
1.3.3.2.3	Chief Financial Officer	<ul style="list-style-type: none"> The preparation and maintenance of such accounts, certificates, estimates, records and reports as the NHS CB may require for the purpose of carrying out its statutory duties.
1.3.3.3	Chief Financial Officer	<ul style="list-style-type: none"> Ensure insurance arrangements exist in accordance with the risk management programme and demonstrate value for money for any insurance obtained.
1.3.4.1	Members of the Board and Officers	<ul style="list-style-type: none"> Responsibility for: <ul style="list-style-type: none"> The security of the property of the NHS CB; Avoiding loss; Exercising economy and efficiency in the use of resources; and, Conforming with the requirements of Standing Orders, Standing Financial Instructions, scheme of delegation and financial procedures.
1.3.4.2	Officers	<ul style="list-style-type: none"> Having evidence of, or reason to suspect, financial or other irregularities or impropriety in relation to these regulations, to report these suspicions to the Chief Financial Officer.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 57 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
1.3.4.2	Chief Financial Officer	<ul style="list-style-type: none"> Consider any such suspicions to determine if the case should be referred to the Counter Fraud Specialist.
1.3.5.1	Officers responsible for arranging contracts	<ul style="list-style-type: none"> Ensure that those contracts are correctly monitored and governed within the contract's terms and conditions.
1.3.5.2	Chief Executive	<ul style="list-style-type: none"> Ensure any contractor or employee of a contractor who is empowered by the NHS CB to commit the NHS CB to expenditure or who is authorised to obtain income knows they are covered by Standing Financial Instructions.
4.1.1	Audit Committee	<ul style="list-style-type: none"> Provide an independent and objective view of internal control.
4.1.2	Audit Committee Chair	<ul style="list-style-type: none"> Report evidence of ultra vires transactions, evidence of improper acts or other important matters that the Audit Committee wish to raise to the Chief Executive and Chief financial Officer.
4.2.1.1	Chief Financial Officer	<ul style="list-style-type: none"> Ensure there are arrangements to review, evaluate and report on the effectiveness of internal financial control, including the establishment of an effective internal audit function.
4.2.1.2	Chief Financial Officer	<ul style="list-style-type: none"> Ensure that internal audit is adequate and meets the government mandatory audit standards.
4.2.1.3	Chief Financial Officer	<ul style="list-style-type: none"> Decide at what stage to involve the police in cases of misappropriation and other irregularities not involving fraud or corruption.
4.2.1.4	Chief Financial Officer	<ul style="list-style-type: none"> Ensure an annual internal audit report is prepared for consideration of the Audit Committee.
4.2.2	Chief Financial Officer or designated auditor	<ul style="list-style-type: none"> Require and receive: <ul style="list-style-type: none"> Access to all records, documents and correspondence relating to any financial or other relevant transactions, including documents of a confidential nature;

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 58 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
		<ul style="list-style-type: none"> • Access at all reasonable times to any land, premises, Member of the Board or Officer of the NHS CB; • The production of any cash, stores or other property of the NHS CB under the control of a Member of the Board or Officer; and, • Explanations concerning any matter under consideration.
4.4.2	Audit Committee	<ul style="list-style-type: none"> • Ensure a cost effective external audit service.
4.5.1	Chief Executive & Chief Financial Officer	<ul style="list-style-type: none"> • Monitor compliance with directions issued by the Secretary of State for Health on fraud and corruption.
4.5.2	Chief Executive	<ul style="list-style-type: none"> • Nominate a suitable person to carry out the duties of the Counter Fraud Co-ordinator as specified in the Department of Health Fraud and Corruption Manual and guidance.
4.5.4	Counter Fraud Co-ordinator	<ul style="list-style-type: none"> • Provide a written report, at least annually, to the Audit Committee on counter fraud work within the NHS CB.
4.6.1	Chief Executive	<ul style="list-style-type: none"> • Monitor compliance with directions issued by the Secretary of state for Health on NHS security management.
4.6.2	Chief Executive	<ul style="list-style-type: none"> • Nominate a suitable person to carry out the duties of the Security Management Specialist as specified in the Secretary of State for Health guidance on NHS security management.
4.6.5	Security Management Specialist	<ul style="list-style-type: none"> • Provide a written report, at least annually, to the Audit Committee on security management work within the NHS CB.
5.1.1	Chief Executive	<ul style="list-style-type: none"> • Overall executive responsibility for the NHS CB's activities and responsible to the Board for ensuring that it stays within resource limits.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 59 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
5.1.2.1	Chief Financial Officer	<ul style="list-style-type: none"> Provide reports in the form required by the Secretary of State for Health.
5.1.2.2	Chief Financial Officer	<ul style="list-style-type: none"> Provide regular financial reports in the form agreed by the Board.
5.1.2.3	Chief Financial Officer	<ul style="list-style-type: none"> Ensure money drawn from the Department of Health against cash forecasts is required for approved expenditure only, and is drawn only at the time of need, following best practice as set out in 'Cash Management in the NHS'.
5.1.2.4	Chief Financial Officer	<ul style="list-style-type: none"> Ensure that an adequate system for monitoring financial performance is in place to enable the NHS CB to fulfil its statutory responsibility not to exceed its annual revenue and capital resource limits and cash forecast.
5.2.1.1	Chief Financial Officer	<ul style="list-style-type: none"> Periodically review the basis and assumptions used for distributing allocations to the NHS CB and to the Clinical Commissioning Groups and ensure that these are reasonable and realistic and secure the NHS CB's entitlement to funds.
5.2.1.2	Chief Financial Officer	<ul style="list-style-type: none"> Prior to the start of each financial year submit to the Board for approval a report showing the total allocations received and their proposed distribution including any sums to be held in reserve.
5.2.1.3	Chief Financial Officer	<ul style="list-style-type: none"> Regularly update the Board on significant changes to the initial allocation and the uses of such funds.
5.2.1.4	Chief Financial Officer	<ul style="list-style-type: none"> Establish a system for management of the Capital Resource Limit and the approval of investment proposals.
5.3.1	Chief Executive	<ul style="list-style-type: none"> Compile and submit to the Board a business plan which takes into account financial targets and forecast limits of available resource.
5.3.2	Chief Financial Officer	<ul style="list-style-type: none"> Prepare and submit Budgets for approval by the Board.
5.3.3	Chief Financial Officer	<ul style="list-style-type: none"> Monitor financial performance against Budget and plan, periodically review them, and report to the Board.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 60 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
5.3.4	Budget Holders	<ul style="list-style-type: none"> Provide information as required by the Chief Financial Officer to enable Budgets to be compiled.
5.3.6	Chief Financial Officer	<ul style="list-style-type: none"> Ensure that adequate training is delivered on an on-going basis to Budget Holders to help them manage their Budget successfully.
5.4.1	Chief Executive	<ul style="list-style-type: none"> Delegate the management of a Budget.
5.5.1	Chief Financial Officer	<ul style="list-style-type: none"> Devise and maintain systems of budgetary control.
5.5.2	Budget Holder	<ul style="list-style-type: none"> Ensure that: <ul style="list-style-type: none"> Any likely overspending or reduction of income which cannot be met by virement is not incurred without the prior consent of the Board; The amount provided in the approved Budget is not used in whole or in part for any purpose other than that specifically authorised subject to the rules of virement; and, No permanent Employees are appointed without the approval of the Chief Executive other than those provided for within the available resources and manpower establishment as approved by the Board.
5.5.3	Chief Executive	<ul style="list-style-type: none"> Identify and implement cost improvement and income generation initiatives in accordance with the requirements of the business plan and a balanced Budget.
5.7.1	Chief Financial Officer	<ul style="list-style-type: none"> Ensure appropriate monitoring forms are submitted to the requisite monitoring organisation.
6.1.1	Chief Financial Officer	<ul style="list-style-type: none"> Prepare financial returns in accordance with the accounting policies and guidance given by the Department of Health and HM Treasury, the NHS CB's accounting policies and generally accepted accounting practice.
6.1.2	Chief Financial Officer	<ul style="list-style-type: none"> Prepare and submit annual financial reports to the Department of Health certified in accordance with current guidelines.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 61 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
6.1.3	Chief Financial Officer	<ul style="list-style-type: none"> Submit financial returns to the Department of Health for each financial year in accordance with the timetable prescribed by the Department of Health.
7.1.1	Chief Financial Officer	<ul style="list-style-type: none"> Manage the NHS CB's banking arrangements and advise the Board on the provision of banking services and operation of accounts.
7.2.1.1	Chief Financial Officer	<ul style="list-style-type: none"> Responsible for commercial bank accounts and accounts operated through the Government Banking Service.
7.2.1.2	Chief Financial Officer	<ul style="list-style-type: none"> Establishing separate bank accounts for the NHS CB's non-exchequer funds.
7.2.1.3	Chief Financial Officer	<ul style="list-style-type: none"> Ensuring payments made from commercial banks or Government Banking Service accounts do not exceed the amount credited to the account except where arrangements have been made.
7.2.1.4	Chief Financial Officer	<ul style="list-style-type: none"> Reporting to the Board all arrangements made with the NHS CB's bankers for accounts to be overdrawn.
7.2.1.5	Chief Financial Officer	<ul style="list-style-type: none"> Monitoring compliance with Department of Health guidance on the level of cleared funds.
7.3.1	Chief Financial Officer	<ul style="list-style-type: none"> Prepare detailed instructions on the operation of commercial bank and Government Banking Service accounts.
7.3.2	Chief Financial Officer	<ul style="list-style-type: none"> Advise the NHS CB's bankers in writing of the conditions under which each account will be operated.
7.4	Chief Financial Officer	<ul style="list-style-type: none"> For those non-exchequer funds, if any, held outside the Government Banking Service, review the commercial banking arrangements of the NHS CB at regular intervals to ensure they reflect best practice and represent best value for money by periodically seeking competitive tenders for the NHS CB's commercial banking business. Report the results of the tendering exercise to the Board.
8.1.1	Chief Financial Officer	<ul style="list-style-type: none"> Design, maintain and ensure compliance with systems for recording, invoicing, collection, and coding of all

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 62 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
		monies due.
8.1.2	Chief Financial Officer	<ul style="list-style-type: none"> Ensure the prompt banking of all monies received.
8.2.1	Chief Financial Officer	<ul style="list-style-type: none"> Approve and regularly review the level of all fees and charges other than those determined by the Department of Health or by statute.
8.2.2	Officers	<ul style="list-style-type: none"> Inform the Chief Financial Officer promptly of money due arising from transactions which they initiate/deal with, including all contracts, leases, tenancy agreements, private patient undertakings and other transactions.
8.3.1	Chief Financial Officer	<ul style="list-style-type: none"> Responsible for the appropriate recovery action on all outstanding debts.
8.4.1.1	Chief Financial Officer	<ul style="list-style-type: none"> Approve the form of all receipt books, agreement forms, or other means of officially acknowledging or recording monies received or receivable.
8.4.1.2	Chief Financial Officer	<ul style="list-style-type: none"> Ordering and securely controlling any such stationery.
8.4.1.3	Chief Financial Officer	<ul style="list-style-type: none"> Provide adequate facilities and systems for Officers whose duties include collecting and holding cash.
8.4.1.4	Chief Financial Officer	<ul style="list-style-type: none"> Prescribe systems and procedures for handling cash and negotiable securities on behalf of the NHS CB.
9.1.2	Remuneration & Terms of Service Committee	<ul style="list-style-type: none"> Report in writing to the Board the basis for its recommendations.
9.2.2	Chief Executive	<ul style="list-style-type: none"> Approve changes to funded establishment where necessary.
9.3.1	Chief Executive	<ul style="list-style-type: none"> Approve in advance and in writing Members of the Board and other Employees being engaged, re-engaged or re-graded, either on a permanent or temporary nature, or the hiring of agency staff, or agreement to changes in any aspect of remuneration not in accordance with the approved scheme of delegation and/or

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 63 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
		not within the limit of their approved Budget and/or funded establishment.
9.4.1.1	Officer designated by the Board	<ul style="list-style-type: none"> Ensure that all Employees are issued with a contract of employment in a form approved by the Board and which complies with employment legislation.
9.4.1.2	Officer designated by the Board	<ul style="list-style-type: none"> Deal with variations to, or termination of, contracts of employment.
10.1	Chief Financial Officer	<ul style="list-style-type: none"> Responsibility for the arrangements for the payment of staff.
10.2	Chief Financial Officer	<ul style="list-style-type: none"> Issue instructions regarding the verification and checking of payroll data.
10.3	Nominated Officers	<ul style="list-style-type: none"> Completing, checking and submitting payroll documentation.
10.4	Chief Financial Officer	<ul style="list-style-type: none"> Ensure that the chosen arrangements for providing the payroll service are supported by appropriate (contracted) terms and conditions, adequate internal controls and audit and review procedures, and that suitable arrangements are made for the collection of payroll deductions and payment of these to appropriate bodies.
10.5	Chief Financial Officer	<ul style="list-style-type: none"> Agree payments other than by bank credit transfer.
11.5.1	Chief Executive	<ul style="list-style-type: none"> Ensure that best value for money can be demonstrated for all services provided on an in-house basis.
11.6.1	Chief Financial Officer	<ul style="list-style-type: none"> Agree with the Board a schedule of delegated authorities for the signing of purchase contracts.
11.7.5	Chief Executive	<ul style="list-style-type: none"> Nominate an Officer who shall oversee and manage each purchase contract on behalf of the NHS CB.
12.1	Chief Executive	<ul style="list-style-type: none"> Propose a scheme of delegation to Officers.
12.2	Chief Financial Officer	<ul style="list-style-type: none"> Set out:

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 64 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
		<ul style="list-style-type: none"> The list of Officers who are authorised to place requisitions for the supply of goods and services; and, The maximum level of each requisition and the system for authorisation above that level.
12.3	Executive Team	<ul style="list-style-type: none"> Agree an item of expenditure does not require an official order before the expenditure is committed.
12.5	Chief Financial Officer	<ul style="list-style-type: none"> Issue instructions as to the value and type of purchase permissible from each petty cash float issued.
12.6	Chief Financial Officer	<ul style="list-style-type: none"> Designate an Officer who is authorised to issue verbal orders.
12.7.2	Chief Financial Officer	<ul style="list-style-type: none"> Approve the form for purchase orders.
12.9	Chief Financial Officer	<ul style="list-style-type: none"> Ensure that appropriate arrangements are in existence to ensure that no order is issued for any item for which there is no budget provision.
12.9	Chief Executive	<ul style="list-style-type: none"> In exceptional circumstances, approve an Officer to issue an order where there is no budget provision.
13.1.1.1	Chief Executive	<ul style="list-style-type: none"> Ensure that there is an adequate appraisal and approval process in place for determining capital expenditure priorities and the effect of each proposal upon business plans.
13.1.1.2	Chief Executive	<ul style="list-style-type: none"> Responsible for the management of all stages of capital schemes and for ensuring that schemes are delivered on time and to cost.
13.1.1.3	Chief Executive	<ul style="list-style-type: none"> Ensure that capital investment is not undertaken without securing the availability of resources to finance all revenue consequences, including capital charges.
13.1.2	Chief Executive	<ul style="list-style-type: none"> For every capital expenditure proposal ensure a business case (in line with the guidance contained within the Capital Investment Manual) is produced.
13.1.3	Chief Executive	<ul style="list-style-type: none"> For capital schemes where the contracts stipulate stage payments, issue procedures for their management,

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 65 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
		incorporating the recommendations of “Estatecode”.
13.1.4	Chief Financial Officer	<ul style="list-style-type: none"> Assess on an annual basis the requirement for the operation of the construction industry tax deduction scheme in accordance with HMRC guidance.
13.1.5	Chief Financial Officer	<ul style="list-style-type: none"> Issue procedures for the regular reporting of capital expenditure and commitment against authorised expenditure.
13.1.7	Chief Financial Officer	<ul style="list-style-type: none"> Issue to the Officer responsible for any scheme: <ul style="list-style-type: none"> Specific authority to commit expenditure; Authority to proceed to tender; and, Approval to accept a successful tender.
13.1.8	Chief Executive	<ul style="list-style-type: none"> Issue a scheme of delegation for capital investment management in accordance with “Estatecode” guidance and Standing Orders.
13.1.9	Chief Financial Officer	<ul style="list-style-type: none"> Issue procedures governing the financial management, including variations to contract, of capital investment projects and valuation for accounting purposes.
13.1.10	Chief Executive & Chief Financial Officer	<ul style="list-style-type: none"> Ensure that the arrangements for financial control and financial audit of building and engineering contracts and property transactions comply with the guidance contained within “Concode” and “Estatecode”.
13.2.1.1	Chief Financial Officer	<ul style="list-style-type: none"> Demonstrate that the use of private finance represents value for money and genuinely transfers significant risk to the private sector.
13.3.1	Chief Executive	<ul style="list-style-type: none"> Responsible for the maintenance of the register of assets and the register of inventory items.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 66 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
13.3.1	Chief Financial Officer	<ul style="list-style-type: none"> Advise the Chief Executive concerning the form and the method of updating the register of assets and the register of inventory items.
13.3.1	Audit Committee	<ul style="list-style-type: none"> Agree a cycle for the physical checking of assets and inventories against registers.
13.3.1	Chief Executive	<ul style="list-style-type: none"> Arrange for a physical check of assets and inventories against the registers to be conducted in accordance with the cycle agreed by the Audit Committee.
13.3.2	Chief Financial Officer	<ul style="list-style-type: none"> Define the items of equipment to be recorded in either the capital asset register or inventory register.
13.3.5	Chief Financial Officer	<ul style="list-style-type: none"> Approve procedures for reconciling balances on fixed asset and inventory accounts against fixed asset and inventory registers.
13.3.8	Chief Financial Officer	<ul style="list-style-type: none"> Calculate and account for capital charges as specified in the HM Treasury Financial Reporting Manual.
13.3.9	Budget Holders	<ul style="list-style-type: none"> Ensure that the respective assets and inventories for their areas will be physically checked annually.
13.3.10	Budget Holders concerned	<ul style="list-style-type: none"> Inform the Chief Financial Officer of the transfer of assets and inventories from one part of the NHS CB to another.
13.3.11	Chief Financial Officer	<ul style="list-style-type: none"> Maintain an up to date register of properties owned or leased by the NHS CB.
13.4.1	Chief Executive	<ul style="list-style-type: none"> Responsible for the overall control of assets.
13.4.2	Chief Financial Officer	<ul style="list-style-type: none"> Approve asset control procedures.
13.4.4	All Officers	<ul style="list-style-type: none"> Responsible for exercising a duty of care over the assets of the NHS CB.
13.4.4	Senior Officers	<ul style="list-style-type: none"> Apply appropriate routine security practices in relation to NHS CB assets.
13.4.4	Secretary	<ul style="list-style-type: none"> Refer reported instances of persistent breach of agreed security practices to the Chief Financial Officer.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 67 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
13.4.4	Chief Financial Officer	<ul style="list-style-type: none"> Determine necessary action in the case of persistent breach of agreed security practices.
13.4.5	Officers	<ul style="list-style-type: none"> Report any damage to the NHS CB's premises, vehicles and equipment or any loss of equipment or supplies.
14.1.1	Chief Financial Officer	<ul style="list-style-type: none"> Responsible for the prompt payment of accounts and claims.
14.1.3	Authorised Officers	<ul style="list-style-type: none"> Inform the Chief Financial Officer promptly of all money payable by the NHS CB arising from transactions which they initiate.
14.1.3	Chief Financial Officer	<ul style="list-style-type: none"> Maintain a register of regular payments.
14.1.4	Chief Financial Officer	<ul style="list-style-type: none"> Responsible for designing and maintaining a system for the verification, recording and payment of all accounts payable by the NHS CB.
14.1.5	Officer certifying accounts	<ul style="list-style-type: none"> When relying upon other Officers to do preliminary checking, wherever possible, ensure that those who check delivery or execution of work, act independently of those who have placed orders and negotiated prices and terms.
14.1.6	Chief Financial Officer	<ul style="list-style-type: none"> In the case of contracts which require payment to be made on account, during progress of the works, make payment on receipt of a certificate from the appropriate qualified Officer or outside consultant.
14.1.7	Chief Financial Officer	<ul style="list-style-type: none"> Ensure that payment for goods and services is made only when the goods and services have been properly received.
14.2.2.2	Appropriate Director	<ul style="list-style-type: none"> Provide, in the form of a written report, a case setting out all relevant circumstances of the purchase to justify a prepayment.
14.2.2.3	Chief Financial Officer	<ul style="list-style-type: none"> Be satisfied with the proposed prepayment arrangements before contractual arrangements proceed.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 68 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
14.2.2.4	Budget Holder	<ul style="list-style-type: none"> Ensure that all items due under a prepayment contract are received and immediately inform the appropriate Director or Chief Executive if problems are encountered.
14.2.3	Chief Financial Officer	<ul style="list-style-type: none"> Authorise advances on the Imprest system for petty cash and other purposes as required.
15.2.1	Chief Executive	<ul style="list-style-type: none"> Delegate overall responsibility for the control of stores to an Officer.
15.2.1	Designated Officer	<ul style="list-style-type: none"> Delegate day-to-day responsibility for the control of stores to departmental Officers, subject to such delegation being entered in a record available to the Chief Financial Officer.
15.2.2	Designated Officer	<ul style="list-style-type: none"> Clearly define responsibility for security arrangements and the custody of keys for any stores and locations.
15.2.3	Chief Financial Officer	<ul style="list-style-type: none"> Set out procedures and systems to regulate stores.
15.2.4	Chief Financial Officer	<ul style="list-style-type: none"> Agree stocktaking arrangements.
15.2.5	Chief Financial Officer	<ul style="list-style-type: none"> Where a complete system of stores control is not justified, approve alternative arrangements.
15.2.6	Designated Officer	<ul style="list-style-type: none"> Responsible for a system, approved by the Chief Financial Officer, for reviewing slow moving and obsolete items and for condemnation, disposal, and replacement of all unserviceable articles.
15.2.6	Chief Financial Officer	<ul style="list-style-type: none"> Approval of a system for reviewing slow moving and obsolete items and for condemnation, disposal, and replacement of all unserviceable articles.
15.2.6	Designated Officer	<ul style="list-style-type: none"> Report to the Chief Financial Officer any evidence of significant overstocking and of any negligence or malpractice.
16.1.1	Chief Financial Officer	<ul style="list-style-type: none"> Advise the Board concerning the NHS CB's ability to pay dividend on, and repay Public Dividend Capital and any proposed new borrowing, within the limits set by the Department of Health and HM Treasury.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 69 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
16.1.1	Chief Financial Officer	<ul style="list-style-type: none"> Report periodically to the Board concerning the Public Dividend Capital debt and all loans and overdrafts.
16.1.3	Chief Financial Officer	<ul style="list-style-type: none"> Prepare detailed procedural instructions concerning applications for loans and overdrafts.
16.2.2	Chief Financial Officer	<ul style="list-style-type: none"> Advise the Board on investments and report periodically to the Board concerning the performance of investments held.
16.2.3	Chief Financial Officer	<ul style="list-style-type: none"> Prepare detailed procedural instructions on the operation of investment accounts and on the records to be maintained.
17.1.1	Chief Financial Officer	<ul style="list-style-type: none"> Prepare detailed procedures for disposal of assets including condemnations.
17.1.2	Head of Department	<ul style="list-style-type: none"> Determine and advise the Chief Financial Officer of the estimated market value of the item, taking account of professional advice where appropriate.
17.1.3.1	Chief Financial Officer	<ul style="list-style-type: none"> Authorise a condemning Officer.
17.1.3.1	Condemning Officer	<ul style="list-style-type: none"> Condemn or otherwise dispose of all unserviceable articles.
17.1.3.2	Chief Financial Officer	<ul style="list-style-type: none"> Authorise the form for the recording of condemned items.
17.1.3.2	Chief Financial Officer	<ul style="list-style-type: none"> Authorise a second Officer to countersign the record of condemned items.
17.1.3.2	Condemning Officer	<ul style="list-style-type: none"> Record condemned or otherwise disposed of articles.
17.1.4	Condemning Officer	<ul style="list-style-type: none"> Satisfy himself as to whether or not there is evidence of negligence in use and report any such evidence to the Chief Financial Officer.
17.1.4	Chief Financial Officer	<ul style="list-style-type: none"> Take appropriate action on reported evidence of negligence in use.
17.2.1	Chief Financial Officer	<ul style="list-style-type: none"> Prepare procedural instructions on the recording of and accounting for condemnations, losses and special

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 70 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
		payments.
17.2.2	All Officers	<ul style="list-style-type: none"> On discovering or suspecting a loss of any kind, either immediately inform their Head of Department or inform an Officer charged with responsibility for responding to concerns involving loss.
17.2.2	Head of Department or nominated Officer	<ul style="list-style-type: none"> On receiving a report of a discovered or suspected loss, immediately inform the Chief Executive and the Chief Financial Officer.
17.2.2	Chief Financial Officer	<ul style="list-style-type: none"> Immediately inform the police where a criminal offence is suspected, if theft or arson is involved.
17.2.2	Chief Financial Officer	<ul style="list-style-type: none"> Inform the External Auditor, the NHS CB's Counter Fraud Specialist and the relevant Counter Fraud and Security Management Services regional team in accordance with Secretary of State for Health's Directions, in cases of fraud and corruption, or of anomalies which may indicate fraud or corruption.
17.2.3	Chief Financial Officer	<ul style="list-style-type: none"> For losses apparently caused by theft, arson, neglect of duty or gross carelessness, except if trivial, immediately notify: <ul style="list-style-type: none"> The Board; and, The External Auditor.
17.2.5	Chief Financial Officer	<ul style="list-style-type: none"> Authorised to take any necessary steps to safeguard the NHS CB's interests in bankruptcies and company liquidations.
17.2.6	Chief Financial Officer	<ul style="list-style-type: none"> Consider whether any insurance claim can be made.
17.2.7	Chief Financial Officer	<ul style="list-style-type: none"> Maintain a losses and special payments register.
18.1.1	Chief Executive	<ul style="list-style-type: none"> Appoint an Officer to approve the procurement of all computer hardware, software or facilities.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 71 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
18.2.1	Chief Financial Officer	<ul style="list-style-type: none"> Ensure that adequate controls exist such that the finance computer operation is separated from development, maintenance and amendment.
18.2.2	Chief Executive	<ul style="list-style-type: none"> Appoint an Officer to work with the Chief Financial Officer to ensure that an adequate management (audit) trail exists through the computerised finance system
18.2.2	Chief Financial Officer & appointed Officer	<ul style="list-style-type: none"> Ensure that an adequate management (audit) trail exists through the computerised finance system.
18.2.3	Chief Financial Officer	<ul style="list-style-type: none"> Satisfy himself that new financial systems and amendments to current financial systems are developed in a controlled manner and thoroughly tested prior to implementation.
19.1.1	Chief Executive	<ul style="list-style-type: none"> Ensure that the NHS CB has registered with the Information Commissioner's Office for compliance with the Data Protection Act 1998.
19.1.1	Chief Executive	<ul style="list-style-type: none"> Ensure that information is published and maintained in accordance with the requirements of the Freedom of Information Act 2000.
19.1.2	Chief Financial Officer	<ul style="list-style-type: none"> Responsible for the accuracy and security of the computerised financial data of the NHS CB, in accordance with security retention and data protection policies.
19.1.3	Chief Executive	<ul style="list-style-type: none"> Appoint an Officer to devise and implement any necessary procedures to ensure adequate protection of the NHS CB's manual and computer data, programs and hardware.
19.1.3	Appointed Officer	<ul style="list-style-type: none"> Devise and implement any necessary procedures to ensure adequate protection of the NHS CB's manual and computer data, programs and hardware, from accidental or intentional disclosure to unauthorised persons, deletion or modification, theft or damage, having due regard for the Data Protection Acts and any defined NHS-wide security requirements

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 72 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
19.1.4	Chief Executive	<ul style="list-style-type: none"> Appoint an Officer to ensure adequate controls exist over data entry, processing, storage, transmission and output to ensure security, privacy, accuracy, completeness, and timeliness of all NHS CB financial systems and data as well as the efficient and effective operation of the system.
19.1.4	Appointed Officer	<ul style="list-style-type: none"> Ensure adequate controls exist over data entry, processing, storage, transmission and output to ensure security, privacy, accuracy, completeness, and timeliness of all NHS CB financial systems and data as well as the efficient and effective operation of the system.
19.1.5	Chief Financial Officer	<ul style="list-style-type: none"> Ensure that contracts for computing services for financial applications with another agency shall clearly define the responsibility of all parties for the security, privacy, accuracy, completeness, and timeliness of data during processing transmission and storage.
19.1.6	Chief Financial Officer	<ul style="list-style-type: none"> Where another agency provides a computer service for financial applications, periodically seek assurances that adequate controls as outlined above are in operation.
19.1.7	Chief Executive	<ul style="list-style-type: none"> Appoint an Officer to work with the Chief Financial Officer to ensure that adequate controls exist to maintain the security, privacy, accuracy and completeness of financial data sent over transmission networks.
19.1.7	Chief Financial Officer & appointed Officer	<ul style="list-style-type: none"> Ensure that adequate controls exist to maintain the security, privacy, accuracy and completeness of financial data sent over transmission networks.
20.1.2	Chief Financial Officer	<ul style="list-style-type: none"> Ensure that each fund held on trust which the NHS CB is responsible for managing is managed appropriately with regard to its purpose and to its requirements.
21.1	Secretary	<ul style="list-style-type: none"> Ensure that all Members and Officers are made aware of the Trust policy on acceptance of gifts and other benefits in kind.
22.1	Chief Executive	<ul style="list-style-type: none"> Maintain archives for all documents required to be retained in accordance with Department of Health

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 73 of 102

SFI Reference:	Delegated To:	Functions, Duties and Powers:
		guidelines.
22.2	Chief Financial Officer	<ul style="list-style-type: none"> • Authorise individuals to retrieve archived documents.
22.3	Chief Executive	<ul style="list-style-type: none"> • Instigate the destruction of documents held in accordance with Department of Health guidance.
23.3.2	Chief Financial Officer	<ul style="list-style-type: none"> • Consult the Department of Health in any case of doubt concerning a NHS CB's powers to enter into commercial insurance arrangements.
23.4.1	Chief Financial Officer	<ul style="list-style-type: none"> • Where the Board has decided to use the risk pooling schemes administered by the NHS Litigation Authority, ensure that the arrangements entered into are appropriate and complementary to the risk management programme and that documented procedures cover these arrangements.
23.4.2	Chief Financial Officer	<ul style="list-style-type: none"> • Where the Board has decided not to use the risk pooling schemes administered by the NHS Litigation Authority for one or other of the risks covered by the schemes, ensure that the Board is informed of the nature and extent of the risks that are self-insured as a result of that decision.
23.4.2	Chief Financial Officer	<ul style="list-style-type: none"> • Draw up formal documented procedures for the management of any claims arising from third parties and payments in respect of losses which will not be reimbursed.
23.4.3	Chief Financial Officer	<ul style="list-style-type: none"> • Ensure documented procedures also cover the management of claims and payments below the deductible in each case,

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 74 of 102

22 Reservation of Functions, Duties and Powers & Scheme of Delegation Derived from the Memorandum of Understanding with the Business Services Authority, in respect of Commissioning Support Units

Reference:	Delegated To:	Functions, Duties and Powers:
Schedule 1, Paragraph 1	NHS Business Services Authority	<ul style="list-style-type: none"> Act as employment host for CSU staff.
Schedule 1, Paragraph 2	NHS CB	<ul style="list-style-type: none"> Act as accountable body in relation to CSU activity and in relation to the income, expenditure, accounting arrangements and financial probity of the CSUs.
Schedule 1, Paragraph 3	NHS CB	<ul style="list-style-type: none"> Have responsibility for providing pay and benefits to, and line management of, CSU staff and all associated overarching and day-to-day HR activities.
Schedule 1, Paragraph 4	NHS CB	<ul style="list-style-type: none"> Ensure that CSUs have the necessary management, accounting and governance arrangements and processes in place to carry out these payroll, line management and HR responsibilities appropriately.
Schedule 1, Paragraph 5	NHS CB	<ul style="list-style-type: none"> Ensure that appropriate governance and accounting arrangements and policies are in place across all CSUs and where necessary issue guidance to ensure compliance with legal requirements and relevant guidance, in particular in relation to health and safety and the Bribery Act 2010.
Schedule 1, Paragraph 6	NHS CB	<ul style="list-style-type: none"> Take or provide, or will procure that CSUs take or provide, such actions or such information, assurances and rights of inspection and audit as the NHS Business Services Authority reasonably requests from time to time in order to comply with its non-delegable statutory obligations as employer of CSU staff.
Schedule 1,	NHS CB	<ul style="list-style-type: none"> Put in place a self-assessment tool and process for CSUs that will ensure that:

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 75 of 102

Reference:	Delegated To:	Functions, Duties and Powers:
Paragraph 7		<ul style="list-style-type: none"> • All relevant legal requirements are in place and being adhered to; • Any specific CSU policies and practices are regularly updated in line with legislation; and, • CSUs are compliant with the NHS Business Services Authority HR policies as adapted and updated and the NHS CB corporate policies, incident reporting procedures and health and safety policies and procedures.
Schedule 1, Paragraph 8	NHS CB	<ul style="list-style-type: none"> • In the event of a serious incident or issue coming to the attention of the NHS Business Services Authority in relation to any hosted CSU staff, the NHS CB will intervene on behalf of the NHS Business Services Authority.
Schedule 1, Paragraph 9	NHS CB	<ul style="list-style-type: none"> • The NHS CB will notify the NHS Business Services Authority of any complaints about health and safety or any material injuries which have been suffered by CSU staff or by people with or to whom the CSU staff were providing services.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 76 of 102

23 Functions, Duties and Powers Reserved to the Board

Reference:	Reserved To:	Functions, Duties and Powers n:
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Strategy & Management

	NHS CB Board	<ul style="list-style-type: none"> Define the strategic aims of the NHS CB, subject to Department of Health approval.
	NHS CB Board	<ul style="list-style-type: none"> Approve the Business Plan.
	NHS CB Board	<ul style="list-style-type: none"> Approve the NHS CB's policies and procedure for the management of strategic risks.
	NHS CB Board	<ul style="list-style-type: none"> Approve annual budget and longer term financial plans within the Resource Limits.
	NHS CB Board	<ul style="list-style-type: none"> Approve proposals for action on litigation against or on behalf of the NHS CB.

Regulation & Control

	NHS CB Board	<ul style="list-style-type: none"> Suspend Standing Orders.
	NHS CB Board	<ul style="list-style-type: none"> Vary or amend Standing Orders.
	NHS CB Board	<ul style="list-style-type: none"> Ratify any urgent decision taken by the Chair and Chief Executive in public session in accordance with SO7.2.
	NHS CB Board	<ul style="list-style-type: none"> Approve a Scheme of Delegation of powers from the Board to Committees and Sub-committees, any Employee or any Non-executive Member.
	NHS CB Board	<ul style="list-style-type: none"> Require and receive the declaration of Officers' interests which may conflict with those of the NHS CB.
	NHS CB Board	<ul style="list-style-type: none"> Approve arrangements for dealing with complaints.
	NHS CB Board	<ul style="list-style-type: none"> Adopt the organisation structures, processes and procedures to facilitate the discharge of business by the

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 77 of 102

Reference:	Reserved To:	Functions, Duties and Powers n:
		NHS CB and agree to modifications thereto.
	NHS CB Board	<ul style="list-style-type: none"> Receive reports from Committees including those which the NHS CB is required by the Secretary of State for Health or other regulation to establish and take appropriate action thereon.
	NHS CB Board	<ul style="list-style-type: none"> Confirm the recommendations of the NHS CB Committees where the Committees do not have delegated powers.
	NHS CB Board	<ul style="list-style-type: none"> Establish the terms of reference and reporting arrangements of all Committees and Sub-committees which are established by the Board.
	NHS CB Board	<ul style="list-style-type: none"> Discipline of members of the Board and Employees who are in breach of statutory requirements or Standing Orders.
	NHS CB Board	<ul style="list-style-type: none"> Approve financial transactions above the levels delegated to management.

Appointments & Dismissals

	NHS CB Board	<ul style="list-style-type: none"> Appoint and dismiss Committees (and individual members) which are directly accountable to the Board.
	NHS CB Board	<ul style="list-style-type: none"> Confirm appointment of members of any Committees of the NHS CB as representatives on outside bodies.

Monitoring

	NHS CB Board	<ul style="list-style-type: none"> Receive such reports as the Board sees fit from Committees in respect of their exercise of powers delegated.
	NHS CB Board	<ul style="list-style-type: none"> Continuous appraisal of the affairs of the NHS CB by means of provision of updates to the Board as the Board may require from Directors, Committees and Officers of the NHS CB.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 78 of 102

Reference:	Reserved To:	Functions, Duties and Powers n:
	NHS CB Board	<ul style="list-style-type: none"> Receive reports from the Chief Financial Officer on financial performance against budget and Resource Limits.
	NHS CB Board	<ul style="list-style-type: none"> Receive the annual management letter from the external auditor and agree the Board's proposed action, taking account of advice, where necessary, from the Audit Committee.

Annual Report & Accounts

	NHS CB Board	<ul style="list-style-type: none"> Receipt and approval of the NHS CB Annual Report and Annual Accounts as prepared by the Chief Executive and Chief financial Officer.
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Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 79 of 102

24 Functions, Duties and Powers Delegated by the Board to Committees

Reference:	Committee:	Functions, Duties and Powers:
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To be completed once new Terms of Reference approved

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 80 of 102

25 Reservation of Functions, Duties and Powers in respect of Commissioning Support Units

Function, Duty or Power:	Reserved To:	Detail:
Standing Orders	NHS CB Board	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the establishment and approval of Standing Orders that shall apply to all areas within the NHS CB. No individual area may vary the provisions of Standing Orders. Non-compliance with Standing Orders is a disciplinary matter that should be reported to the Chief Executive as soon as possible, for reporting to the Audit Committee at its next formal meeting, and may result in dismissal.
Standing Financial Instructions	NHS CB Board	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the establishment and approval of Standing Financial Instructions that shall apply to all areas within the NHS CB. No individual area may vary the provisions of Standing Financial Instructions. Non-compliance with Standing Financial Instructions is a disciplinary matter that should be reported to the Chief Executive as soon as possible, for reporting to the Audit Committee at its next formal meeting, and may result in dismissal.
Scheme of Delegation	NHS CB Board	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the establishment and approval of a Scheme of Delegation (this document) that shall apply to all areas within the NHS CB. No individual area may vary the provisions of the Scheme of Delegation. Non-compliance with the Scheme of Delegation is a disciplinary matter that should be reported to the Chief Executive as soon as possible, for reporting to the Audit Committee at its next formal meeting, and may

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 81 of 102

Function, Duty or Power:	Reserved To:	Detail:
		result in dismissal.
Policies	NHS CB	<ul style="list-style-type: none"> The NHS CB Board has responsibility for establishing a framework of policies that Officers in all NHS CB areas will be required to comply with, except human resources policies.
Approval of Business Plan	NHS CB Finance & Investment Committee	<ul style="list-style-type: none"> Requires approval before the start of the financial year. Sets the financial envelope and approved activities for the year.
Approval of CSU Operating Framework	Chief Financial Officer	<ul style="list-style-type: none"> Proposed CSU Operating Frameworks require approval before they become effective. Once approved each CSU Operating Framework to be presented to the next Audit Committee for ratification.
External Audit	NHS CB Board & NHS CB Audit Committee	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the arrangements for external audit, covering all NHS CB areas. The NHS CB Audit Committee has responsibility for agreeing the external audit plan, including any variation there to. All NHS CB areas will provide input into the planning process, if required, and cooperate fully with the NHS CB's external auditors in undertaking their work.
Internal Audit	NHS CB Board & NHS CB Audit Committee	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the arrangements for internal audit, covering all NHS CB areas. The NHS CB Audit Committee has responsibility for agreeing the internal audit plan, including any variation there to. All NHS CB areas will provide input into the planning process, including undertaking a local risk and controls assessment and the identification of areas for internal audit focus.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 82 of 102

Function, Duty or Power:	Reserved To:	Detail:
		<ul style="list-style-type: none"> All NHS CB areas will cooperate fully with the NHS CB's internal auditors in undertaking their work.
Counter Fraud Service	NHS CB Board & NHS CB Audit Committee	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the arrangements for countering fraud, covering all NHS CB areas. The NHS CB Audit Committee has responsibility for agreeing the counter fraud plan, including any variation there to. All NHS CB areas will provide input into the planning process, including undertaking a local risk and controls assessment and the identification of areas for counter fraud focus. All NHS CB areas will cooperate fully with the NHS CB's counter fraud specialists in undertaking their work.
Appointment of Managing Director	NHS CB	<ul style="list-style-type: none"> The NHS CB will appoint each Managing Director on terms that are acceptable to the NHS CB and are in line with the relevant bandings for senior NHS Managers/Directors. The NHS Business Services Authority (NHS BSA) will be the legal employer of the Managing Director as detailed in the Memorandum of Understanding between the NHS CB, NHS BSA and the Department of Health.
Appointment of Director of Finance	NHS CB	<ul style="list-style-type: none"> The NHS CB will work with the CSU Managing Director to appoint a Director of Finance on terms that are acceptable to the NHS CB and are in line with the relevant bandings for senior NHS Managers/Directors. The NHS Business Services Authority (NHS BSA) will be the legal employer of the Director of Finance as detailed in the Memorandum of Understanding between the NHS CB, NHS BSA and the Department of Health.
Appointments	NHS CB	<ul style="list-style-type: none"> Ensure the NHS Business Services Authority puts in place arrangements to enable the Managing Director to

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 83 of 102

Function, Duty or Power:	Reserved To:	Detail:
		exercise full day to day employment powers for CSU staff, this includes the authority to appoint and remove individuals.

DRAFT

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 84 of 102

26 Scheme of Delegation in respect of Commissioning Support Units

Area:	Delegated To:	Functions, Duties and Powers:
Corporate Governance Framework	Managing Director	<ul style="list-style-type: none"> Ensure all Officers are aware of NHS CB Standing Orders, Standing Financial Instructions, Schemes of Delegation and policies (excluding human resources policies) and comply with these on a day-to-day basis.
Operating Framework	Managing Director	<ul style="list-style-type: none"> Establish an Operating Framework that details the delegation of functions, duties and powers to Officers, including financial limits. Operationalize the approved Operating Framework within the CSU.
Annual Business Plan	Managing Director	<ul style="list-style-type: none"> Preparation of an annual business plan that, once approved, will form the basis of financial and operational delegations for the financial year.
Annual Report	Managing Director	<ul style="list-style-type: none"> Prepare an annual report at the end of each financial year, detailing activity and financial outturn against the approved business plan, together with a supporting narrative.
Governance	Managing Director	<ul style="list-style-type: none"> Make arrangements for internal governance structures, systems and processes in line with NHS CB Standing Orders, Standing Financial Instructions, Schemes of Delegation and policies and document these within the CSU Operating Framework. Put in place arrangements for a register of interests covering all Officers and advisory lay members, including arrangements for notification of new and changed interests and an annual declaration process, in line with NHS CB policy and procedure. Put in place arrangements for a register of hospitality covering all Officers and advisory lay members, including arrangements for notification of new instances of hospitality and an annual reminder/declaration

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 85 of 102

Area:	Delegated To:	Functions, Duties and Powers:
		process, in line with NHS CB policy and procedure.
Risk Management	Managing Director	<ul style="list-style-type: none"> The CSU will be subject to the NHS CB Risk Management Policy. Risks and incidents should be monitored and investigated locally, and reported 'up' as appropriate.
Policy	Managing Director	<ul style="list-style-type: none"> Ensure compliance with NHS Business Services Authority human resources policies except for those areas explicitly devolved for local agreement through national work between the NHS Business Services Authority and CSUs. As part of the Operating Framework develop: <ul style="list-style-type: none"> Human resources policies to address local issues in agreement with the CSU's Local Partnership Forum which align with the CSU human resources policy framework; and, Governance policies to address local issues not covered by NHS CB policies. The Operating Framework shall include duties on processes for developing policy that will enable the NHS CB to meet its statutory duties regarding patient and public involvement and equality and diversity.
Advisory Mechanisms	Managing Director	<ul style="list-style-type: none"> Decide upon the most appropriate mechanism for the CSU advisory structure, membership, roles and terms of reference.
Advisory Roles	Managing Director	<ul style="list-style-type: none"> Appoint and terminate persons in an advisory capacity in order to ensure that the CSU advisory mechanism delivers the full range of skills and experience it needs to be effective, strategic, and adds value to the business, providing that such appointments follow established fair recruitment procedures. Remuneration will be in line with NHS CB Standing Orders and Standing Financial Instructions and depending on the engagement mechanism, may or may not involve the NHS Business Services Authority in

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 86 of 102

Area:	Delegated To:	Functions, Duties and Powers:
		a legal employer role.
Organisational Structures	Managing Director	<ul style="list-style-type: none"> Set structures and processes that will enable the CSU to operate under the conditions laid down for it by the NHS CB.
Appointments	Managing Director	<ul style="list-style-type: none"> Ensure compliance with NHS Business Services Authority HR policies (adapted by the CSU as they see fit). Responsible for providing pay and benefits to, and line management of, CSU staff and all associated overarching day-to-day HR activities.
New Business Opportunities	Managing Director	<ul style="list-style-type: none"> Compete for new business opportunities, on terms and conditions beneficial to the delivery of the CSU's business plan and that secure the long-term business interests of the CSU in line with the limits and powers delegated by the NHS CB and approved as part of its annual business plan and control total.
Service Provision and Development	Managing Director	<ul style="list-style-type: none"> Negotiate service partnership with any commissioner regarding existing or new services, following standard SLA or contracting protocols and within financial limits. Enter into negotiations with local independent contractors and other providers of health and social care, Local Authorities, independent and Third Sector organisations regarding the delivery of a portfolio of support services, determined by the CSU to be of sufficient value that give a return on the investment made in those services, within defined limits. Sign contracts in accordance with financial limits.
Operational Partnerships	Managing Director	<ul style="list-style-type: none"> Enter into operational partnerships as an autonomous stakeholder within the local health and social care economy, subject to financial limits.
Financial Reporting	Managing Director	<ul style="list-style-type: none"> Ensure compliance with the NHS CB's financial reporting regime, as notified from time to time.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 87 of 102

Area:	Delegated To:	Functions, Duties and Powers:
		<ul style="list-style-type: none">• Ensure compliance with balance scorecard reporting requirements.

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Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 88 of 102

27 Reservation of Functions, Duties and Powers in respect of NHS Improving Quality

Function, Duty or Power:	Reserved To:	Detail:
Standing Orders	NHS CB Board	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the establishment and approval of Standing Orders that shall apply to all areas within the NHS CB. No individual area may vary the provisions of Standing Orders. Non-compliance with Standing Orders is a disciplinary matter that should be reported to the Chief Executive as soon as possible, for reporting to the Audit Committee at its next formal meeting, and may result in dismissal.
Standing Financial Instructions	NHS CB Board	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the establishment and approval of Standing Financial Instructions that shall apply to all areas within the NHS CB. No individual area may vary the provisions of Standing Financial Instructions. Non-compliance with Standing Financial Instructions is a disciplinary matter that should be reported to the Chief Executive as soon as possible, for reporting to the Audit Committee at its next formal meeting, and may result in dismissal.
Scheme of Delegation	NHS CB Board	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the establishment and approval of a Scheme of Delegation (this document) that shall apply to all areas within the NHS CB. No individual area may vary the provisions of the Scheme of Delegation. Non-compliance with the Scheme of Delegation is a disciplinary matter that should be reported to the Chief Executive as soon as possible, for reporting to the Audit Committee at its next formal meeting, and may

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 89 of 102

Function, Duty or Power:	Reserved To:	Detail:
		result in dismissal.
Policies	NHS CB	<ul style="list-style-type: none"> The NHS CB Board has responsibility for establishing a framework of policies that Officers in all NHS CB areas will be required to comply with.
Approval of Business Plan	NHS CB Finance & Investment Committee	<ul style="list-style-type: none"> Requires approval before the start of the financial year. Sets the financial envelope and approved activities for the year.
Approval of Operating Framework	Chief Financial Officer	<ul style="list-style-type: none"> Proposed Operating Framework requires approval before it becomes effective. Once approved the Operating Framework to be presented to the next Audit Committee for ratification.
External Audit	NHS CB Board & NHS CB Audit Committee	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the arrangements for external audit, covering all NHS CB areas. The NHS CB Audit Committee has responsibility for agreeing the external audit plan, including any variation there to. All NHS CB areas will provide input into the planning process, if required, and cooperate fully with the NHS CB's external auditors in undertaking their work.
Internal Audit	NHS CB Board & NHS CB Audit Committee	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the arrangements for internal audit, covering all NHS CB areas. The NHS CB Audit Committee has responsibility for agreeing the internal audit plan, including any variation there to. All NHS CB areas will provide input into the planning process, including undertaking a local risk and controls assessment and the identification of areas for internal audit focus.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 90 of 102

Function, Duty or Power:	Reserved To:	Detail:
		<ul style="list-style-type: none"> All NHS CB areas will cooperate fully with the NHS CB's internal auditors in undertaking their work.
Counter Fraud Service	NHS CB Board & NHS CB Audit Committee	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the arrangements for countering fraud, covering all NHS CB areas. The NHS CB Audit Committee has responsibility for agreeing the counter fraud plan, including any variation there to. All NHS CB areas will provide input into the planning process, including undertaking a local risk and controls assessment and the identification of areas for counter fraud focus. All NHS CB areas will cooperate fully with the NHS CB's counter fraud specialists in undertaking their work.
Appointment of Managing Director	NHS CB	<ul style="list-style-type: none"> The NHS CB will appoint each Managing Director on terms that are acceptable to the NHS CB and are in line with the relevant bandings for senior NHS Managers/Directors.
Appointment of Director of Finance	NHS CB	<ul style="list-style-type: none"> Where it is decided the appointment of a Director of Finance is required, the NHS CB will work with the Managing Director to appoint a Director of Finance on terms that are acceptable to the NHS CB and are in line with the relevant bandings for senior NHS Managers/Directors.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 91 of 102

28 Scheme of Delegation in respect of NHS Improving Quality

Area:	Delegated To:	Functions, Duties and Powers:
Corporate Governance Framework	Managing Director	<ul style="list-style-type: none"> Ensure all Officers are aware of NHS CB Standing Orders, Standing Financial Instructions, Schemes of Delegation and policies (excluding human resources policies) and comply with these on a day-to-day basis.
Operating Framework	Managing Director	<ul style="list-style-type: none"> Establish an Operating Framework that details the delegation of functions, duties and powers to Officers, including financial limits. Operationalize the approved Operating Framework.
Annual Business Plan	Managing Director	<ul style="list-style-type: none"> Preparation of an annual business plan that, once approved, will form the basis of financial and operational delegation for the financial year.
Annual Report	Managing Director	<ul style="list-style-type: none"> Prepare an annual report at the end of each financial year, detailing activity and financial outturn against the approved business plan, together with a supporting narrative.
Governance	Managing Director	<ul style="list-style-type: none"> Make arrangements for internal governance structures, systems and processes in line with NHS CB Standing Orders, Standing Financial Instructions, Schemes of Delegation and policies and document these within the Operating Framework. Put in place arrangements for a register of interests covering all Officers, including arrangements for notification of new and changed interests and an annual declaration process, in line with NHS CB policy and procedure. Put in place arrangements for a register of hospitality covering all Officers, including arrangements for notification of new instances of hospitality and an annual reminder/declaration process, in line with NHS CB

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 92 of 102

Area:	Delegated To:	Functions, Duties and Powers:
		policy and procedure.
Risk Management	Managing Director	<ul style="list-style-type: none"> Subject to the NHS CB Risk Management Policy. Risks and incidents should be monitored and investigated locally, and reported 'up' as appropriate.
Policy	Managing Director	<ul style="list-style-type: none"> As part of the Operating Framework develop: <ul style="list-style-type: none"> Human resources policies to address local issues in agreement with the Local Partnership Forum which align with the human resources policy framework; and, Governance policies to address local issues not covered by NHS CB policies. The Operating Framework shall include duties on processes for developing policy that will enable the NHS CB to meet its statutory duties regarding patient and public involvement and equality and diversity.
Organisational Structures	Managing Director	<ul style="list-style-type: none"> Set structures and processes that will enable the unit to operate under the conditions laid down for it by the NHS CB.
Appointments	Managing Director	<ul style="list-style-type: none"> Responsible for appointment, dismissal and day-to-day line management of staff.
New Business Opportunities	Managing Director	<ul style="list-style-type: none"> Compete for new business opportunities, on terms and conditions beneficial to the delivery of the unit business plan and that secure the long-term business interests of the unit in line with the limits and powers delegated by the NHS CB and approved as part of its annual business plan and control total.
Service Provision and Development	Managing Director	<ul style="list-style-type: none"> Negotiate service partnership with organisations regarding existing or new services, following standard SLA or contracting protocols and within financial limits. Sign contracts in accordance with financial limits.
Operational	Managing Director	<ul style="list-style-type: none"> Enter into operational partnerships as an autonomous stakeholder within the local health and social care

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 93 of 102

Area:	Delegated To:	Functions, Duties and Powers:
Partnerships		economy, subject to financial limits.
Financial Reporting	Managing Director	<ul style="list-style-type: none"> • Ensure compliance with the NHS CB's financial reporting regime, as notified from time to time. • Ensure compliance with balance scorecard reporting requirements.

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Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 94 of 102

29 Reservation of Functions, Duties and Powers in respect of the NHS Sustainable Development Unit

Function, Duty or Power:	Reserved To:	Detail:
Standing Orders	NHS CB Board	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the establishment and approval of Standing Orders that shall apply to all areas within the NHS CB. No individual area may vary the provisions of Standing Orders. Non-compliance with Standing Orders is a disciplinary matter that should be reported to the Chief Executive as soon as possible, for reporting to the Audit Committee at its next formal meeting, and may result in dismissal.
Standing Financial Instructions	NHS CB Board	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the establishment and approval of Standing Financial Instructions that shall apply to all areas within the NHS CB. No individual area may vary the provisions of Standing Financial Instructions. Non-compliance with Standing Financial Instructions is a disciplinary matter that should be reported to the Chief Executive as soon as possible, for reporting to the Audit Committee at its next formal meeting, and may result in dismissal.
Scheme of Delegation	NHS CB Board	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the establishment and approval of a Scheme of Delegation (this document) that shall apply to all areas within the NHS CB. No individual area may vary the provisions of the Scheme of Delegation.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 95 of 102

Function, Duty or Power:	Reserved To:	Detail:
		<ul style="list-style-type: none"> Non-compliance with the Scheme of Delegation is a disciplinary matter that should be reported to the Chief Executive as soon as possible, for reporting to the Audit Committee at its next formal meeting, and may result in dismissal.
Policies	NHS CB	<ul style="list-style-type: none"> The NHS CB Board has responsibility for establishing a framework of policies that Officers in all NHS CB areas will be required to comply with.
Approval of Business Plan	NHS CB Finance & Investment Committee	<ul style="list-style-type: none"> Requires approval before the start of the financial year. Sets the financial envelope and approved activities for the year.
Approval of Operating Framework	Chief Financial Officer	<ul style="list-style-type: none"> Proposed Operating Framework requires approval before it becomes effective. Once approved the Operating Framework to be presented to the next Audit Committee for ratification.
External Audit	NHS CB Board & NHS CB Audit Committee	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the arrangements for external audit, covering all NHS CB areas. The NHS CB Audit Committee has responsibility for agreeing the external audit plan, including any variation there to. All NHS CB areas will provide input into the planning process, if required, and cooperate fully with the NHS CB's external auditors in undertaking their work.
Internal Audit	NHS CB Board & NHS CB Audit Committee	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the arrangements for internal audit, covering all NHS CB areas. The NHS CB Audit Committee has responsibility for agreeing the internal audit plan, including any variation there to.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 96 of 102

Function, Duty or Power:	Reserved To:	Detail:
		<ul style="list-style-type: none"> All NHS CB areas will provide input into the planning process, including undertaking a local risk and controls assessment and the identification of areas for internal audit focus. All NHS CB areas will cooperate fully with the NHS CB's internal auditors in undertaking their work.
Counter Fraud Service	NHS CB Board & NHS CB Audit Committee	<ul style="list-style-type: none"> The NHS CB Board has responsibility for the arrangements for countering fraud, covering all NHS CB areas. The NHS CB Audit Committee has responsibility for agreeing the counter fraud plan, including any variation there to. All NHS CB areas will provide input into the planning process, including undertaking a local risk and controls assessment and the identification of areas for counter fraud focus. All NHS CB areas will cooperate fully with the NHS CB's counter fraud specialists in undertaking their work.
Appointment of Managing Director	NHS CB	<ul style="list-style-type: none"> The NHS CB will appoint each Managing Director on terms that are acceptable to the NHS CB and are in line with the relevant bandings for senior NHS Managers/Directors.
Appointment of Director of Finance	NHS CB	<ul style="list-style-type: none"> Where it is decided the appointment of a Director of Finance is required, the NHS CB will work with the Managing Director to appoint a Director of Finance on terms that are acceptable to the NHS CB and are in line with the relevant bandings for senior NHS Managers/Directors.

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 97 of 102

30 Scheme of Delegation in respect of the NHS Sustainable Development Unit

Area:	Delegated To:	Functions, Duties and Powers:
Corporate Governance Framework	Managing Director	<ul style="list-style-type: none"> Ensure all Officers are aware of NHS CB Standing Orders, Standing Financial Instructions, Schemes of Delegation and policies (excluding human resources policies) and comply with these on a day-to-day basis.
Operating Framework	Managing Director	<ul style="list-style-type: none"> Establish an Operating Framework that details the delegation of functions, duties and powers to Officers, including financial limits. Operationalize the approved Operating Framework.
Annual Business Plan	Managing Director	<ul style="list-style-type: none"> Preparation of an annual business plan that, once approved, will form the basis of financial and operational delegation for the financial year.
Annual Report	Managing Director	<ul style="list-style-type: none"> Prepare an annual report at the end of each financial year, detailing activity and financial outturn against the approved business plan, together with a supporting narrative.
Governance	Managing Director	<ul style="list-style-type: none"> Make arrangements for internal governance structures, systems and processes in line with NHS CB Standing Orders, Standing Financial Instructions, Schemes of Delegation and policies and document these within the Operating Framework. Put in place arrangements for a register of interests covering all Officers, including arrangements for notification of new and changed interests and an annual declaration process, in line with NHS CB policy and procedure. Put in place arrangements for a register of hospitality covering all Officers, including arrangements for notification of new instances of hospitality and an annual reminder/declaration process, in line with NHS CB

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 98 of 102

Area:	Delegated To:	Functions, Duties and Powers:
		policy and procedure.
Risk Management	Managing Director	<ul style="list-style-type: none"> Subject to the NHS CB Risk Management Policy. Risks and incidents should be monitored and investigated locally, and reported 'up' as appropriate.
Policy	Managing Director	<ul style="list-style-type: none"> As part of the Operating Framework develop: <ul style="list-style-type: none"> Human resources policies to address local issues in agreement with the Local Partnership Forum which align with the human resources policy framework; and, Governance policies to address local issues not covered by NHS CB policies. The Operating Framework shall include duties on processes for developing policy that will enable the NHS CB to meet its statutory duties regarding patient and public involvement and equality and diversity.
Organisational Structures	Managing Director	<ul style="list-style-type: none"> Set structures and processes that will enable the unit to operate under the conditions laid down for it by the NHS CB.
Appointments	Managing Director	<ul style="list-style-type: none"> Responsible for appointment, dismissal and day-to-day line management of staff.
New Business Opportunities	Managing Director	<ul style="list-style-type: none"> Compete for new business opportunities, on terms and conditions beneficial to the delivery of the unit business plan and that secure the long-term business interests of the unit in line with the limits and powers delegated by the NHS CB and approved as part of its annual business plan and control total.
Service Provision and Development	Managing Director	<ul style="list-style-type: none"> Negotiate service partnership with organisations regarding existing or new services, following standard SLA or contracting protocols and within financial limits. Sign contracts in accordance with financial limits.
Operational	Managing Director	<ul style="list-style-type: none"> Enter into operational partnerships as an autonomous stakeholder within the local health and social care

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 99 of 102

Area:	Delegated To:	Functions, Duties and Powers:
Partnerships		economy, subject to financial limits.
Financial Reporting	Managing Director	<ul style="list-style-type: none"> • Ensure compliance with the NHS CB's financial reporting regime, as notified from time to time. • Ensure compliance with balance scorecard reporting requirements.

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Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 100 of 102

Appendix 1 Version Control Tracker

Version Number	Date	Author Title	Status	Comment/Reason for Issue/Approving Body
V01.00	01-10-2012	Board Secretary	Approved	National Director: Policy
V01.01	28-02-2013	Head of Assurance & Procurement	Draft	Annual Review
V01.02	14-03-2013	Head of Assurance & Procurement	Draft	Draft for Comments
V01.03	18-03-2013	Head of Assurance & Procurement	Draft	Draft Updated for Comments
V01.04	22-03-2013	Head of Assurance & Procurement	Draft	Draft Updated for Comments
V01.05	26-03-2013	Head of Assurance & Procurement	Draft	Draft Updated for Comments
V01.06	05-04-2013	Head of Assurance & Procurement	Draft	Version approved by Task & Finish Group 28 March 2013 (incorporating requested changes)

Document Number: POL_0002	Issue Date: 05-04-2013	Version Number: 01.06
Status: Draft	Next Review Date: March 2014	Page 101 of 102

