

<b>Scheme of Reservation and Delegation</b>	<b>Type: Policy</b> <b>Register No: 04048</b> <b>Status: Public</b>
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Developed in response to:	Governance Requirement, Code of Accountability
Contributes to CQC Standard	17

Consulted With	Post/Committee/Group	Date
James Day	Trust Board Secretary	September 2015
Veronica Watson	Interim Deputy Director of Finance	September 2015
<b>Mark Kidd</b>	Local Counter Fraud Officer	October 2015
<b>Richard Whiteside</b>	Assistant Director of Procurement	October 2015
<b>Professionally Approved By</b>	Audit Committee	October 2015

Version Number	9.0
Issuing Directorate	Corporate Services
Ratified by:	Trust Board
Ratified on:	29 <sup>TH</sup> February 2016
Trust Executive Board Date	29 <sup>TH</sup> February 2016
Implementation Date	March 2016
Next Review Date	October 2016
Author/Contact for Information	Belinda Butt
Policy to be followed by (target staff)	All Trust staff
Distribution Method	Intranet, Website
Related Trust Policies (to be read in conjunction with)	Standing Financial Instructions Standing Orders Scheme of Responsibility, Authority & Decision

#### Document Review History

Version No	Authored/Reviewed by	Active Date
1.2	B Butt	April 2007
1.3	B Butt	October 2008
2.1	B Butt	September 2009
3.1	B Butt	October 2010
4.1	B Butt	October 2011
5.1	B Butt	October 2012
6.1	B Butt	October 2013
7.1	B Butt	October 2014
8.1	B Butt	February 2016

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## **Delegation of Powers**

The Trust has powers to delegate and make arrangements for delegation. The Standing Orders set out the detail of these arrangements.

This document details the decisions and responsibilities reserved to the Board of Directors, individual directors and those delegated to the agreed committees of the Board. Delegated Powers to officers within the Trust are covered in a separate document (Scheme of Responsibility, Authority and Decisions). This document has effect as if incorporated into the Trust's Standing Orders.

Established committees of the Board of Directors are as follows:

- The Audit Committee
- The Remuneration & Nominations Committee
- The Patient Safety and Quality Committee
- The Charitable Funds Committee
- The Finance & Performance Committee

REF	THE BOARD	DECISIONS RESERVED TO THE BOARD
NA	<b>The Board</b>	<p data-bbox="555 286 906 320"><b>General Enabling Provision</b></p> <p data-bbox="555 349 1377 409">The Board may determine any matter, for which it has delegated or statutory authority, it wishes in full session within its statutory powers.</p>
NA	<b>The Board</b>	<p data-bbox="555 443 868 477"><b>Regulations and Control</b></p> <ol data-bbox="555 506 1426 1603" style="list-style-type: none"> <li>1. Approve Standing Orders (SOs), a schedule of matters reserved to the Board and Standing Financial Instructions for the regulation of its proceedings and business.</li> <li>2. Suspend Standing Orders.</li> <li>3. Vary or amend the Standing Orders.</li> <li>4. Ratify any urgent decisions taken by the Chairman and Chief Executive in public session in accordance with SO 6.2</li> <li>5. Approve a scheme of delegation of powers from the Board to committees.</li> <li>6. Require and receive the declaration of Board members' interests that may conflict with those of the Trust and determining the extent to which that member may remain involved with the matter under consideration.</li> <li>7. Require and receive the declaration of officers' interests that may conflict with those of the Trust.</li> <li>8. Approve arrangements for dealing with complaints.</li> <li>9. Adopt the organisation structures, processes and procedures to facilitate the discharge of business by the Trust and to agree modifications thereto.</li> <li>10. Receive reports from committees including those that the Trust is required by the Secretary of State or other regulation to establish and to take appropriate action on.</li> <li>11. Confirm the recommendations of the Trust's committees where the committees do not have executive powers.</li> <li>12. Approve arrangements relating to the discharge of the Trust's responsibilities as a corporate trustee for funds held on trust.</li> <li>13. Establish terms of reference and reporting arrangements of all committees and sub-committees that are established by the Board.</li> <li>14. Approve arrangements relating to the discharge of the Trust's responsibilities as a bailer for patients' property.</li> <li>15. Authorise use of the seal.</li> <li>16. Ratify or otherwise instances of failure to comply with Standing Orders brought to the Chief Executive's attention in accordance with SO 6.6.</li> <li>17. Discipline members of the Board or employees who are in breach of statutory requirements or Standing Orders.</li> </ol>
NA	<b>The Board</b>	<p data-bbox="555 1630 879 1664"><b>Appointments/ Dismissal</b></p> <ol data-bbox="555 1693 1430 2029" style="list-style-type: none"> <li>1. Appoint the Vice Chairman of the Board.</li> <li>2. Appoint and dismiss committees (and individual members) that are directly accountable to the Board.</li> <li>3. Appoint, appraise, discipline and dismiss Executive Directors (subject to SO 3.2).</li> <li>4. Confirm appointment of members of any committee of the Trust as representatives on outside bodies.</li> <li>5. Appoint, appraise, discipline and dismiss the Secretary (if the appointment of a Secretary is required under Standing Orders).</li> <li>6. Approve proposals of the Remuneration &amp; Nominations Committee regarding directors and senior employees and those of the Chief</li> </ol>

REF	THE BOARD	DECISIONS RESERVED TO THE BOARD
		Executive for staff not covered by the Remuneration & Nominations Committee.
NA	<b>The Board</b>	<p><b>Strategy, Plans and Budgets</b></p> <ol style="list-style-type: none"> <li>1. Define the strategic aims and objectives of the Trust.</li> <li>2. Approve proposals for ensuring quality and developing clinical governance in services provided by the Trust, having regard to any guidance issued by the Secretary of State.</li> <li>3. Approve the Trust's policies and procedures for the management of risk.</li> <li>4. Approve Outline and Final Business Cases for Capital Investment.</li> <li>5. Approve budgets.</li> <li>6. Approve annually Trust's proposed organisational development proposals.</li> <li>7. Ratify proposals for acquisition, disposal or change of use of land and/or buildings.</li> <li>8. Approve PFI proposals.</li> <li>9. Approve the opening of bank accounts.</li> <li>10. Approve proposals on individual contracts (other than NHS contracts) of a capital or revenue nature amounting to, or likely to amount to over £250,000 over a 3 year period or the period of the contract if longer.</li> <li>11. Approve proposals in individual cases for the write off of losses or making of special payments above the limits of delegation to the Chief Executive and Director of Finance (for losses and special payments) previously approved by the Board.</li> <li>12. Approve individual compensation payments.</li> <li>13. Approve proposals for action on litigation against or on behalf of the Trust.</li> <li>14. Review use of NHSLA risk pooling schemes (LPST/CNST/RPST).</li> </ol>
	<b>The Board</b>	<p><b>Policy Determination</b></p> <ol style="list-style-type: none"> <li>1. Approve the policies Reserved for the Board specifically: <ul style="list-style-type: none"> <li>• Code of Conduct including Nolan Principles</li> <li>• Risk Management Policy</li> <li>• Health and Safety Policies</li> <li>• Environmental Polices</li> <li>• Communications Policy</li> <li>• Major Incident Plan / Business Continuity Plans</li> <li>• Complaints Policy</li> <li>• Whistle blowing Policy</li> </ul> </li> <li>2. Approve the delegation of policies to Committees of the Board.</li> </ol>
	<b>The Board</b>	<p><b>Audit</b></p> <ol style="list-style-type: none"> <li>1. Receive of the annual management letter received from the external auditor and agreement of proposed action, taking account of the advice, where appropriate, of the Audit Committee.</li> <li>2. Receive an annual report from the Internal Auditor and agree action on recommendations where appropriate of the Audit Committee.</li> </ol>
NA	<b>The Board</b>	<p><b>Monitoring</b></p> <ol style="list-style-type: none"> <li>1. Receive such reports and minutes as the Board sees fit from committees in respect of their exercise of powers delegated.</li> <li>2. Continuous appraisal of the affairs of the Trust by means of the provision to the Board as the Board may require from directors,</li> </ol>

REF	THE BOARD	DECISIONS RESERVED TO THE BOARD
		<p>committees, and officers of the Trust as set out in management policy statements. All monitoring returns required by the Department of Health and the Charity Commission shall be reported, at least in summary, to the Board.</p> <ol style="list-style-type: none"> <li>3. Receive reports from DoF on financial performance against budget and Annual Business Plan.</li> <li>4. Receive reports on actual and forecast activity and income from contracts.</li> </ol>

REF	COMMITTEE	DECISIONS/DUTIES DELEGATED BY THE BOARD TO COMMITTEES
SFI 2.1.1 & SO 5.8	<b>Audit Committee</b>	<p><b>The function of the Audit Committee is to conclude upon the adequacy and effective operation of the Trust's overall internal control system and predominantly focus on the framework of risks, controls and related assurances that underpin the delivery of the Trust's operational objectives.</b></p> <p><b>Powers delegated by the Board to the Committee are to:</b></p> <ol style="list-style-type: none"> <li>1. Investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any request made by the Committee.</li> <li>2. Obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary.</li> </ol> <p><b>Key responsibilities delegated by the Board to the Committee are to:</b></p> <ol style="list-style-type: none"> <li>1. Ensure that there is an effective internal audit function established by management that meets mandatory NHS Internal Audit Standards and provides appropriate independent assurance to the Audit Committee, Chief Executive and Board.</li> <li>2. Be involved in the appointment of the Internal Audit Service and advise the Board of the appointment of and performance of internal audit services.</li> <li>3. Review the establishment and maintenance of an effective system of integrated governance, risk management and internal control, across the whole of the organisation's activities (both clinical and non-clinical), that supports the achievement of the organisation's objectives and make recommendations to the Board.</li> <li>4. Monitor the system of internal control using the Risk Assurance Framework.</li> <li>5. Review the work and findings of the External Auditor and consider the implications and management's responses to their work.</li> <li>6. Review the Annual Report and Financial Statements before submission to the Board.</li> <li>7. Report to the Board annually on its work in support of the Annual Governance Report, specifically commenting on whether the Assurance Framework, is complete and fit for purpose and risk management is embedded in the organisation; the integration of governance arrangements and the appropriateness of the self assessment against the Care Quality Commissions Essential Standards of Quality and Safety.</li> </ol>

REF	COMMITTEE	DECISIONS/DUTIES DELEGATED BY THE BOARD TO COMMITTEES
		<ol style="list-style-type: none"> <li>8. Receive reports from the Local Counter Fraud Specialist and Local Security Management Specialist and inform the Board of all relevant matters.</li> <li>9. Review schedules of losses and compensations and making recommendations to the Board.</li> <li>10. Monitor compliance with Standing Orders and Standing Financial Instructions, Scheme of Reservation and Delegation and Scheme of Authority and Decision;</li> <li>15. Comply with the Terms of Reference as contained within the Trust's Standing Orders.</li> </ol>
SFI 8.1.1 & SO 5.8	<b>Remuneration &amp; Nominations Committee</b>	<p><b>The function of the Remuneration &amp; Nominations Committee is to determine and agree the broad policy for the remuneration of the Trust's Chief Executive and other executive directors. In determining such policy, take into account all factors which it deems necessary.</b></p> <p><b>Powers delegated by the Board to the Committee are to:</b></p> <ol style="list-style-type: none"> <li>1. Set remuneration for all executive directors, including pension rights and any compensation payments. The committee will also recommend and monitor the level and structure of remuneration for senior management.</li> <li>2. Nominate new Executive Directors</li> </ol> <p><b>Key responsibilities delegated by the Board to the Committee are to:</b></p> <ol style="list-style-type: none"> <li>1. Ensure executive directors are fairly rewarded for their individual contribution to the organisation, taking into account the organisation, circumstances and performance and the provision of national arrangements for such staff, where appropriate.</li> <li>2. Monitor and evaluate the performance of the individual executive directors.</li> <li>3. Regularly review the size and composition of the Board and make recommendations for changes where appropriate.</li> <li>4. Evaluate the balance of skills, knowledge and experience on the Board and, in the light of this evaluation, prepare a description of the role and capabilities required for a particular appointment of Executive Directors.</li> <li>5. Advise and oversee appropriate contractual arrangements for such staff, including proper calculation and scrutiny of termination payments taking account of such national guidance as is appropriate.</li> <li>6. Ensure that there is a clear statement of the responsibilities of the individual posts and their accountabilities for meeting the objectives of the organisation. In order to take decisions for remuneration packages, to have the meaning of assessing the comparative job weight and obtain comparative salary information from NHS, other public sector organisations and industrial and service organisations.</li> <li>7. Report in writing to the Board the basis for its recommendations.</li> <li>8. Ensure that there are proper arrangements for the further development of executive directors.</li> </ol>
SO 5.8	<b>Patient Safety &amp; Quality Committee</b>	<p><b>The function of the committee is to review and seek assurance over the operation of and outcomes from the systems, structures, meetings and initiatives across the Trust impacting on the service, quality and safety of care provided to patients.</b></p>

REF	COMMITTEE	DECISIONS/DUTIES DELEGATED BY THE BOARD TO COMMITTEES
		<p><b>Powers delegated by the Board to the Committee are to:</b></p> <ol style="list-style-type: none"> <li>1. Make decisions in relation to all key responsibilities set out below.</li> </ol> <p><b>Key responsibilities delegated by the Board to the Committee are to:</b></p> <ol style="list-style-type: none"> <li>2. Ensure that key performance indicators of clinical quality, efficacy and safety (including HSMR, HCAs, falls, and medication errors) are developed and monitored for all Trust divisions / services.</li> <li>3. To act as the primary forum for the management and reporting of all matters relating to Infection Prevention &amp; Control, including all HCAI-related risks.</li> <li>4. To promote the use of clinical audit as a key organizational learning tool in relation to clinical quality, ensuring local audits are best prioritized in accordance with the needs identified through local Risk Assurance Frameworks.</li> <li>5. To monitor the Trust's compliance against NICE/NCEPOD guidance.</li> <li>6. To scrutinize the adequacy of the Trust's safeguarding children and safeguarding vulnerable adult's arrangements, making decisions as appropriate.</li> <li>7. To review Risk Assurance Frameworks to enable the pulling together of clinical and non clinical risks.</li> <li>8. Ensure there is an appropriate process in place to monitor and promote compliance across the Trust with regard to mandatory clinical standards and guidelines such as the CQC Standards, NICE guidance and the NHSLA Risk Management Standards.</li> <li>9. Oversee the processes within the Trust to ensure that appropriate action is taken in response to adverse clinical incidents (including SUIs) and complaints and that examples of good practice are disseminated within the Trust and beyond if appropriate.</li> <li>10. Monitor and scrutinize the development and implementation of the Trust's patient experience strategy.</li> <li>11. Monitor the effectiveness of the Trust's internal and external communication, taking decisions when necessary re the communications management of key governance / risk issues.</li> <li>12. To review and monitor corporate and information governance requirements</li> <li>13. To review the Trust's workforce strategy and ensure it is in line with the Trust's broader organizational strategy.</li> <li>14. To consider key strategic service developments and make recommendation to the Trust Board</li> <li>15. To set key milestones in relation to the attainment of Foundation Trust status.</li> <li>16. To note organisational trends from quantitative and qualitative data relating to all key work streams and direct actions for improvement.</li> <li>17. To agree Trust wide governance priorities and give direction on this basis to the Trusts Directorate and Departments.</li> <li>18. To monitor the embedding of an organizational culture of openness in relation to the reporting of adverse outcomes, ensuring that appropriate lessons are learned and remedial actions implemented.</li> </ol>



REF	COMMITTEE	DECISIONS/DUTIES DELEGATED BY THE BOARD TO COMMITTEES
	<b>Charitable Funds Committee</b>	<p><b>The Charitable Funds Committee will agree proper use of funds and expenditure and approve fundraising schemes.</b></p> <p><b>Powers delegated by the Board to the Committee are to:</b></p> <ol style="list-style-type: none"> <li>1. Invest charitable funds for the purchase of such stock, funds, shares, securities or other investments of whatsoever nature as the Committee shall at its absolute discretion think fit, subject to the statutory requirements for charities within the NHS, and the Trust Board's, decision to avoid investments in tobacco or tobacco related products.</li> <li>2. Allow money to be left invested on deposit at a bank on such terms in such amount and for such a period as shall for the time being be permitted in law.</li> <li>3. Permit any investments to be held by any trust corporation as custodian trustees thereof and may also permit any securities transferable by delivery to be held on the account of the charitable trust funds and the Committee may make such arrangements as it thinks fit for the collection of the income of such investments or securities.</li> <li>4. Appoint Brokers, subject to the approval of the Trust Board, to manage the investment portfolios.</li> </ol> <p><b>Key responsibilities delegated by the Board to the Committee are to:</b></p> <ol style="list-style-type: none"> <li>5. Ensure adequate internal controls and procedures and that they are being properly exercised.</li> <li>6. Act as corporate trustee on behalf of the Trust.</li> <li>7. Ensure compliance with applicable legislation and directives.</li> <li>8. Comply with the Terms of Reference as contained within the Trust's Standing Orders.</li> <li>9. Ensure Banking arrangements for Charitable Funds are kept entirely separate from NHS funds.</li> <li>10. Receive and review the Annual Charitable Fund Financial Statements and recommend their approval to Trust Board.</li> <li>11. Receive and consider External Audit reports on the audit of Charitable Funds and recommend such reports to the Trust Board.</li> </ol>
SO 5.8	<b>Finance &amp; Performance Committee</b>	<p><b>The Finance and Performance Committee will assess and monitor the annual plan and financial and operational performance of the Trust and will review in detail financial planning and performance reports.</b></p> <p><b>Powers delegated by the Board to the Committee are to:</b></p> <ol style="list-style-type: none"> <li>1. Approve capital business cases including capital disposals where the value is between £500,000 and £1m. The Committee has delegated powers to agree variations to agreed Capital Plans up to £1m in value.</li> <li>2. The Committee also has delegated authority to review and agree Commercial Developments not exceeding £1m providing these</li> </ol>

REF	COMMITTEE	DECISIONS/DUTIES DELEGATED BY THE BOARD TO COMMITTEES
		<p>are in line with the Trust's Organisational Strategy.</p> <p>3. Scrutinise or investigate any areas covered within its Terms of Reference as agreed by the Board. It may seek internal and external information and all employees are directed to co-operate. The Committee may seek outside external or otherwise independent external professional advice and legal opinions.</p> <p><b>Key responsibilities delegated by the Board to the Committee are to:</b></p> <p>4. Review and scrutinize the Trust's financial and operational performance and where shortfalls in performance are identified to agree with the Executive Team urgent action to restore performance.</p> <p>5. To positively drive performance improvement through prospectively agreeing long term strategic performance initiatives and objectives.</p> <p>6. To review the current and long term financial position of the Trust and ensure appropriate action is taken where necessary.</p> <p>7. To review the annual capital programme and monitor its delivery, recommending action required to manage the programme effectively.</p> <p>8. Review the land sales programme, advising on appropriate courses of action to meet the Trust's strategic objectives and authorising transactions within its delegated powers.</p> <p>9. Review the development of the Long Term Financial Model and advise the Board on its robustness recommending changes where necessary.</p> <p>10. Review financial management processes and their delivery and agreeing changes where appropriate.</p> <p>11. Advise the Board on the robustness of efficiency and savings proposals and progress in delivery</p> <p>12. Review the annual business planning and budget setting process</p> <p>13. Review and monitor the Trust's commercial developments, authorising major developments over £500k and up to £1m in value.</p> <p>14. Review progress against the maximizing of clinical efficiencies within the PFI new build.</p> <p>15. Review and scrutinize the financial and operational content of the Intelligent Board Report.</p> <p>16. Approve and track the implementation of performance improvement plans in relation to the Trust's commissioning contract performance indicators (including 18 weeks, 4 hour A&amp;E Target etc).</p> <p>17. To make recommendations to the Board on proposals for</p>

REF	COMMITTEE	DECISIONS/DUTIES DELEGATED BY THE BOARD TO COMMITTEES
		<p>performance improvement.</p> <p>18. To map the Trust's progress against the QIPP agenda; driving increased operational efficiency &amp; productivity, reducing length of stay, improved discharge etc.</p> <p>19. Review and report to the Board on the use and integrity of Service Line Reporting information and to review and monitor the implementation of Service Line Management .</p> <p>20. To identify issues and direct the Investment Group to address them as required within their Terms of Reference.</p> <p>21. To proactively review cash flow of the organization, scrutinizing the forecasts and recommending executive remedial action as required.</p> <p>22. Review, scrutinize and where necessary make recommendations for the development and delivery of all aspects relating to Equality and Diversity within the Trust.</p>

REF	DELEGATED TO	DUTIES DELEGATED from THE ACCOUNTABLE OFFICER MEMORANDUM
7	<b>Chief Executive (CE)</b>	Accountable through NHS Accounting Officer to Parliament for stewardship of Trust resources
9	<b>CE and Director of Finance (DoF)</b>	Ensure the accounts of the Trust are prepared under principles and in a format directed by the Secretary of State. Accounts must disclose a true and fair view of the Trust's income and expenditure and its state of affairs. Sign the accounts on behalf of the Board.
10	<b>Chief Executive</b>	Sign a statement in the accounts outlining responsibilities as the Accountable Officer. Sign a statement in the accounts outlining responsibilities in respect of Internal Control.
12 & 13	<b>Chief Executive</b>	<i>Ensure effective management systems that safeguard public funds and assist the Trust Chairman to implement requirements of corporate governance including ensuring managers:</i> <ul style="list-style-type: none"> <li>• "have a clear view of their objectives and the means to assess achievements in relation to those objectives</li> <li>• be assigned well defined responsibilities for making best use of resources</li> <li>• have the information, training and access to the expert advice they need to exercise their responsibilities effectively."</li> </ul>
12	<b>Chairman</b>	Implement requirements of corporate governance.
13	<b>Chief Executive</b>	Achieve value for money from the resources available to the Trust and avoid waste and extravagance in the organisation's activities. Follow through the implementation of any recommendations affecting good practice as set out on reports from such bodies as the Audit

REF	DELEGATED TO	DUTIES DELEGATED from THE ACCOUNTABLE OFFICER MEMORANDUM
		Commission and the National Audit Office (NAO).
15	<b>DoF</b>	Operational responsibility for effective and sound financial management and information.
15	<b>Chief Executive</b>	Primary duty to see that DoF discharges this function.
16	<b>Chief Executive</b>	Ensuring that expenditure by the Trust complies with Parliamentary requirements.
18	<b>CE and DoF</b>	Chief Executive, supported by Director of Finance, to ensure appropriate advice is given to the Board on all matters of probity, regularity, prudent and economical administration, efficiency and effectiveness.
19	<b>Chief Executive</b>	If CE considers the Board or Chairman is doing something that might infringe probity or regularity, he should set this out in writing to the Chairman and the Board. If the matter is unresolved, he/she should ask the Audit Committee to inquire and if necessary the SHA and Department of Health.
21	<b>Chief Executive</b>	If the Board is contemplating a course of action that raises an issue not of formal propriety or regularity but affects the CE's responsibility for value for money, the CE should draw the relevant factors to the attention of the Board. If the outcome is that you are overruled it is normally sufficient to ensure that your advice and the overruling of it are clearly apparent from the papers. Exceptionally, the CE should inform the Strategic Health Authority and the DH. In such cases, and in those described in paragraph 24, the CE should as a member of the Board vote against the course of action rather than merely abstain from voting.

REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED from the CODES OF CONDUCT AND ACCOUNTABILITY
1.3.1.7	<b>Board</b>	Approve procedure for declaration of hospitality and sponsorship.
1.3.1.8	<b>Board</b>	Ensure proper and widely publicised procedures for voicing complaints, concerns about misadministration, breaches of Code of Conduct, and other ethical concerns.
1.31.9 & 1.3.2.2	<b>ALL Board members</b>	Subscribe to Code of Conduct.
1.3.2.4	<b>Board</b>	Board members share corporate responsibility for all decisions of the Board.
1.3.2.4	<b>Chair and non Executive/officer members</b>	Chair and non-officer members are responsible for monitoring the executive management of the organisation and are responsible to the SofS for the discharge of those responsibilities.
1.3.2.4	<b>Board</b>	The Board has six key functions for which it is held accountable by the Department of Health on behalf of the Secretary of State: <ol style="list-style-type: none"> <li>1. to ensure effective financial stewardship through value for money, financial control and financial planning and strategy;</li> <li>2. to ensure that high standards of corporate governance and personal behavior are maintained in the conduct of the business of the whole organisation;</li> <li>3. to appoint, appraise and remunerate senior executives;</li> </ol>

REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED from the CODES OF CONDUCT AND ACCOUNTABILITY
		<ol style="list-style-type: none"> <li>4. to ratify the strategic direction of the organisation within the overall policies and priorities of the Government and the NHS, define its annual and longer term objectives and agree plans to achieve them;</li> <li>5. to oversee the delivery of planned results by monitoring performance against objectives and ensuring corrective action is taken when necessary;</li> <li>6. to ensure effective dialogue between the organisation and the local community on its plans and performance and that these are responsive to the community's needs.</li> </ol>
1.3.24	<b>Board</b>	<p>It is the Board's duty to:</p> <ol style="list-style-type: none"> <li>1. act within statutory financial and other constraints;</li> <li>2. be clear what decisions and information are appropriate to the Board and draw up Standing Orders, a schedule of decisions reserved to the Board and Standing Financial Instructions to reflect these,</li> <li>3. ensure that management arrangements are in place to enable responsibility to be clearly delegated to senior executives for the main programmes of action and for performance against programmes to be monitored and senior executives held to account;</li> <li>4. establish performance and quality measures that maintain the effective use of resources and provide value for money;</li> <li>5. specify its requirements in organising and presenting financial and other information succinctly and efficiently to ensure the Board can fully undertake its responsibilities;</li> <li>6. establish Audit and Remuneration &amp; Nominations Committees on the basis of formally agreed terms of reference that set out the membership of the sub-committee, the limit to their powers, and the arrangements for reporting back to the main Board.</li> </ol>
1.3.25	<b>Chairman</b>	<p>It is the Chairman's role to:</p> <ol style="list-style-type: none"> <li>1. provide leadership to the Board;</li> <li>2. enable all Board members to make a full contribution to the Board's affairs and ensure that the Board acts as a team;</li> <li>3. ensure that key and appropriate issues are discussed by the Board in a timely manner,</li> <li>4. ensure the Board has adequate support and is provided efficiently with all the necessary data on which to base informed decisions;</li> <li>5. lead Non-Executive Board members through a formally-appointed Remuneration &amp; Nominations Committee of the main Board on the appointment, appraisal and remuneration of the Chief Executive and (with the latter) other Executive Board members;</li> <li>6. appoint Non-Executive Board members to an Audit Committee of the main Board;</li> <li>7. advise the Secretary of State on the performance of Non-Executive Board members.</li> </ol>
1.3.2.5	<b>Chief Executive</b>	<p>The Chief Executive is accountable to the Chairman and Non-Executive members of the Board for ensuring that its decisions are implemented, that the organisation works effectively, in accordance with Government policy and public service values and for the maintenance of proper financial stewardship.</p> <p>The Chief Executive should be allowed full scope, within clearly defined delegated powers, for action in fulfilling the decisions of the Board.</p> <p>The other duties of the Chief Executive as Accountable Officer are laid out in the Accountable Officer Memorandum.</p>

REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED from the CODES OF CONDUCT AND ACCOUNTABILITY
1.3.2.6	<b>Non Executive Directors</b>	Non-Executive Directors are appointed by Appointments Commission to bring independent judgement to bear on issues of strategy, performance, key appointments and accountability through the Department of Health to Ministers and to the local community.
1.3.2.8	<b>Chair and Directors</b>	Declaration of conflict of interests.
1.3.2.9	<b>Board</b>	NHS Boards must comply with legislation and guidance issued by the Department of Health on behalf of the Secretary of State, respect agreements entered into by themselves or in on their behalf and establish terms and conditions of service that are fair to the staff and represent good value for taxpayers' money.

SO REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED from STANDING ORDERS
2.1	<b>Chairman</b>	Final authority in interpretation of Standing Orders (SOs).
3.4	<b>Board</b>	Appointment of Vice Chairman
4.1	<b>Chairman</b>	Call meetings.
4.9	<b>Chairman</b>	Chair all Board meetings and associated responsibilities.
4.10	<b>Chairman</b>	Give final ruling in questions of order, relevancy and regularity of meetings.
4.12	<b>Chairman</b>	Having a second or casting vote
4.13	<b>Board</b>	Suspension of Standing Orders
4.13	<b>Audit Committee</b>	Audit Committee to review every decision to suspend Standing Orders (power to suspend Standing Orders is reserved to the Board)
4.14	<b>Board</b>	Variation or amendment of Standing Orders
5.1	<b>Board</b>	Formal delegation of powers to sub committees or joint committees and approval of their constitution and terms of reference. (Constitution and terms of reference of sub committees may be approved by the Chief Executive.)
6.2	<b>Chairman &amp; Chief Executive</b>	The powers which the Board has retained to itself within these Standing Orders may in emergency be exercised by the Chair and Chief Executive after having consulted at least two Non-Executive members.
6.4	<b>Chief Executive</b>	The Chief Executive shall prepare a Scheme of Delegation identifying his/her proposals that shall be considered and approved by the Board, subject to any amendment agreed during the discussion.
6.6	<b>All</b>	Disclosure of non-compliance with Standing Orders to the Chief Executive as soon as possible.
8.1	<b>the Board</b>	Declare relevant and material interests.
8.2	<b>Chief Executive</b>	Maintain Register(s) of Interests.
8.4	<b>All staff</b>	Comply with national guidance contained in HSG 1993/5 "Standards of Business Conduct for NHS Staff".
8.4	<b>All</b>	Disclose relationship between self and candidate for staff appointment. (CE to report the disclosure to the Board.)

SO REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED from STANDING ORDERS
9.1/9.3	<b>Chief Executive</b>	Keep seal in safe place and maintain a register of sealing.
9.4	<b>Chief Executive/ Executive Director</b>	Approve and sign all documents which will be necessary in legal proceedings.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED from STANDING FINANCIAL INSTRUCTIONS
1.1.3	<b>Director of Finance</b>	Approval of all financial procedures.
1.1.4	<b>Director of Finance</b>	Advice on interpretation or application of SFIs.
1.1.6	<b>All members of the Board and employees</b>	Have a duty to disclose any non-compliance with these Standing Financial Instructions to the Director of Finance as soon as possible.
1.3.3	<b>Chief Executive</b>	Responsible as the Accountable Officer to ensure financial targets and obligations are met and have overall responsibility for the System of Internal Control.
1.3.3	<b>Chief Executive &amp; Director of Finance</b>	Accountable for financial control but will, as far as possible, delegate their detailed responsibilities.
1.3.4	<b>Chief Executive</b>	To ensure all Board members, officers and employees, present and future, are notified of and understand Standing Financial Instructions.
1.3.5	<b>Director of Finance</b>	Responsible for: a) Implementing the Trust's financial policies and coordinating corrective action; b) Maintaining an effective system of financial control including ensuring detailed financial procedures and systems are prepared and documented; c) Ensuring that sufficient records are maintained to explain Trust's transactions and financial position; d) Providing financial advice to members of Board and staff; e) Maintaining such accounts, certificates etc as are required for the Trust to carry out its statutory duties.
1.3.6	<b>All members of the Board and employees</b>	Responsible for security of the Trust's property, avoiding loss, exercising economy and efficiency in using resources and conforming to Standing Orders, Financial Instructions and financial procedures.
1.3.7	<b>Chief Executive</b>	Ensure that any contractor or employees of a contractor who is empowered by the Trust to commit the Trust to expenditure or who is authorised to obtain income are made aware of these instructions and their requirement to comply.
2.1.1	<b>Audit Committee</b>	Provide independent and objective view on internal control and probity.

<b>SFI REF</b>	<b>DELEGATED TO</b>	<b>AUTHORITIES/DUTIES DELEGATED from STANDING FINANCIAL INSTRUCTIONS</b>
2.1.2	<b>Chair</b>	Raise the matter at the Board meeting where Audit Committee considers there is evidence of ultra vires transactions or improper acts.
2.1.3 & 2.2.1	<b>Director of Finance</b>	Ensure an adequate internal audit service, for which he/she is accountable, is provided (and involve the Audit Committee in the selection process when/if an internal audit service provider is changed.)
2.2.1	<b>Director of Finance</b>	Decide at what stage to involve police in cases of misappropriation and other irregularities not involving fraud or bribery.
2.3	<b>Head of Internal Audit</b>	Review, appraise and report in accordance with NHS Internal Audit Manual and best practice.
2.4	<b>Audit Committee</b>	Ensure cost-effective External Audit.
2.5	<b>Chief Executive &amp; Director of Finance</b>	Monitor and ensure compliance with SofS Directions on fraud and corruption including the appointment of the Local Counter Fraud Specialist.
2.6	<b>Chief Executive</b>	Monitor and ensure compliance with Directions issued by the Secretary of State for Health on NHS security management including appointment of the Local Security Management Specialist.
3.1.1	<b>Chief Executive</b>	Compile and submit to the Board an LDP which takes into account financial targets and forecast limits of available resources. The Annual Business Plan will contain: <ul style="list-style-type: none"> <li>• a statement of the significant assumptions on which the plan is based;</li> <li>• details of major changes in workload, delivery of services or resources required to achieve the plan.</li> </ul>
3.1.2 & 3.1.3	<b>Director of Finance</b>	Submit budgets to the Board for approval. Monitor performance against budget; submit to the Board financial estimates and forecasts.
3.1.6	<b>Director of Finance</b>	Ensure adequate training is delivered on an on going basis to budget holders.
3.3.1	<b>Chief Executive</b>	Delegate budget to budget holders.
3.3.2	<b>Chief Executive &amp; Budget Holders</b>	Must not exceed the budgetary total or virement limits set by the Board.
3.4.1	<b>Director of Finance</b>	Devise and maintain systems of budgetary control.
3.4.2	<b>Budget Holders</b>	Ensure that <ul style="list-style-type: none"> <li>a) <i>no overspend or reduction of income that cannot be met from virement is incurred without prior consent of Board;</i></li> <li>b) approved budget is not used for any other than specified purpose subject to rules of virement;</li> <li>c) no permanent employees are appointed without the approval of the CE other than those provided for within available resources and manpower establishment.</li> </ul>
3.4.3	<b>Chief Executive</b>	Identify and implement cost improvements and income generation activities in line with the LDP.
3.6.1	<b>Chief</b>	Submit monitoring returns



<b>SFI REF</b>	<b>DELEGATED TO</b>	<b>AUTHORITIES/DUTIES DELEGATED from STANDING FINANCIAL INSTRUCTIONS</b>
	<b>Executive</b>	
4.1	<b>Director of Finance</b>	Preparation of annual accounts and reports.
5.1	<b>Director of Finance</b>	Managing banking arrangements, including provision of banking services, operation of accounts, preparation of instructions and list of cheque signatories. (Board approves arrangements.)
6.	<b>Director of Finance</b>	Income systems, including system design, prompt banking, review and approval of fees and charges, debt recovery arrangements, design and control of receipts, provision of adequate facilities and systems for employees whose duties include collecting or holding cash.
6.2.3	<b>All employees</b>	Duty to inform DoF of money due from transactions which they initiate/deal with.
7.	<b>Chief Executive</b>	Tendering and contract procedure.
7.5.3	<b>Chief Executive</b>	Waive formal tendering procedures.
7.5.3	<b>Chief Executive</b>	Report waivers of tendering procedures to the Board.
7.5.5	<b>Director of Finance</b>	Where a supplier is chosen that is not on the approved list the reason shall be recorded in writing to the CE.
7.6.2	<b>Chief Executive</b>	Responsible for the receipt, endorsement and safe custody of tenders received.
7.6.3	<b>Chief Executive</b>	Shall maintain a register to show each set of competitive tender invitations despatched.
7.6.4	<b>Chief Executive and Director of Finance</b>	Where one tender is received will assess for value for money and fair price.
7.6.6	<b>Chief Executive</b>	No tender shall be accepted which will commit expenditure in excess of that which has been allocated by the Trust and which is not in accordance with these Instructions except with the authorisation of the Chief Executive.
7.6.8	<b>Chief Executive</b>	Will appoint a manager to maintain a list of approved firms.
7.6.9	<b>Chief Executive</b>	Shall ensure that appropriate checks are carried out as to the technical and financial capability of those firms that are invited to tender or quote.
7.7.2	<b>Chief Executive</b>	The Chief Executive or his nominated officer should evaluate the quotation and select the quote which gives the best value for money.
7.7.4	<b>Chief Executive or Director of Finance</b>	No quotation shall be accepted which will commit expenditure in excess of that which has been allocated by the Trust and which is not in accordance with these Instructions except with the authorisation of the Chief Executive.
7.10	<b>Chief Executive</b>	The Chief Executive shall demonstrate that the use of private finance represents value for money and genuinely transfers risk to the private sector.
7.10	<b>Board</b>	All PFI proposals must be agreed by the Board.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED from STANDING FINANCIAL INSTRUCTIONS
7.11	<b>Chief Executive</b>	The Chief Executive shall nominate an officer who shall oversee and manage each contract on behalf of the Trust.
7.12	<b>Chief Executive</b>	The Chief Executive shall nominate officers with delegated authority to enter into contracts of employment, regarding staff, agency staff or temporary staff service contracts.
7.15	<b>Chief Executive</b>	The Chief Executive shall be responsible for ensuring that best value for money can be demonstrated for all services provided on an in-house basis.
7.15.5	<b>Chief Executive</b>	The Chief Executive shall nominate an officer to oversee and manage the contract on behalf of the Trust.
8.1.1	<b>Board</b>	Establish a Remuneration & Terms of Service Committee
8.1.2	<b>Remuneration &amp; Nominations Committee</b>	Advise the Board on and make recommendations on the remuneration and terms of service of the CE, other officer members and senior employees to ensure they are fairly rewarded having proper regard to the Trust's circumstances and any national agreements; Monitor and evaluate the performance of individual senior employees; Advise on and oversee appropriate contractual arrangements for such staff, including proper calculation and scrutiny of termination payments.
8.1.3	<b>Remuneration &amp; Nominations Committee</b>	Report in writing to the Board its advice and its bases about remuneration and terms of service of directors and senior employees.
8.1.4	<b>Board</b>	Approve proposals presented by the Chief Executive for setting of remuneration and conditions of service for those employees and officers not covered by the Remuneration & Nominations Committee.
8.2.2	<b>Chief Executive</b>	Approval of variation to funded establishment of any department.
8.3	<b>Chief Executive</b>	Staff, including agency staff, appointments and re-grading.
8.4.1 and 8.4.2	<b>Director of Finance</b>	Payroll: a) specifying timetables for submission of properly authorised time records and other notifications; b) final determination of pay and allowances; c) making payments on agreed dates; d) agreeing method of payment; e) issuing instructions (as listed in SFI 8.4.2).
8.4.3	<b>Nominated Managers*</b>	Submit time records in line with timetable.  <b>Complete time records and other notifications in required form.</b> Submitting termination forms in prescribed form and on time.
8.4.4	<b>Director of Finance</b>	Ensure that the chosen method for payroll processing is supported by appropriate (contracted) terms and conditions, adequate internal controls and audit review procedures and that suitable arrangements are made for the collection of payroll deductions and payment of these to appropriate bodies.
8.5	<b>Nominated Manager*</b>	Ensure that all employees are issued with a Contract of Employment in a form approved by the Board and which complies with employment legislation; and Deal with variations to, or termination of, contracts of employment.

<b>SFI REF</b>	<b>DELEGATED TO</b>	<b>AUTHORITIES/DUTIES DELEGATED from STANDING FINANCIAL INSTRUCTIONS</b>
9.1	<b>Chief Executive</b>	Determine, and set out, level of delegation of non-pay expenditure to budget managers, including a list of managers authorised to place requisitions, the maximum level of each requisition and the system for authorisation above that level.
9.1.3	<b>Chief Executive</b>	Set out procedures on the seeking of professional advice regarding the supply of goods and services.
9.2.1	<b>Requisitioner*</b>	In choosing the item to be supplied (or the service to be performed) shall always obtain the best value for money for the Trust. In so doing, the advice of the Trust's adviser on supply shall be sought.
9.2.2	<b>Director of Finance</b>	Shall be responsible for the prompt payment of accounts and claims.
9.2.3	<b>Director of Finance</b>	<ul style="list-style-type: none"> <li>a) Advise the Board regarding the setting of thresholds above which quotations (competitive or otherwise) or formal tenders must be obtained; and, once approved, the thresholds should be incorporated in standing orders and regularly reviewed;</li> <li>b) Prepare procedural instructions [where not already provided in the Scheme of Delegation or procedure notes for budget holders] on the obtaining of goods, works and services incorporating the thresholds;</li> <li>c) Be responsible for the prompt payment of all properly authorised accounts and claims;</li> <li>d) Be responsible for designing and maintaining a system of verification, recording and payment of all amounts payable;</li> <li>e) A timetable and system for submission to the Director of Finance of accounts for payment; provision shall be made for the early submission of accounts subject to cash discounts or otherwise requiring early payment;</li> <li>f) Instructions to employees regarding the handling and payment of accounts within the Finance Department;</li> <li>g) Be responsible for ensuring that payment for goods and services is only made once the goods and services are received</li> </ul>
9.2.4	<b>Appropriate Executive Director</b>	Make a written case to support the need for a prepayment.
9.2.4	<b>Director of Finance</b>	Approve proposed prepayment arrangements.
9.2.4	<b>Budget holder</b>	Ensure that all items due under a prepayment contract are received (and immediately inform DoF if problems are encountered).
9.2.5	<b>Chief Executive</b>	Authorise who may use and be issued with official orders.
9.2.6	<b>Managers and officers</b>	Ensure that they comply fully with the guidance and limits specified by the Director of Finance.
9.2.7	<b>Chief Executive Director of Finance</b>	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. The technical audit of these contracts shall be the responsibility of the relevant Director.
9.3	<b>Director of Finance</b>	Lay down procedures for payments to local authorities and voluntary organisations made under the powers of section 28A of the NHS Act.
10.1.1	<b>Director of Finance</b>	The DoF will advise the Board on the Trust's ability to pay dividend on PBC and report, periodically, concerning the PDC debt and all loans and overdrafts.

<b>SFI REF</b>	<b>DELEGATED TO</b>	<b>AUTHORITIES/DUTIES DELEGATED from STANDING FINANCIAL INSTRUCTIONS</b>
10.1.2	<b>Board</b>	Approve a list of employees authorised to make short term borrowings on behalf of the Trust. (This must include the CE and DoF.)
10.1.3	<b>Director of Finance</b>	Prepare detailed procedural instructions concerning applications for loans and overdrafts.
10.1.4	<b>Chief Executive or Director of Finance</b>	Be on an authorising panel comprising one other member for short term borrowing approval.
10.2.2	<b>Director of Finance</b>	Will advise the Board on investments and report, periodically, on performance of same.
10.2.3	<b>Director of Finance</b>	Prepare detailed procedural instructions on the operation of investments held.
11	<b>Director of Finance</b>	Ensure that Board members are aware of the Financial Framework and ensure compliance
12.1.1 & 2	<b>Chief Executive</b>	Capital investment programme: a) ensure that there is adequate appraisal and approval process for determining capital expenditure priorities and the effect that each has on plans b) responsible for the management of capital schemes and for ensuring that they are delivered on time and within cost; c) ensure that capital investment is not undertaken without availability of resources to finance all revenue consequences; d) ensure that a business case is produced for each proposal.
12.1.2	<b>Director of Finance</b>	Certify professionally the costs and revenue consequences detailed in the business case for capital investment.
12.1.3	<b>Chief Executive</b>	Issue procedures for management of contracts involving stage payments.
12.1.4	<b>Director of Finance</b>	Assess the requirement for the operation of the construction industry taxation deduction scheme.
12.1.5	<b>Director of Finance</b>	Issue procedures for the regular reporting of expenditure and commitment against authorised capital expenditure.
12.1.6	<b>Chief Executive</b>	Issue manager responsible for any capital scheme with authority to commit expenditure, authority to proceed to tender and approval to accept a successful tender. Issue a scheme of delegation for capital investment management.
12.1.7	<b>Director of Finance</b>	Issue procedures governing financial management, including variation to contract, of capital investment projects and valuation for accounting purposes.
12.2.1	<b>Director of Finance</b>	Demonstrate that the use of private finance represents value for money and genuinely transfers significant risk to the private sector.
12.2.1	<b>BOARD</b>	Proposal to use PFI must be specifically agreed by the Board.
12.3.1	<b>Chief Executive</b>	Maintenance of asset registers (on advice from DoF).
12.3.5	<b>Director of Finance</b>	Approve procedures for reconciling balances on fixed assets accounts in ledgers against balances on fixed asset registers.
12.3.8	<b>Director of Finance</b>	Calculate and pay capital charges in accordance with Department of Health requirements.
12.4.1	<b>Chief Executive</b>	Overall responsibility for fixed assets.

<b>SFI REF</b>	<b>DELEGATED TO</b>	<b>AUTHORITIES/DUTIES DELEGATED from STANDING FINANCIAL INSTRUCTIONS</b>
12.4.2	<b>Director of Finance</b>	Approval of fixed asset control procedures.
12.4.4	<b>Board, Executive Members and All senior staff</b>	Responsibility for security of Trust assets including notifying discrepancies to DoF, and reporting losses in accordance with Trust procedure.
13.2	<b>Chief Executive</b>	Delegate overall responsibility for control of stores (subject to DoF responsibility for systems of control). Further delegation for day-to-day responsibility subject to such delegation being recorded.
13.2	<b>Director of Finance</b>	Responsible for systems of control over stores and receipt of goods.
13.2	<b>Designated Pharmaceutical officer</b>	Responsible for controls of pharmaceutical stocks
13.2	<b>Designated Estates Officer</b>	Responsible for control of stocks of fuel oil.
13.2	<b>Nominated Officers*</b>	Security arrangements and custody of keys
13.2	<b>Director of Finance</b>	Set out procedures and systems to regulate the stores.
13.2	<b>Director of Finance</b>	Agree stocktaking arrangements.
13.2	<b>Director of Finance</b>	Approve alternative arrangements where a complete system of stores control is not justified.
13.2	<b>Director of Finance</b>	Approve system for review of slow moving and obsolete items and for condemnation, disposal and replacement of all unserviceable items.
13.2	<b>Nominated officers*</b>	Operate system for slow moving and obsolete stock, and report to DoF evidence of significant overstocking.
13.3.1	<b>Chief Executive</b>	Identify persons authorised to requisition and accept goods from NHS Supplies stores.
14.1.1	<b>Director of Finance</b>	Prepare detailed procedures for disposal of assets including condemnations and ensure that these are notified to managers.
14.2.1	<b>Director of Finance</b>	Prepare procedures for recording and accounting for losses, special payments and informing police in cases of suspected arson or theft.
14.2.2	<b>All Staff</b>	Discovery of suspicion of loss of any kind must be reported immediately to either the Local Security Management Specialist or the Local Counter Fraud Specialist as the nominated officers responsible for security/theft and fraud respectively. The nominated officer(s) should then inform the Director of Finance and if necessary the Chief Executive.
14.2.2	<b>Director of Finance</b>	Where a criminal offence is suspected, DoF must inform the police if theft or arson is involved. In cases of fraud and bribery DoF must inform the relevant LCFS and NHS Protect in line with SoS directions.
14.2.2	<b>Director of Finance</b>	Notify LCFS / NHS Protect and External Audit of all frauds.
14.2.3	<b>Director of Finance</b>	Notify Board and External Auditor of losses caused theft, arson, neglect of duty or gross carelessness (unless trivial).

<b>SFI REF</b>	<b>DELEGATED TO</b>	<b>AUTHORITIES/DUTIES DELEGATED from STANDING FINANCIAL INSTRUCTIONS</b>
14.2.4	<b>Board</b>	Approve write off of losses (within limits delegated by DH).
14.2.6	<b>Director of Finance</b>	Consider whether any insurance claim can be made.
14.2.7	<b>Director of Finance</b>	Maintain losses and special payments register.
15.1	<b>Director of Finance</b>	Responsible for accuracy and security of computerised financial data.
15.1	<b>Director of Finance</b>	Satisfy them that new financial systems and amendments to current financial systems are developed in a controlled manner and thoroughly tested prior to implementation. Where this is undertaken by another organisation assurances of adequacy must be obtained from them prior to implementation.
15.1.3	<b>Director of Patient Safety / Medical Director</b>	Shall publish and maintain a Freedom of Information Scheme.
15.2.1	<b>Relevant officers</b>	Send proposals for general computer systems to Director of Finance.
15.3	<b>Director of Finance</b>	Ensure that contracts with other bodies for the provision of computer services for financial applications clearly define responsibility of all parties for security, privacy, accuracy, completeness and timeliness of data during processing, transmission and storage, and allow for audit review.  Seek periodic assurances from the provider that adequate controls are in operation.
15.4	<b>Director of Finance</b>	Ensure that risks to the Trust from use of IT are identified and considered and that disaster recovery plans are in place.
15.5	<b>Director of Finance</b>	Where computer systems have an impact on corporate financial systems satisfy himself that: a) systems acquisition, development and maintenance are in line with corporate policies; b) data assembled for processing by financial systems is adequate, accurate, complete and timely, and that a management rail exists; c) DoF and staff have access to such data; Such computer audit reviews are being carried out as are considered necessary.
16.2	<b>Chief Executive</b>	Responsible for ensuring patients and guardians are informed about patients' money and property procedures on admission.
16.3	<b>Director of Finance</b>	Provide detailed written instructions on the collection, custody, investment, recording, safekeeping, and disposal of patients' property (including instructions on the disposal of the property of deceased patients and of patients transferred to other premises) for all staff whose duty is to administer, in any way, the property of.
16.6	<b>Departmental Managers</b>	Inform staff of their responsibilities and duties for the administration of the property of patients.
17.1	<b>Director of Finance</b>	Shall ensure that each trust fund which the Trust is responsible for managing is managed appropriately.
18	<b>Director of</b>	Ensure all staff are made aware of the Trust policy on the acceptance of

<b>SFI REF</b>	<b>DELEGATED TO</b>	<b>AUTHORITIES/DUTIES DELEGATED from STANDING FINANCIAL INSTRUCTIONS</b>
	<b>Finance</b>	gifts and other benefits in kind by staff
19	<b>Chief Executive</b>	Retention of document procedures in accordance with NHS Records Management Code of Practice
20.1	<b>Chief Executive</b>	Risk management programme.
20.1	<b>Board</b>	Approve and monitor risk management programme.
20.2	<b>Board</b>	Decide whether the Trust will use the risk pooling schemes administered by the NHS Litigation Authority or self-insure for some or all of the risks (where discretion is allowed). Decisions to self-insure should be reviewed annually.
20.4	<b>Director of Finance</b>	<p>Where the Board decides to use the risk pooling schemes administered by the NHS Litigation Authority the Director of Finance shall ensure that the arrangements entered into are appropriate and complementary to the risk management programme. The Director of Finance shall ensure that documented procedures cover these arrangements.</p> <p>Where the Board decides not to use the risk pooling schemes administered by the NHS Litigation Authority for any one or other of the risks covered by the schemes, the Director of Finance shall ensure that the Board is informed of the nature and extent of the risks that are self insured as a result of this decision. The Director of Finance will draw up formal documented procedures for the management of any claims arising from third parties and payments in respect of losses that will not be reimbursed.</p>
20.4	<b>Director of Finance</b>	Ensure documented procedures cover management of claims and payments below the deductible.
21.1.1	<b>Chief Executive</b>	Must ensure the Trust enters into suitable Service Level Agreements (SLAs) with service commissioners for the provision of NHS services
21.3	<b>Chief Executive</b>	As the Accountable Officer, ensure that regular reports are provided to the Board detailing actual and forecast income from the SLA