

SCHEME OF DELEGATION FROM STANDING FINANCIAL INSTRUCTIONS (V9 December 2019)

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
1.1.3	DIRECTOR OF FINANCE	Approval of all financial procedures.
1.1.4	DIRECTOR OF FINANCE	Advise on interpretation or application of SFIs.
1.1.6	ALL MEMBERS OF THE BOARD AND EMPLOYEES	Have a duty to disclose any non-compliance with these Standing Financial Instructions to the Director of Finance as soon as possible.
2.2.2	CHIEF EXECUTIVE	Responsible as the Accountable Officer to ensure financial targets and obligations are met and have overall responsibility for the System of Internal Control.
2.2.1	CHIEF EXECUTIVE & DIRECTOR OF FINANCE	Accountable for financial control but will, as far as possible, delegate their detailed responsibilities.
2.2.3	CHIEF EXECUTIVE	To ensure all Board members and employees, present and future, are notified of and understand their responsibilities within the Standing Financial Instructions.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
2.3	DIRECTOR OF FINANCE	<p>Responsible for:</p> <ol style="list-style-type: none"> 1) Implementing the Trust's financial policies and coordinating corrective action; 2) Maintaining an effective system of financial control including ensuring detailed financial procedures and systems are prepared and documented; 3) Ensuring that sufficient records are maintained to explain Trust's transactions and financial position; 4) Providing financial advice to members of Board and staff; 5) Maintaining such accounts, certificates etc as are required for the Trust to carry out its statutory duties. 6) Ensuring there are proper arrangements for the estimates, records and reports the Trust may require to carry out its statutory duties as prepared and maintained by any shared service centre and hosted shared service.
2.4.1	ALL MEMBERS OF THE BOARD AND EMPLOYEES	Responsible for security of the Trust's property, avoiding loss, exercising economy and efficiency in using resources and conforming to Standing Orders, Standing Financial Instructions and financial procedures.
2.5.1	CHIEF EXECUTIVE	Ensure that any contractor or employee of a contractor who is empowered by the Trust to commit the Trust to expenditure or who is authorised to obtain income and/or cash are made aware of these instructions and their requirement to comply.
3.1.2	CHAIRMAN OF AUDIT & ASSURANCE COMMITTEE	Raise a matter at the Board meeting where the Chairman of the Audit & Assurance Committee considers there is an issue that requires disclosure or executive action.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
3.2.1	DIRECTOR OF FINANCE	1) Ensuring there are arrangements to review, evaluate and report on the effectiveness of internal financial control including the establishment of an effective Internal Audit function; 2) Deciding at what stage to involve the police in cases of misappropriation and other irregularities not involving fraud or corruption;
3.2.1	TRUST SECRETARY	1) Ensuring that the Internal Audit function meets the NHS mandatory audit standards and provides sufficient independent and objective assurance to the Audit & Assurance Committee and the Accountable Officer; 2) Ensuring that the annual internal audit report is prepared for the consideration of the Audit and Assurance Committee.
3.3.3	HEAD OF INTERNAL AUDIT	Will provide to the Audit & Assurance Committee; 1) A risk-based plan of internal audit work, agreed with management and approved by the Audit & Assurance Committee, based upon the management's Assurance Framework that will enable the auditors to collect sufficient evidence to give opinion on the adequacy and effective operation of the organisation; 2) Regular updates on the progress against plan; 3) Reports of management's progress on the implementation of action agreed as a result of internal audit findings; 4) An annual opinion, based upon and limited to the work performed, on the overall adequacy and effectiveness of the organisation's risk management, control and governance processes; 5) Additional reports as requested by the Audit & Assurance Committee.
3.1	AUDIT & ASSURANCE COMMITTEE	To Establish an Auditor Panel to appoint external Auditors.
3.1.3	AUDITOR PANEL	Appoint External Auditors and ensure a cost efficient and effective service.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
3.5.1	CHIEF EXECUTIVE & DIRECTOR OF FINANCE	Monitor and ensure compliance with Directions issued by the Secretary of State for Health on fraud and corruption.
3.6.1	CHIEF EXECUTIVE	In line with their responsibilities, monitor and ensure compliance with Directions issued by the Secretary of State for Health on NHS security management.
4.1.1	CHIEF EXECUTIVE	Compile and submit to the Board an annual business plan which takes into account financial targets and forecast limits of available resources.
4.1.3	DIRECTOR OF FINANCE	Submit budgets to the Board for approval, prior to the start of the financial year.
4.1.4	DIRECTOR OF FINANCE	Monitor performance against budget and report to the Board.
4.1.5	DIRECTOR OF FINANCE	Monitor performance against the business plan and report to the Board.
4.1.6 & 4.1.7	BUDGET HOLDERS	Provide information to enable budgets to be compiled and formally agreed at the start of the financial year
4.1.8	DIRECTOR OF FINANCE	Ensure adequate training is delivered on an ongoing basis to budget holders.
4.2.1	CHIEF EXECUTIVE	Delegate management of budgets to budget holders.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
4.2.2	CHIEF EXECUTIVE & BUDGET HOLDERS	Must not exceed the budgetary total or virement limits set out below: Appropriate Budget Manager or designated deputy Up to £5,000 Appropriate Budget Holder Up to £25,000 Appropriate Head of Service (Band 8c/d) & Heads of Finance Up to £50,000 Deputy Director of Finance Up to £100,000 * Executive Director Up to £250,000 Director of Finance Up to £400,000 2 x Executive Directors (inc CEO) Up to £500,000 Trust Board Over £500,000 * Executive Director includes Chief Executive
4.2.4	CHIEF EXECUTIVE	Authorise, in writing, the use of non-recurrent budgets to finance recurrent expenditure
4.3.1	DIRECTOR OF FINANCE	Devise and maintain systems of budgetary control.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
4.3.2	BUDGET HOLDERS	<p>Ensure that;</p> <ul style="list-style-type: none"> a) no overspend or reduction of income that cannot be met from virement is incurred without prior consent of the Board, or delegated officer; b) approved budget is not used for any purpose other than that specifically authorised subject to rules of virement; c) no permanent employees are appointed without the approval of the Chief Executive, or delegated officer, other than those provided for within available resources and manpower establishment as approved by the Board; and d) cost improvements, productivity, efficiency and income generation initiatives are identified and implemented in accordance with the requirements of the Annual Business Plan and Long Term Financial Model.
4.5.1	CHIEF EXECUTIVE (OR DELEGATED OFFICER)	Sign off, prior to, and submit monitoring returns to the requisite monitoring organisation.
5.1	DIRECTOR OF FINANCE	Preparation and submission of financial reports and returns.
5.3	DIRECTOR OF FINANCE	Present Annual accounts at a General Meeting
5.4	CHIEF EXECUTIVE	Publish an annual report and present at a General Meeting
6.1.1	FINANCE AND PERFORMANCE COMMITTEE	Approve banking arrangements in line with the provisions of the Treasury Management Policy

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
6.2 & 6.3	DIRECTOR OF FINANCE	<p>Managing banking arrangements, including provision of banking services, operation of accounts, preparation of instructions, and a list of cheque signatories.</p> <p>Approval of on-line banking transactions for pre-approved payments up to £200,000</p>
6.2.1.7	DIRECTOR OF FINANCE	<p>Establish Capital Project Bank Accounts (PBAs) for schemes > £1m, using single authority approach. This will facilitate payment to subcontractors and reduce any risk of non-payment from the main P22 provider</p>
6.3.1.4	DIRECTOR OF FINANCE	<p>Those officers able to draw down invested funds before maturity is limited to (2 of):</p> <p>Director of Finance Deputy Director of Finance Chair of Charitable Funds Committee Financial Controller</p>
6.4	DIRECTOR OF FINANCE	<ol style="list-style-type: none"> 1) Review the banking arrangements of the Trust at regular intervals to ensure they reflect best practice and represent best value for money. 2) Ensure competitive tenders are sought at least every 5 years (excluding Government Banking Services accounts). 3) Report the results of the tendering exercise to FPC.
6.5.3		<p>In the case of sub contracting arrangements, an agreement not to complete a tender exercise is agreed by the Executive Team as part of the main bid approval, based on any pre-existing contracts or proportionality.</p>

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
7.1.1 and 7.5	DIRECTOR OF FINANCE	Income systems, including system design and security measures, maintenance, ensuring compliance and for the prompt banking of all monies received
7.2.1	DIRECTOR OF FINANCE	Review and approval of fees and charges
7.2.2	ALL EMPLOYEES	Duty to inform the Director of Finance of money due from transactions which they initiate/deal with.
7.3	DIRECTOR OF FINANCE	Explain in the annual report the impact that any non-NHS income has had on NHS service provision; set out proposals to earn non-NHS income in the Annual Plan. Shadow Governors must consider the Plan.
7.4.1	DIRECTOR OF FINANCE	Responsible for the appropriate debt recovery action on all outstanding debts
7.5.1	DIRECTOR OF FINANCE	<ul style="list-style-type: none"> a) approving the form of all receipt books, agreement forms, or other means of officially acknowledging or recording monies received or receivable; b) ordering and securely controlling any such stationery; c) the provision of adequate facilities and systems for employees whose duties include collecting and holding cash; and d) prescribing systems and procedures for handling cash and negotiable securities on behalf of the Trust.
7.5.4	DIRECTOR OF FINANCE	Responsible for maintaining and adhering to the most up-to-date money laundering guidance
7.5.10	DIRECTOR OF FINANCE	Authorise occasions when two officers are not required to open coin operated machines or for the counting and recording of takings

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
7.5.16	DIRECTOR OF FINANCE	Agree the maximum limit for petty cash holding which will not be exceeded
7.5.17	PETTY CASH REIMBURSEMENT LIMIT	The maximum limit for reimbursement of individual items of expenditure, from petty cash, are as follows: <div style="text-align: right;"> Patients up to £200 Members of staff up to £200 Patients on discharge up to £250 Items on request, approved by the Financial Controller or Deputy up to £500 </div>
8.1.1	DIRECTOR OF FINANCE	Ensure compliance with the Prudential Borrowing Code (PBC)
8.2.4	BOARD	Approve the list of employees authorised to make long-term borrowings on behalf of the Trust.
8.2.5	DIRECTOR OF FINANCE	Prepare detailed procedural instructions concerning applications for loans and overdrafts.
8.2.7	BOARD	Approve all long-term borrowing, eg PFI
8.3.3 & 8.3.4	BOARD	Approve a list of employees authorised to make short term borrowings on behalf of the Trust.
8.3.5	DIRECTOR OF FINANCE	Report all short-term borrowing to the next Board meeting

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
8.4.2	DIRECTOR OF FINANCE	<p>Advise the Board on the Trust's ability to pay dividend on, and repay, Public Dividend Capital (PDC).</p> <p>Authorised officers able to request PDC changes is limited to (2 of): Director of Finance Deputy Director of Finance and Procurement Financial Controller Head of Corporate Finance</p>
8.5.2	DIRECTOR OF FINANCE	Will advise the Board on investments and report, periodically, on performance of same.
8.5.3	DIRECTOR OF FINANCE	Prepare detailed procedural instructions on the operation of investments held.
9.1.2	DIRECTOR OF FINANCE	Prepare Tendering and Contracting procedures.
9.5.1	ALL EMPLOYEES	<p>Formal tenders (not less than 3) will be sought for contracts with an estimated total contract life value over £50,000.</p> <p>Local tender exercise limits: £50,001 to EU tender limits</p> <p>Specific EU tender limits to apply for Goods & Part 'A' Services and Works</p>

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
9.5.3.1.6	EXECUTIVE TEAM	Where formal tender procedures <u>need not be applied</u> , an agreement not to complete a tender exercise is agreed by the Executive Team as part of the main bid approval, based on any pre-existing contracts or proportionality
9.5.3.2.9	TRUST SECRETARY	Ensure that any legal fees paid are reasonable and within commonly accepted rates for the costing of such work.
9.5.3.4 & 9.5.4.2 & 9.5.4.3	CHIEF EXECUTIVE; OR DIRECTOR OF FINANCE; OR ANOTHER EXECUTIVE DIRECTOR	Two of whom should approve the <u>waiving of</u> formal tendering procedures
9.5.3.5 and 9.5.6	DIRECTOR OF FINANCE	Report to the Audit & Assurance Committee: <ul style="list-style-type: none"> • all instances where formal tendering procedures are waived; and • instances which subsequently breach tender thresholds, which were originally estimated to be below the tender threshold
9.6.2	DIRECTOR OF FINANCE	Responsible for the receipt, endorsement and safe custody of tenders received.
9.6.3.1	DIRECTOR OF FINANCE	Tenders shall be opened by an appropriate procurement Contracts Manager authorised within the system.
9.6.3.5	DIRECTOR OF FINANCE	Shall maintain a register to show each set of competitive tender invitations dispatched.
9.6.4.1	CHIEF EXECUTIVE	Approve the awarding of a contract where the tenders received are not strictly competitive.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
9.6.4.2	CHIEF EXECUTIVE AND DIRECTOR OF FINANCE	Where one tender is received will assess for value for money and fair price.
9.6.5.1	DIRECTOR OF FINANCE	Responsible for treatment and consideration of 'late tenders' and reporting such to the Audit & Assurance Committee.
9.6.5.3	TENDER ORIGINATING DEPARTMENT & DIRECTOR OF FINANCE	Accepted late tenders will be reported to the Audit & Assurance Committee
9.6.6.6	TENDER ORIGINATING DEPARTMENT	Establish a Tender Evaluation Team, one member of whom must be from the Procurement department.
9.6.6.6	TENDER EVALUATION TEAM	Recommend a tender for authorisation and award of a contract, following evaluation, as required under SFI No.9.6.6.7
9.6.7.1	DIRECTOR OF FINANCE	Prepare quarterly Tender reports to Audit & Assurance Committee
9.7.1.1 & 9.7.2.1	QUOTATION LIMIT	A minimum of 3 written quotations will be required for orders/contracts with a lifetime value over £10,000, but less than £50,000 (competitive tenders required see 9.5.1)
9.7.2.2	CHIEF EXECUTIVE	Determines instances where, on a case by case basis, it is impractical to receive written quotations.
9.7.2.4	DIRECTOR OF FINANCE	Evaluate the quotation and select the quotation which gives the best value for money.
9.7.4.1	DIRECTOR OF FINANCE	Authorise the acceptance of a quotation which will commit expenditure in excess of that which has been allocated by the Trust and which is not in accordance with these instructions

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
9.8.1	TENDER AND COMPETITIVE QUOTATIONS AUTHORISATION AND AWARD LIMITS (INCLUDING PARTNERSHIP ARRANGEMENTS)	<p>Tenders and Competitive Quotations will be authorised and awarded as follows:</p> <p style="text-align: right;">Tenders and Competitive Quotations</p> <p style="text-align: right;">Appropriate Budget Manager or designated deputy Up to £5,000</p> <p style="text-align: right;">Appropriate Budget Holder Up to £25,000</p> <p style="text-align: right;">Appropriate Head of Service (Band 8c/d) & Heads of Finance Up to £50,000</p> <p style="text-align: right;">Deputy Director of Finance Up to £100,000</p> <p style="text-align: right;">* Executive Director Up to £250,000</p> <p style="text-align: right;">Director of Finance Up to £400,000</p> <p style="text-align: right;">2 x Executive Directors (inc CEO) Up to £500,000</p> <p style="text-align: right;">** Trust Board Over £500,000</p> <p>* Executive Director includes Chief Executive</p> <p>** Upon FPC approval of contracts over £500k (for onward board ratification), the Director of Finance has delegated authority to approve subsequent invoices relating to those contracts with values exceeding £500k</p>
9.8.2	CHIEF EXECUTIVE	Approve variations to contracts of up to £500,000
9.8.3	DIRECTOR OF FINANCE	Confirm in writing the formal authorisation of tenders and competitive quotations
9.8.3	TRUST BOARD SECRETARY	Record in the Board minutes the formal authorisation, by the Board, of any tenders and competitive quotations.
9.9.1.1	CHIEF EXECUTIVE	Approve occasions where competitive tenders/quotes are not required and the use of pre-tendered contracts or frameworks are not appropriate

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
9.9.1.2	DIRECTOR OF FINANCE	Approve procurement procedures to be used to procure goods and services where tenders or quotations are not required and pre-tendered public sector contracts are not used.
9.10.2	CHIEF EXECUTIVE	Nominate an officer who shall oversee and manage each contract on behalf of the Trust.
9.11.1	CHIEF EXECUTIVE	Nominate officers to enter into contracts for the employment of agency staff or temporary staff
9.14.1.1	CHIEF EXECUTIVE	Determine where competitive tenders or quotations shall not apply to the disposal of any matter because a fair price can be obtained through negotiation or sale by auction.
9.14.1.3	DIRECTOR OF FINANCE	The estimated sale value below which competitive tenders or quotations need not be sought is £10,000.
9.14.2	DIRECTOR OF FINANCE	Competitive tenders or quotations will be sought for non current assets with a Net Book Value, or potential loss on disposal, of £10,000 or more.
9.15.1	CHIEF EXECUTIVE	Ensuring that best value for money can be demonstrated for all services provided on an in-house basis.
9.15.2.3	CHAIR	Where an in-house service exceeds an annual expenditure of £1m, nominate a non-Executive Director for the evaluation team.
9.15.4	IN-HOUSE SERVICE EVALUATION TEAM	Make recommendations to the Board on the in-house service.
9.15.5	CHIEF EXECUTIVE	Nominate an officer to oversee and manage the in-house contract on behalf of the Trust.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED								
10.1.1	DIVISIONS, ENABLING SERVICES & BUSINESS DEVELOPMENT DEPARTMENT	Identify opportunities to submit tenders for NHS clinical services and other business opportunities. Tenders and Expression of Interest to be submitted by the Business Development Department.								
10.1.2	APPROVAL LIMITS TO PROGRESS THROUGH PQQ STAGE	<p>Depending on the Risk Assessment, (see separate Tender Submission Procedure) , approval of tenders for clinical services will be approved as follows:</p> <table data-bbox="1310 672 1955 846"> <thead> <tr> <th colspan="2" data-bbox="1782 672 1955 704"><u>RAG Rating</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="1493 721 1759 753">Director of Finance</td> <td data-bbox="1835 721 1955 753">GREEN</td> </tr> <tr> <td data-bbox="1377 769 1797 802">Business Development Group</td> <td data-bbox="1835 769 1955 802">AMBER</td> </tr> <tr> <td data-bbox="1310 818 1797 850">Finance & Performance Committee</td> <td data-bbox="1887 818 1955 850">RED</td> </tr> </tbody> </table>	<u>RAG Rating</u>		Director of Finance	GREEN	Business Development Group	AMBER	Finance & Performance Committee	RED
<u>RAG Rating</u>										
Director of Finance	GREEN									
Business Development Group	AMBER									
Finance & Performance Committee	RED									
10.2.1	CHIEF EXECUTIVE	Ensure the Trust enters into suitable Standard NHS Contracts with service commissioners for the provision of NHS services								
10.2.2	CHIEF EXECUTIVE	Designated officers can sign income contracts and associated contract variations in line with delegation levels for non-pay expenditure (12.1.1) and tenders and competitive quotations (9.8.1)								
10.2.3 & 10.3.2	DIRECTOR OF FINANCE	Ensure regular reports are provided to the Board detailing actual and forecast income from the Standard NHS Contracts and Non Commissioner Contracts								
10.3.1 & 10.3.3	RESPONSIBLE CONTRACTING OFFICER	Ensure an appropriate non-commissioner contract is in place for the receipt/provision of services, not covered by a Standard NHS Contract, such contracts being reviewed annually or as agreed								
10.4.1	CHIEF EXECUTIVE	Ensure Trust works with all partner agencies in developing and delivering clinical services								

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
11.1.1	BOARD	Establish a Remuneration Committee
11.1.2	REMUNERATION COMMITTEE	Advise the Board about appropriate remuneration and terms of service for the Chief Executive, and other senior employees not on Agenda for Change terms and conditions, having proper regard to the Trust's circumstances and any national agreements
11.2.2	DIRECTORS	Approve changes to the funded establishment of a department
11.3.1	CHIEF EXECUTIVE	Approve a list of officers who may engage, re-engage, or re-grade employees, either on a permanent or temporary nature, or hire agency staff, or agree to changes in any aspect of remuneration.
11.4.1 and 11.4.2	DIRECTOR OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT / DIRECTOR OF FINANCE	Payroll: 1) specifying timetables for submission of properly authorised time records and other notifications; 2) final determination of pay and allowances; 3) making payments on agreed dates; 4) agreeing method of payment; 5) issuing instructions (as listed in SFI 11.4.2).
11.4.3	NOMINATED MANAGERS	Submit appointment forms and other documentation, immediately a new employee commences duty Complete & submit time records and other notifications in accordance with instructions and in required form. Submit change forms immediately changed circumstances are known Submitting termination forms in prescribed form and on time.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
11.4.4	DIRECTOR OF FINANCE	Be assured 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 arrangement are made for the collection of payroll deductions and payment of these to appropriate bodies.
11.4.5	ALL EMPLOYEES	Submit mileage claims on a monthly basis, or quarterly if travel infrequently. Claims submitted after 3 months will require approval by the appropriate Divisional Director or Head of Enabling Service.
11.5.1	DIRECTOR OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT	Ensure that all employees are issued with a Contract of Employment in a form approved by the Board and which complies with employment legislation; Deal with variations to, or termination of, contracts of employment; and Maintain a full minimum data set for each employee
11.6.1	DIRECTOR OF HUMAN RESOURCES	Maintain up-to-date procedures, to ensure assurance can be obtained from off-payroll workers to determine that the correct tax and NICs contributions are paid over to HMRC. <ul style="list-style-type: none"> • Board Member or Senior Official with significant financial responsibility: Worker should be on payroll, unless there are exceptional circumstances, in which case the CEO and NHS-I should approve the arrangement. Such exceptions should exist for no longer than 6 months. • All other off-payroll appointments: Director approval is required
11.6.2	CHIEF EXECUTIVE	Board members and those with significant financial responsibility have to be on payroll, or in exceptional temporary circumstances (no longer than six months), the Chief Executive Officer to seek assurance on tax/NICs obligations before commencement of role

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
11.7.1	DIRECTOR OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT	Payment of staff remuneration will only be payable to the named individual on the contract of employment
12.1.1	BOARD	Approve the level of non-pay expenditure budget

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
12.1.1	CHIEF EXECUTIVE	<p>Determine, and set out, level of delegation of non-pay expenditure to budget holders, including a list of managers authorised to place requisitions, and what, if any, enhanced expenditure controls are in operation within the Trust . The maximum level of each requisition is set out below.</p> <p>12.1.2</p> <p>Authorisation of revenue requisitions & invoice approval (including partnership arrangements):</p> <p style="padding-left: 40px;">Appropriate Budget Manager or designated deputy Up to £5,000</p> <p style="padding-left: 60px;">Appropriate Budget Holder Up to £25,000</p> <p style="padding-left: 40px;">Appropriate Head of Service (Band 8c/d) & Heads of Finance Up to £50,000</p> <p style="padding-left: 60px;">Deputy Director of Finance up to £100,000</p> <p style="padding-left: 80px;">* Executive Director Up to £250,000</p> <p style="padding-left: 60px;">Director of Finance Up to £400,000</p> <p style="padding-left: 40px;">2 x Executive Directors (inc CEO) Up to £500,000</p> <p style="padding-left: 60px;">** Trust Board Over £500,000</p> <p>* Executive Director includes Chief Executive</p> <p>** Upon FPC approval of contracts over £500k (for onward board ratification), the Director of Finance has delegated authority to approve subsequent invoices relating to those contracts with values exceeding £500k</p>

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
12.2.2	REQUISITIONER	<p>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.</p> <p>A purchase order must be raised for all goods and services, unless the required purchase is included on the purchase order exemptions list.</p>
12.2.3	REQUISITIONER	<p>An Expenditure Control Form (ECF) has to be submitted for any non-exempt non-pay orders with a value exceeding £150</p>
12.3.1	DIRECTOR OF FINANCE	<ol style="list-style-type: none"> 1) Be responsible for the prompt payment of all properly authorised accounts and claims; 2) Be responsible for designing and maintaining a system of verification, recording and payment of all amounts payable; 3) Be responsible for a timetable and system for payment of accounts; provision shall be made for the early submission of accounts subject to cash discounts or otherwise requiring early payment; 4) Instructions to employees regarding the handling and payment of accounts within the Finance Department; 5) Be responsible for ensuring that payment for goods and services is only made once the goods and services are received 6) Ongoing scrutiny of contractors' finances (where appropriate, financial vetting must take place during the delivery of a contract, not just during the tendering process)
12.4.1.2	APPROPRIATE OFFICER	<p>Make a written case to support the need for a prepayment.</p>
12.4.1.3	DIRECTOR OF FINANCE	<p>Approve proposed prepayment arrangements.</p>

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
12.4.1.4	BUDGET HOLDER	Ensure that all items due under a prepayment contract are received, and immediately inform the Director of Finance if problems are encountered.
12.5.1.2 & 12.5.1.5	DIRECTOR OF FINANCE	Approve the format of the Trusts official orders, and any system of Electronic Data Interchange for transmitting orders.
12.5.1.4	CHIEF EXECUTIVE	Authorise who may use and be issued with official orders. Supplying such list(s) to the Director of Finance.
12.5.1.6	PURCHASE ORDER AUTHORISATION LIMITS (INCLUDING PARTNERSHIP ARRANGEMENTS)	<p style="text-align: right;">Appropriate Budget Manager or designated deputy Up to £5,000 Appropriate Budget Holder Up to £25,000 Appropriate Head of Service (Band 8c/d) and Heads of Finance Up to £50,000 Deputy Director of Finance Up to £100,000 * Executive Director Up to £250,000 Director of Finance Up to £400,000 2 x Executive Directors (inc CEO) Up to £500,000 Trust Board Over £500,000</p> <p>* Executive Director includes Chief Executive</p>
12.6.1	MANAGERS AND OFFICERS	Ensure that they comply fully with the guidance and limits specified by the Director of Finance, and the requirements listed in SFI 12.6.1.
12.6.2	DIRECTOR OF FINANCE	Ensure that the arrangements for financial control and financial audit of outsourced facilities management contracts, building and engineering contracts and property transactions comply with current relevant guidance.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
12.6.2	DIRECTOR OF FINANCE	Responsible for the technical audit of building and engineering contracts.
12.6.3	ALL STAFF	Maintain confidentiality of all information that may prejudice fair competition or prevent the Trust receiving the most advantageous price.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
13.1.1	CHIEF EXECUTIVE	<p>Capital investment programme:</p> <ol style="list-style-type: none"> 1) ensure that there is adequate appraisal and approval process for determining capital expenditure priorities and the effect that each has on business plans 2) responsible for the management of capital schemes and for ensuring that they are delivered on time and within cost; and 3) ensure that capital investment is not undertaken without availability of resources to finance all revenue consequences, including capital charges. <ul style="list-style-type: none"> • £5k to £100k - Capital Management Committee • >£100k to £400k – Executive Operations Team Authorised by 1 x Executive Director up to £250k or Director of Finance up to £400k • >£400k to £500k – Strategic Executive Board Authorised by 2 x Executive Directors, Inc. CEO up to £500k • >£500k up to £5 million - Trust Board • Emergency capital £5k to £150k – email approval Authorised by 2 x Assistant Director of Estates & facilities, Deputy Director of Finance or Director of Finance <p>A schedule of all capital scheme changes will be included in the monthly finance report presented to the Finance & Performance Committee.</p>

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
13.1.2	DIRECTOR OF FINANCE	<p>Capital Investments will require the production of different types of business case documentation, before being approved to proceed, depending on estimated capital cost of the proposal:</p> <p style="text-align: center;">Capital Approval (CA1) form for schemes up to £150k Business Justification Template (CA02) for schemes over £150k to £1m Business Case request form (CA03) for schemes over £1m to £5m OBC, FBC and NHS-I checklist for schemes >£5m Emergency capital (CA04) form for emergency schemes £5k to £150k</p> <p>See separate Capital Investment procedures and NHS-I guidance for details of the appropriate documentation to be completed and approval routes, including the capital investment manual.</p>
13.1.3	CHIEF EXECUTIVE	Issue procedures for management of contracts involving stage payments.
13.1.4	DIRECTOR OF FINANCE	Assess on an annual basis the requirement for the operation of the construction industry taxation deduction scheme.
13.1.5	DIRECTOR OF FINANCE	Issue procedures for the regular reporting of expenditure and commitment against authorised capital scheme budgets.
13.1.7	CHIEF EXECUTIVE	Issue manager responsible for any capital scheme with authority to commit expenditure, authority to proceed to tender and approval to accept a successful tender.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
13.1.8	CAPITAL INVESTMENT LIMITS	<p>Authorisation of capital requisitions & invoice approval:</p> <p style="text-align: right;">Financial Controller up to £50,000 Trust Service Development Manager up to £100,000 Director of Finance or Deputy Director of Finance over £100,000</p> <p>* Upon FPC approval of contracts over £500k (for onward board ratification), the Director of Finance has delegated authority to approve subsequent invoices relating to those contracts with values exceeding £500k</p>
13.1.9	DIRECTOR OF FINANCE	Issue procedures governing financial management, including variation to contract, of capital investment projects and valuation for accounting purposes.
13.2.1	CHIEF EXECUTIVE	Maintenance of asset registers (on advice from the Director of Finance)
13.2.2	DIRECTOR OF FINANCE	Maintain a publicly available register of protected assets
13.2.5	DIRECTOR OF FINANCE	Approve procedures for reconciling balances on non current asset accounts in ledgers against balances on non current asset registers.
13.2.6, 13.2.7 and 13.2.8	DIRECTOR OF FINANCE	Revalue, depreciate, calculate capital charges as appropriate on non current assets, as required by the Trusts Asset Revaluation Policy and other accounting policies.
13.3.1	CHIEF EXECUTIVE	Overall responsibility for the control and security of non current assets.
13.3.2	DIRECTOR OF FINANCE	Approval of asset control procedures.
13.3.3	ASSET OWNERS	Notify the Director of Finance of any discrepancies between the physical non current assets and the non current asset register.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
13.3.4 and 13.3.5	BOARD, EXECUTIVE MEMBERS AND ALL SENIOR STAFF	Responsibility for security of Trust assets and reporting losses in accordance with Trust procedures.
13.4.1 and 13.4.2	BUDGET HOLDERS	Inform the Director of Finance of an intention to purchase medical or other equipment that may have a direct effect on the estate of the Trust and provide details of the contract documentation associated with the purchase.
13.4.1	DIRECTOR OF FINANCE	Confirm to Budget Holder any additional financial, technical or other implications attendant upon the equipment purchase.
13.4.2	DIRECTOR OF FINANCE	Responsible for ensuring that all contract documentation in respect of major equipment purchases is compatible to protect the interests of the Trust.
13.5.1	BUDGET HOLDERS	Seek permission from the Director of Finance where goods or services are to be obtained on deferred payment terms (including hire purchase, leasing or extended credit)
13.5.2	DIRECTOR OF FINANCE	Establish procedures to ensure value for money is properly assessed in any deferred payment proposal.
13.2.1	CHIEF EXECUTIVE	Delegate overall responsibility for control of stores (subject to Director of Finance responsibility for systems of control). Further delegation for day-to-day responsibility subject to such delegation being recorded.
14.2.1	HEAD OF PHARMACY	Responsible for control of pharmaceutical stocks
14.2.1	DESIGNATED ESTATES MANAGER	Responsible for control of stocks of fuel oil and coal.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
14.2.2	DESIGNATED MANAGER	Security arrangements and custody of keys for any stores and locations.
14.2.3	DIRECTOR OF FINANCE	Set out procedures and systems to regulate the stores.
14.2.4	DIRECTOR OF FINANCE	Agree stocktaking arrangements.
14.2.5	DIRECTOR OF FINANCE	Approve alternative arrangements where a complete system of stores control is not justified.
14.2.6	DIRECTOR OF FINANCE	Approve system for review of slow moving and obsolete items and for condemnation, disposal and replacement of all unserviceable items.
14.2.6	NOMINATED OFFICERS	Operate system for slow moving and obsolete stock, and report to Director of Finance evidence of significant overstocking, negligence or overstocking.
14.3.1 and 14.3.2	ALL STAFF RECEIVING GOODS	Sign a goods received note and/or record on the Oracle Financial System to confirm receipt of the goods and enter onto the appropriate goods received/stock record on the day of receipt.
14.4.1	CHIEF EXECUTIVE	Identify persons authorised to requisition and accept goods from NHS Supply Chain.
15.1.1	DIRECTOR OF FINANCE	Prepare detailed procedures for disposal of assets including condemnations and ensure that these are notified to managers.
15.1.2	HEAD OF DEPARTMENT	Advise the Director of Finance of the estimated market value of any item planned to be disposed
15.1.3	BOARD	Approve the planned disposal of land and / or buildings
15.1.4.1	DIRECTOR OF FINANCE	Authorise employees (condemning officers) who can condemn or dispose of unserviceable articles

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
15.1.4.2	DIRECTOR OF FINANCE	Approve the procedures and documentation that should be followed / completed when articles are to be disposed of.
15.1.5	CONDEMNING OFFICER ASSOCIATE DIRECTOR OF ESTATES	Satisfy themselves whether there is evidence of negligence in use of the article and report such evidence to the Director of Finance.
15.2.1	DIRECTOR OF FINANCE	Prepare procedures for recording and accounting for losses, condemnations and special payments.
15.2.2	ALL STAFF	Discovery or suspicion of loss of any kind must be reported immediately to either head of department or nominated officer. The head of department / nominated officer should then inform the Chief Executive and DIRECTOR OF FINANCE.
15.2.3	DIRECTOR OF FINANCE	Inform the police and the Local Security Management Specialist if theft or arson is involved. In cases of fraud and corruption inform the relevant Local Counter Fraud Specialist.
15.2.4	DIRECTOR OF FINANCE	Notify External Audit of all frauds.
15.2.5	DIRECTOR OF FINANCE	Notify the Board, External Audit, NHS Protect (through the Local Security Management Specialist) of losses caused by theft, arson, neglect of duty or gross carelessness (unless trivial).
15.2.6	DIRECTOR OF FINANCE	Authorised to take, and shall take, any necessary steps to safeguard the Trust's interests in bankruptcies and company liquidations.
15.2.7	DIRECTOR OF FINANCE	Consider whether any insurance claim can be made.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
15.2.8	APPROVAL LIMITS FOR LOSSES, SPECIAL PAYMENTS AND REDUNDANCY PAYMENTS	<p>Authority to write off losses and make special payments will be as follows:</p> <p style="text-align: right;">Financial Controller up to £1,000 Deputy Director of Finance up to £5,000 Director of Finance up to £10,000 Chief Executive and Director of Finance up to £100,000 Board over £100,000</p> <p>All redundancy payments are reported to the Remuneration Committee. In addition where a member of staff is on a 'very senior managers' (VSM) pay scale or if a redundancy/severance payment, in excess of statutory and contractual requirements is necessary, the following will apply:</p> <ul style="list-style-type: none"> • A business case will be prepared for consideration by the Trusts Remuneration Committee; • If recommended by the Trusts Remuneration Committee the business case will be taken to the Trust Board, for approval, prior to submission to Monitor. • If approved by the Trust Board, further approval should be sought from Monitor; • If so advised, by Monitor, approval for the redundancy/severance payment should be sought from HM Treasury (HMT) • If HMT approval given for the redundancy/severance payment, the Director of Human Resources and Organisational Development will consider (with appropriate legal advice) the need for a Settlement Agreement. NHS-I guidance must be followed when Settlement Agreements are made.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
15.2.9 and 15.2.10	DIRECTOR OF FINANCE	Maintain a Losses and Special Payments Register and report quarterly to the Finance & Performance Committee.
15.2.11	DIRECTOR OF FINANCE	Report to NHS-I any losses or special payments that are novel, contentious or repercussive in nature
16.1.1	SIRO	Responsible for accuracy and security of computerised data.
16.1.2	SIRO	Shall publish and maintain a Freedom of Information Scheme.
16.2.1	DIRECTOR OF FINANCE	Ensure that new financial systems and amendments to current financial systems are developed in a controlled manner and thoroughly tested prior to implementation.
16.3.1	RELEVANT OFFICERS	Present proposals for general computer systems to the IM&T Strategy Group
16.4.1	SIRO	Ensure that contracts for computer services for applications with another health organisation or any other agency shall clearly define responsibility of all parties for the security, privacy, accuracy, completeness and timeliness of data during processing, transmission and storage, and allow for audit review.
16.4.2	DIRECTOR OF FINANCE	Where another organisation provides a computer service for financial applications, shall seek periodic assurance from the provider that adequate controls are in operation.
16.5.1	CHIEF NURSE	Ensure that risks to the Trust from use of Information Technology are identified and considered and that disaster recovery plans are in place.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
16.6.1	DIRECTOR OF FINANCE	<p>Where computer systems have an impact on corporate financial systems ensure that:</p> <ol style="list-style-type: none"> 1) systems acquisition, development and maintenance are in line with corporate policies; 2) data produced for use with financial systems is adequate, accurate, complete and timely, and that a management (audit) trail exists; 3) Director of Finance and staff have access to such data; 4) such computer audit reviews are being carried out as are considered necessary.
17.2	DIVISIONAL DIRECTORS	Responsible for ensuring patients and guardians are informed about patients' money and property procedures on admission.
17.3	DIVISIONAL DIRECTORS	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 patients.
17.4	DIRECTOR OF FINANCE	Agree arrangements for the opening and operation of separate accounts for patients' monies.
17.5	PATIENTS' PROPERTY LIMITS FOR LETTERS OF ADMINISTRATION	<p>If the value of a deceased patients' property/monies exceeds £5,000, evidence of Grant of Probate and a form of indemnity will be required before any property is released.</p> <p>Where the total value is the same as, or less than £5,000, Letters of Administration and a form of indemnity will be obtained before any property is released.</p> <p>Where the total value is the same as, or less than £1,000 a form of indemnity will be obtained before any property is released.</p>
17.6	DEPARTMENTAL MANAGERS	Inform staff of their responsibilities and duties for the administration of the property of patients.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
18.2.1	CHARITABLE FUND ACCOUNTABILITY	Accountability for charitable Funds held on Trust is to the Charity Commission
18.2.3	CHARITABLE FUND MANAGERS & DELEGATED OFFICERS	<p>Directors and Officers must take account of the provisions of the Scheme of Delegation before taking action. Expenditure authorisation limits are set out below:</p> <p style="text-align: right;">Fund manager or delegated officer Up to £500 Director of Finance or delegated officer £500 to £3,000 *Charitable Funds Committee (£3,001 to £50,000) Trust Board over £50,000</p> <p>*The committee can approve bids (£3,001 to £10,000) between meetings via email approval</p>
18.3.2	CHARITABLE FUNDS COMMITTEE	Ensure the integrity of each trust is maintained and statutory and trust obligations are met
18.4.2	DIRECTOR OF FINANCE	Periodically review the funds in existence and shall make recommendations to the Board of Directors regarding the potential for rationalisation of such funds
18.5.1	DIRECTOR OF FINANCE,	Arrange for the creation of a new donated fund where funds and/or other assets, received in accordance with the Trust's policies, cannot adequately be managed as part of an existing fund.
18.6.1	DIRECTOR OF FINANCE	Provide guidelines to Officers as to how to proceed when offered new funds.
18.6.2	DIRECTOR OF FINANCE	Provide guidance in respect of legacies and bequests
18.6.3	DIRECTOR OF FINANCE	Ensure compliance with all relevant statutes and regulations in respect of fundraising
18.7	DIRECTOR OF FINANCE	Responsible for all aspects of the management of the investment of Funds held on Trust

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
18.9	DIRECTOR OF FINANCE	Ensure that appropriate banking services are available to the Trust as corporate trustee.
18.10	DIRECTOR OF FINANCE	Ensure that assets in the ownership of or used by the Trust as corporate trustee, shall be maintained along with the general estate and inventory of assets of the Trust.
18.11	CHAIR	Ensure that regular reports are made to the Board of Directors (or to a committee of the Board of Directors) on all aspects of Charitable Funds
19.1	TRUST SECRETARY	Ensure all staff are made aware of the Trust policy on the acceptance of gifts and other benefits in kind by staff.
20.1	CHIEF NURSE	Responsible for maintaining archives for all records required to be retained in accordance with Department of Health Records Management: NHS Code of Practice Parts 1 & 2.
21.1.1	CHIEF EXECUTIVE	Shall ensure that the Trust has a programme of risk management, in accordance with current Department of Health assurance framework requirements, which must be approved and monitored by the Board.
21.1.1	BOARD	Approve and monitor the risk management programme.
21.2.1	BOARD	Decide whether the Trust will insure through the risk pooling schemes administered by the NHS Resolution or self-insure for some or all of the risks covered by the risk pooling schemes (where discretion is allowed). The decision to self-insure should be reviewed periodically.
21.2.2	TRUST BOARD DIRECTORS AND TRUST SECRETARY	Authorised to sign a Statement of Truth on behalf of the Trust.
21.3.1.3	TRUST SECRETARY	Consult the Department of Health if there is any doubt concerning the Trust's powers to enter into commercial insurance arrangements

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES DELEGATED
21.4.1	TRUST SECRETARY	Where the Board decides to use the risk pooling schemes administered by the NHS Resolution ensure that the arrangements entered into are appropriate and complementary to the risk management programme and that documented procedures cover these arrangements.
21.4.2	TRUST SECRETARY	<p>a) Where the Board decides not to use the risk pooling schemes administered by the NHS Resolution for any 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 this decision.</p> <p>b) 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>
21.4.3	TRUST SECRETARY	Ensure documented procedures cover the management of claims and payments below the deductible.
22.2	EXECUTIVE DIRECTORS	Ensure the 'transactions checklist' is completed prior to commencing a transaction
22.3.3	EXECUTIVE DIRECTORS	Consider the need for specialist advice / use of external advisors at an early stage of a transaction