

Abbreviations used in Brendan Whittle Witness Statement dated 10th February 2023

Ref	Full Name:
AHPs	Allied Healthcare Professionals
Als	Adverse Incidents
ALBs	Arm's Length Bodies
BHSCT	Belfast Health and Social Care Trust
BSO	Business Services Organisation
CPD	Commissioning Plan Direction
DoH	Department of Health
DHSSPS	Department of Health, Social Services and Public Safety
DoJ	Department of Justice
DRO	Designated Review Officer
DSF	Delegated Statutory Functions
EHSSB	Eastern Health and Social Services Board
FHS	Family Health Services
FPS	Family Practitioner Services
GMGR	Good Management Good Records
HPSS	Health and Personal Social Services
HSC	Health and Social Care
HSC Trusts	Health and Social Care Trusts
HSCB	Health and Social Care Board
HSSBs	Health and Social Services Boards
HSSTs	Health and Social Services Trusts
ICS	Integrated Care System
LASPs	Local Adult Safeguarding Partnerships
LCGs	Local Commissioning Groups
LD	Learning Disability

Ref	Full Name:
LDSM	Learning Disability Service Model
MAH	Muckamore Abbey Hospital
N&WBHSST	North and West Belfast Health and Social Services Trust
NHSSB	Northern Health and Social Services Board
NIAS	Northern Ireland Ambulance Service HSC Trust
NIO	Northern Ireland Office
NIPT	Non-Inpatient Psychological Therapy
NISAP	Northern Ireland Adult Safeguarding Partnership
PCC	Patient and Client Council
PHA	Public Health Agency
PMSID	Performance Management and Service Improvement Directorate
PSNI	Police Service of Northern Ireland
PSS	Personal Social Services
PSSID	Performance, Safety and Service Improvement Directorate
QSE	Quality Safety and Experience Group
RCA	Root Cause Analysis
RCSG	Regional Complaints Sub Group
RLDODG	Regional Learning Disability Operational Delivery Group
RPA	Review of Public Administration
RQIA	Regulation and Quality Improvement Authority
SAI	Serious Adverse Incident
SAIs	Serious Adverse Incidents
SBA	Service and Budget Agreement
SCCD	HSCB Social Care and Children's Directorate
SDU	Service Delivery Unit
SEA	Significant Event Audit
SHHSB	Southern Health and Social Services Board
SLA	Service Level Agreement

Ref	Full Name:
SMT	Senior Management Team
SPPG	Strategic Planning and Performance Group
SQA	Safety and Quality Alerts
TDPs	Trust Delivery Plans
WHSSB	Western Health and Social Services Board

Senior Postholders in HSSBs for period 1998 to 2008

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BW/2

EHSSB												
Position	Year											
	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	until 31.03.09	
Chair	Mr Daniel Thompson	Mr Daniel Thompson (to Feb 2000) Mr Dan McGuinness (Mar to Dec 2000)	Mr David Russell (from Jan 2001)	Mr David Russell	Mr David Russell	Mr David Russell	Mr David Russell	Mr David Russell	Mr David Russell	Mr David Russell	Mr David Russell	
Chief Executive	Dr MPJ Kilbane	Dr MPJ Kilbane	Dr MPJ Kilbane	Dr MPJ Kilbane	Dr MPJ Kilbane	Dr MPJ Kilbane	Dr MPJ Kilbane	Dr MPJ Kilbane	Dr MPJ Kilbane	Dr MPJ Kilbane	Dr MPJ Kilbane	
Director of Finance	Miss A Paisley	Miss A Paisley	Miss A Paisley	Miss A Paisley	Miss A Paisley	Miss A Paisley	Miss A Paisley	Miss A Paisley	Miss A Paisley	Miss A Paisley	Miss A Paisley	
Director of Planning and Contracting	Ms A Lynch	Ms A Lynch	Ms A Lynch	Ms A Lynch	Ms A Lynch	Ms A Lynch	Ms A Lynch	Ms A Lynch	Ms A Lynch	Ms A Lynch	Ms A Lynch	
Director of Dental Services	Mr W Maxwell	Mr W Maxwell	Mr W Maxwell	Mr W Maxwell	Mr W Maxwell	Mr W Maxwell	Mr W Maxwell	Mr W Maxwell	Mr W Maxwell	Mr W Maxwell	Mr W Maxwell	
Director of Nursing	Mrs M Waddell	Mrs M Waddell	Mrs M Waddell	Mrs M Waddell	Mrs M Waddell	Mrs M Waddell	Mrs M Waddell	Mrs M Waddell	Mrs M Waddell	Mrs M Waddell	Mrs M Waddell	
Director of Pharmaceutical Services	Ms Andre McCollum	Ms A McCollum	Ms A McCollum	Ms A McCollum	Ms A McCollum	Ms A McCollum	Ms A McCollum	Ms A McCollum	Ms A McCollum	Ms A McCollum	Ms A McCollum	
Director of Social Services	Mr J Richards	Mr J Richards	Mr J Richards	Mr J Richards	Mr Hugh Connor	Mr Hugh Connor	Mr Hugh Connor	Mr Hugh Connor	Mr Hugh Connor	Mr Hugh Connor	Mr Hugh Connor	
Medical Director of Primary Care	Dr S Adair	Dr S Adair	Dr S Adair	Dr S Adair	Dr S Adair	Dr S Adair	Dr S Adair	Dr S Adair	Dr S Adair	Dr S Adair	Dr S Adair	
Head of Contracts	Mr C McConville	Mr C McConville	Mr C McConville	Mr C McConville	Mr C McConville	Mr C McConville	Mr C McConville	Mr C McConville	Mr C McConville	Mr C McConville	Mr C McConville	
Head of Corporate Services	Mr S Adams	Mr S Adams	Mr S Adams	Mr S Adams	Mr S Adams	Mr S Adams	Mr S Adams	Mr S Adams	Mr S Adams	Mr S Adams	Mr S Adams	
Director of Public Health	Dr D Stewart	Dr D Stewart	Dr D Stewart	Dr D Stewart	Dr D Stewart	Dr D Stewart	Dr D Stewart	Dr D Stewart	Dr D Stewart	Dr D Stewart	Dr J Little	

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SHSSB												
	Year											
Position	1998/1999	1999/2000	2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	until 31.03.09
Chairman/Chairwoman	Mr William Gillespie	Mr William Gillespie	Mr William Gillespie	Mr William Gillespie	Mrs Fionnuala Cook	Mrs Fionnuala Cook	Mrs Fionnuala Cook	Mrs Fionnuala Cook	Mrs Fionnuala Cook	Mrs Fionnuala Cook	Mrs Fionnuala Cook	Mrs Fionnuala Cook
Chief Executive	Mr Brendan Cunningham	Mr Brendan Cunningham	Mr Brendan Cunningham	Mr Brendan Cunningham	Mr Colm Donaghy	Mr Colm Donaghy	Mr Colm Donaghy	Mr Colm Donaghy	Mr Sean McKeever (acting)	Mr Sean McKeever (acting)	Mr Sean McKeever (acting)	
Director of Social Services	Mr Roy Blair	Mr Roy Blair	Mr Roy Blair	Mr Brian Dornan	Mr Brian Dornan	Mr Brian Dornan	Mrs Fionnuala McAndrew	Mrs Fionnuala McAndrew	Mrs Fionnuala McAndrew	Mrs Fionnuala McAndrew	Mrs Fionnuala McAndrew	
Director of Resources & Contracting / Director of Finance	Mr Sean McKeever	Mr Sean McKeever	Mr Sean McKeever	Mr Sean McKeever	Mr Sean McKeever	Mr Sean McKeever	Mr Sean McKeever	Mr Sean McKeever	Mrs Madeline Coulter	Mr Sam Snodden	Mr Sam Snodden	
Director of Commissioning & Planning / Director of Planning & Performance	Mrs Susan Reid	Mr Colm Donaghy	Mr Colm Donaghy	Mr Colm Donaghy	Mrs Mairead McAlinden	Mrs Mairead McAlinden	Mrs Mairead McAlinden	Mrs Mairead McAlinden	Mrs Paula Clarke			
Director of Public Health	Dr Anne Marie Telford	Dr Anne Marie Telford	Dr Anne Marie Telford	Dr Anne Marie Telford	Dr Anne Marie Telford	Dr Anne Marie Telford	Dr Anne Marie Telford	Dr Anne Marie Telford	Dr Anne Marie Telford	Dr Anne Marie Telford	Dr Anne Marie Telford	Dr Anne Marie Telford
Director of Primary Care			Mr Eddie Ritson	Mr Eddie Ritson	Mr Eddie Ritson	Mr Eddie Ritson	Mr Eddie Ritson	Mr Eddie Ritson	Mr Eddie Ritson	Dr Robert Thompson (acting)	Dr Robert Thompson (acting)	

HOW WE COMMISSION CARE SERVICES FOR YOU

The Eastern Board has a dedicated and multi-professional team of staff who must ensure that people receive a comprehensive range of health and social care services on every day of the year.

The Board's staff consists of professionals who represent public health, planning, nursing, social services, family health services such as dentistry, pharmacy and ophthalmics, finance and data and information management.

Perhaps more importantly, they work in close association with partner organisations in health and social services trusts, in the voluntary sector and in the private sector. Increasingly, they work with other agencies, with communities and with users and carers.

The role of the Board as a commissioner of health and social services is to:

- **Develop and maintain modern health and social services**
- **Safeguard communities from hazards to health**

"The Board's complaints procedures continue to offer people a very effective way of having complaints against the health and social services fully and appropriately investigated." **Mr Jim Stewart.**

- **Protect vulnerable children and adults, and to promote their welfare**
- **Target resources towards those people most in need**
- **Serve local people with fairness and equality**
- **Promote partnership with community representatives**
- **Consult with the community on issues that matter**

During the past year, the Board has developed many new initiatives - and consolidated some existing ones - in its quest to commission an effective range of health and social care services.

We hope the next few pages will show some of what has been achieved in this on-going quest - and demonstrate our intent to commission care services with commitment. These will focus upon the various ways in which we have sought to commission services in accordance with the role of the Board as set out above.

HEALTH & SOCIAL CARE BOARD: MANAGEMENT STATEMENT

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1. INTRODUCTION

1.1 This document

- 1.1.1 Subject to the legislation noted below, this *Management Statement* establishes the framework, agreed with the Department of Health, Social Services and Public Safety (the sponsor Department), within which the Health and Social Care Board (hereafter referred to as the HSCB) will operate. The term 'Department' throughout this document is used to include the authority of both the Department and its Minister. Only in those cases where reference is intended to his/her personal authority (see, principally, Section 3.1) is the Minister specified.
- 1.1.2 The associated *Financial Memorandum* sets out in greater detail certain aspects of the financial provisions which the HSCB shall observe. However, the *Management Statement* and the associated *Financial Memorandum* do not convey any legal powers or responsibilities, nor do they comprise the totality of the guidance, directives etc which have applied and (as determined by the Sponsor Department) continue to apply to the HSCB.
- 1.1.3 The document shall be reviewed by the sponsor Department at least every five years. The first review is planned to take place at the end of the 2014-15 financial year
- 1.1.4 In addition, the HSCB or the Department may propose amendments to this document at any time. Any such proposals by the HSCB shall be considered in the light of evolving Departmental policy aims, operational factors and the record of the HSCB itself. The guiding principle shall be that the extent of flexibility and freedom given shall reflect both the quality of the HSCB's internal controls to achieve performance and its operational needs. The Department shall determine what changes, if any, are to be incorporated in the

document. Legislative provisions shall take precedence over any part of the document. Significant variations to the document shall be cleared with DFP after consultation with the HSCB, as appropriate. The determination of those issues that are 'significant' will be made by the Department and DFP on a case by case basis.

- 1.1.5 This MS/FM has been approved by DFP Supply, and signed and dated by the Department after consultation with the HSCB.
- 1.1.6 Any question regarding the interpretation of the document shall be resolved by the Department after consultation with the HSCB and, as necessary, with DFP (and OFMDFM if appropriate).
- 1.1.7 Copies of this document and any subsequent substantive amendments shall be placed in the Library of the Assembly. Copies shall also be made available to members of the public on the HSCB website.
- 1.1.8 A copy of the MS/FM for the HSCB should be given to all newly appointed Board Members, senior executive staff and departmental sponsor staff on appointment. Additionally the MS/FM should be tabled for the information of Board members at least annually at a full meeting of the Board. Amendments made to the MS/FM should also be brought to the attention of the full board on a timely basis.

1.2 HSCB: founding legislation, functions, duties etc

- 1.2.1 The HSCB is established under section 7 of the Health and Social Care (Reform) Act (Northern Ireland) 2009 (hereafter referred to as the Act). The HSCB does not carry out its functions on behalf of the Crown.
- 1.2.2 The HSCB is established for the purposes specified in section 8(1) of the Act. These include any functions of the Department with respect to the administration of health and social care that the Department may

direct. The HSCB's general powers etc are listed in Schedule 1 to the Act.

1.3 Classification

- 1.3.1 For policy/administrative purposes the HSCB is classified as a Health and Social Care body (akin to an executive non-departmental public body) and for national accounts purposes is classified to the central government sector.

2. AIMS, OBJECTIVES AND TARGETS

2.1 Overall aim

- 2.1.1 The overall aim of the HSCB is to improve health and social well-being outcomes, through a reduction in preventable disease and ill-health to be achieved by effective, high quality, equitable and efficient health and social care.
- 2.1.2 The HSCB's functions can be summarised under three broad headings.

Commissioning – the process of securing the provision of health and social care and other related interventions that is organised around a “commissioning cycle” from assessment of need, strategic planning, priority setting and resource acquisition, to addressing need by agreeing with providers the delivery of appropriate services, monitoring delivery to ensure that it meets established safety and quality standards, and evaluating the impact and feeding back into a new baseline position in terms of how needs have changed.

Performance management and service improvement – the process of developing a culture of continuous improvement in the interests of patients and clients by monitoring health and social care performance against relevant objectives, targets and standards, promptly and

effectively addressing poor performance through appropriate interventions, service development and, where necessary, the application of sanctions, and identifying and promulgating best practice. Working with the PHA, the HSCB has an important role to play in providing professional leadership to the HSC.

Resource management – the process of ensuring the best possible use of the resources of the health and social care system, both in terms of quality accessible services for users and of value for money for the taxpayer.

- 2.1.3 In accordance with section 8 of the Act, the HSCB will exercise its functions with the aim of improving the performance of HSC Trusts by reference to such indicators of performance as the Department may direct and by ensuring that resources are used in the most economic, efficient and effective way in commissioning care.
- 2.1.4 In accordance with section 5(6) of the Act, it will have regard for the Framework Document in carrying out its functions. The HSCB may give directions of a general or specific nature, or guidance, to an HSC Trust as to the carrying out by that Trust of any of its functions, in accordance with section 10 of the Act and involving the Department as therein prescribed.

2.2 Objectives and key targets

- 2.2.1 The HSCB's performance framework is determined by the Department in the light of its wider strategic aims and of current Public Service Agreement (PSA) objectives and targets. The HSCB's key targets, standards and actions are defined by the Department within Priorities for Action (PfA) and approved by the Minister. The Department also defines the format and broad content of the HSCB's Commissioning Plan, to be drawn up by the HSCB in accordance with section 8 of the Act ie in consultation with the PHA, having due regard for any advice or

information provided by the Agency, and published only with its approval. The Commissioning Plan explains how the HSCB will meet each of the targets, standards and actions for which it is deemed by the Department to have sole or lead responsibility. The document will also set out the HSCB's commissioning framework, within which Trusts will prepare the delivery plans for the PSA and PfA targets, standards and actions on which they lead.

3. RESPONSIBILITIES AND ACCOUNTABILITY

3.1 The Minister

3.1.1 The Minister is accountable to the Assembly for the activities and performance of the HSCB. His/Her responsibilities include:

- approving the HSCB's Commissioning Plan ;
- keeping the Assembly informed about the HSCB's performance, as part of the HSC system;
- carrying out responsibilities specified in the founding legislation, including appointments to the HSCB's Board and the laying of its annual report and accounts before the Assembly; and
- approving the remuneration scheme for non-executive board members and setting the annual pay increase each year under these arrangements.

3.2 The Accounting Officer of the sponsor Department

3.2.1 The Sponsor Department's Accounting Officer (the 'Departmental Accounting Officer') has designated the Chief Executive as the HSCB's

Accounting Officer and may withdraw the Accounting Officer designation if he/she believes that the incumbent is no longer suitable for the role. The respective responsibilities of the Departmental Accounting Officer and the Accounting Officers of arm's length bodies are set out in Chapter 3 of *Managing Public Money Northern Ireland (MPMNI)*.

3.2.2 In particular, the Departmental Accounting Officer shall ensure that:

- the HSCB's plans support the Department's wider strategic aims and will contribute, as appropriate, to the achievement of PSA and PfA targets, standards and actions;
- the financial and other management controls applied by the Department to the HSCB are appropriate and sufficient to safeguard public funds, and that the HSCB's compliance with those controls is effectively monitored ("public funds" include not only any funds granted to the HSCB by the Assembly but also any other funds falling within the stewardship of the HSCB); and
- the internal controls applied by the HSCB conform to the requirements of regularity, propriety and good financial management.

3.2.3 The Departmental Accounting Officer is also responsible for ensuring that arrangements are in place to:

- continuously monitor the HSCB's activities to measure progress against approved targets, standards and actions, and to assess compliance with safety and quality, governance, risk management and other relevant requirements placed on the organization;
- address significant problems in the HSCB, making such interventions as he/she judges necessary;

- periodically carry out an assessment of the risks both to the Department's and the HSCB's objectives and activities;
- inform the HSCB of relevant Government policy in a timely manner; and
- bring concerns about the activities of the HSCB to the full HSCB Board, requiring explanations and assurances that appropriate action has been taken.

- 3.2.4 The Planning & Performance Management Directorate within the Department is the sponsoring team for the HSCB, forming its primary point of contact with the Department on non-financial management and performance. Regarding such matters, the team is the primary source of advice to the Minister on the discharge of his/her responsibilities in respect of the HSCB. It also supports the Departmental Accounting Officer on his/her responsibilities towards the HSCB.
- 3.2.5 The relationship between the HSCB and its Departmental sponsoring team, based on the principles of good public administration, is articulated through direction, guidance on good practice as notified to the HSCB. The salient requirements are described at **Appendix 1**.
- 3.2.6 On financial matters, the primary point of Departmental contact for the HSCB is Finance Directorate. That Directorate also supports the Departmental Accounting Officer on his/her responsibilities towards the HSCB as regards accounting arrangements, budgetary control and other financial matters. In doing so, Finance Directorate liaises as appropriate with the Planning & Performance Management Directorate.

3.3 The Chief Executive's role as Accounting Officer

- 3.3.1 The Chief Executive, as the HSCB's Accounting Officer, is personally responsible for safeguarding the public funds of which he/she has charge; for ensuring propriety and regularity in the handling of those funds; and for the day-to-day operations and management of the HSCB. In addition, he/she should ensure that the HSCB as a whole is run on the basis of the standards (in terms of governance, decision-making and financial management) set out in Box 3.1 to *MPMNI*.
- 3.3.2 In addition, the Chief Executive must, within three months of appointment, attend the training course 'An introduction to Public Accountability for Accounting Officers'.

Responsibilities for accounting to the Assembly

3.3.3 These responsibilities include:

- signing the accounts, and being responsible for ensuring that proper records are kept relating to the accounts and that the accounts are properly prepared and presented in accordance with any directions issued by the Department or DFP;
- signing a Statement of Accounting Officer's responsibilities, for inclusion in the annual report and accounts;
- signing a Statement on Internal Control regarding the HSCB's system of internal control, for inclusion in the annual report and accounts;
- sign a mid-year assurance statement on the condition of the HSCB's system of internal control;

- acting in accordance with the terms of this document and with the instructions and relevant guidance in *MPMNI* and other instructions and guidance issued from time to time by the Department and DFP;
- giving evidence, normally with the Accounting Officer of the Department, if summoned before the Public Accounts Committee on the use and stewardship of public funds by the HSCB; and

3.3.4 Particular responsibilities to the Department include:

- establishing, with the approval of the Department, the HSCB's Corporate Plan (which subsumes a detailed Business Plan for the focal year) in support of the Department's wider strategic aims and objectives and targets in the Programme for Government, PSAs and PfA;
- establishing, in accordance with section 8 of the Act and with the approval of the Department, the HSCB's Commissioning Plan in support of the Department's wider strategic aims and objectives and targets in the Programme for Government, PSAs and PfA
- informing the Department of the HSCB's progress in helping to achieve the Department's wider strategic aims and objectives, and relevant targets in the Programme for Government, PSAs and PfA, and in demonstrating how resources are being used to achieve those objectives;
- ensuring that timely forecasts and monitoring information on performance and budgetary control are provided to the Department, including prompt notification of overspends or underspends and that corrective action is taken; and
- notifying to the Department any significant problems, whether financial or otherwise, and whether detected by internal audit or by other means, as appropriate and in timely fashion

- ensuring that a system of risk management, based on Departmental guidance, is maintained to inform decisions on financial and operational planning and to assist in achieving objectives and targets;
- ensuring that an effective system of programme and project management and contract management is maintained;
- ensuring compliance with the Northern Ireland Public Procurement Policy;
- reporting on compliance with controls assurance and quality standards to the Department;
- ensuring that an Assurance Framework is developed and maintained;
- ensuring that a business continuity plan is developed and maintained;
- ensuring that effective procedures for handling complaints about the HSCB are established and made widely known within the HSCB;
- ensuring that effective procedures for handling adverse incidents are established and made widely known within the HSCB;
- ensuring that an Equality Scheme is in place, reviewed and equality impact assessed as required by the Equality Commission and OFMDFM;
- ensuring that Lifetime Opportunities is taken into account;
- ensuring that the requirements of the Data Protection Act 1998 are complied with;
- ensuring that the requirements of the Freedom of Information Act 2000 are complied with and that a publication scheme is in place which is reviewed as required and placed on the website; and

- ensuring that the requirements of relevant statutes, court rulings, and departmental directions are fully complied with.

Responsibilities to the board of the HSCB

3.3.5 The Chief Executive is responsible for:

- advising the board on the discharge of its responsibilities as set out in this document, in the founding legislation and in any other relevant instructions and guidance that may be, or have been, issued from time to time;
- advising the board on the HSCB's performance compared with its aims and objectives;
- ensuring that financial considerations are taken fully into account by the board at all stages in reaching and executing its decisions, and that standard financial appraisal techniques are followed; and
- taking action in line with Section 3.8 of *MPMNI* if the board, or its Chairman, is contemplating a course of action involving a transaction which the Chief Executive considers would infringe the requirements of propriety or regularity, or does not represent prudent or economical administration, efficiency or effectiveness.

3.4 *Delegation of the Chief Executive's duties*

3.4.1 The Chief Executive may delegate the day-to-day administration of his/her Accounting Officer responsibilities to other employees in the HSCB. However, he/she shall not assign absolutely to any other person any of the responsibilities set out in this document.

3.5 *The Chief Executive's role as Principal Officer for Ombudsman cases*

3.5.1 The Chief Executive of the HSCB is the Principal Officer for handling cases involving the Northern Ireland Commissioner for Complaints. As Principal Officer, he/she shall inform the Permanent Secretary of the sponsor Department of any complaints about the HSCB accepted by the Ombudsman for investigation, and about the HSCB's proposed response to any subsequent recommendations from the Ombudsman.

3.6 *The HSCB's board*

3.6.1 The board must ensure that effective arrangements are in place to provide assurance on risk management, governance and internal control. The board must set up an Audit Committee, which complies with the requirements of DAO 07/07, and any subsequent relevant guidance, is chaired by an independent non-executive member, and comprising solely independent members, to provide independent advice on the effectiveness of the internal control and risk management systems.

3.6.2 The board has corporate responsibility for ensuring that the HSCB fulfils the aims and objectives set by the Department/Minister, and for promoting the efficient, economic and effective use of staff and other resources by the HSCB. To this end, and in pursuit of its wider corporate responsibilities, the board shall:

- establish the overall strategic direction of the HSCB within the policy and resources framework determined by the Department/Minister;

- ensure that the HSCB's performance fully meets its aims and objectives as efficiently and effectively as possible;
- constructively challenge the HSCB's executive team in their planning, target setting and delivery of performance;
- ensure that the Department is kept informed of any changes which are likely to impact on the strategic direction of the HSCB or on the attainability of its targets, and determine the steps needed to deal with such changes;
- ensure that any statutory or administrative requirements for the use of public funds are complied with; that the Board operates within the limits of its statutory authority and any delegated authority set by the Department, and in accordance with any other conditions relating to the use of public funds; and that, in reaching decisions, the Board takes into account all relevant guidance issued by DFP and the Department or other relevant authority;
- ensure that it receives and reviews regular financial information concerning the management of the HSCB; is informed in a timely manner about any concerns about the activities of the HSCB; and provides positive assurance to the Department that appropriate action has been taken on such concerns;
- ensure that an executive member of the board has been allocated lead responsibility for risk management;
- demonstrate high standards of corporate governance at all times, including using the independent audit committee (see paragraph 3.6.1) to help the board to address the key financial and other risks facing the HSCB; and
- appoint a Chief Executive to the HSCB and, in consultation with the Department, set performance objectives and remuneration

terms linked to these objectives for the Chief Executive which give due weight to the proper management and use of public monies.

3.7 The Chairman's personal responsibilities

- 3.7.1 The Chairman is accountable to the Minister through the Departmental Accounting Officer. Communications between the board of the HSCB and the Minister should normally be through the Chairman (who will ensure that the other board members are kept informed of such communications). He/she is responsible for ensuring that the HSCB's policies and actions support the Department's wider strategic policies, and that the HSCB's affairs are conducted with probity. Where appropriate, these policies and actions should be clearly communicated and disseminated throughout the HSCB.
- 3.7.2 In addition, the Chairman has the following leadership responsibilities:
- formulating the board's strategy for discharging its duties;
 - ensuring that the board, in reaching decisions, takes proper account of guidance provided by the Department,
 - ensuring that risk management is regularly and formally considered at board meetings;
 - promoting the efficient, economic and effective use of staff and other resources;
 - encouraging high standards of regularity and propriety;
 - representing the views of the board to the general public; and
 - ensuring that the board meets at regular intervals throughout the year and that the minutes accurately record the decisions taken and, where appropriate, the views of individual board members. Meetings must be open to the public, the public should be advised

of meetings through the press and the minutes must be placed on the HSCB website within one month of the meeting in question.

The Chairman shall also:

- ensure that all members of the board, when taking up office, are fully briefed on the terms of their appointment and on their duties, rights and responsibilities, and, within three months of appointment, receive appropriate induction training, including on the financial management, risk management and reporting requirements of public sector bodies and on any material differences which may exist between private and public sector practice;
- advise the Department of the needs of the HSCB when board vacancies arise, with a view to ensuring a proper balance of professional, financial or other expertise;
- assess, annually, the performance of individual Board members, including when they are being considered for re-appointment to the board; and
- ensure that a Code of Practice for board members is in place, based on the Cabinet Office's *Code of Practice for Board Members of Public Bodies* (FD (DFP) 03/06 refers).

3.8 The individual board member's responsibilities

3.8.1 Individual board members shall act in accordance with their wider responsibilities as members of the Board – namely to:

- comply at all times with the Code of Practice (see paragraph 3.7.2) adopted by the HSCB and with the rules relating to the use of public funds and to conflicts of interest;

- not misuse information gained in the course of their public service for personal gain or for political profit, nor seek to use the opportunity of public service to promote their private interests or those of connected persons or organizations; and to declare publicly and to the board any private interests that may be thought to conflict with their public duties;
- comply with the board's rules on the acceptance of gifts and hospitality, and of business appointments as set out in the Financial Memorandum; and
- act in good faith and in the best interests of the HSCB.

3.9 Consulting service users and other interest groups

- 3.9.1 The HSCB will, in accordance with sections 18-20 of the Act, work in partnership with service users and carers, and with other interest groups, to commission or deliver the services for which it has responsibility, to agreed standards. It will consult regularly to develop a clear understanding of their needs and expectations of its services, actively seeking out comment from service users and carers, and from interest groups, in working to deliver a high quality, safe and accessible service. It will disseminate public information about the services for which it is responsible.
- 3.9.2 The HSCB will, in carrying out its equality duties, consult in a timely, open and inclusive way and in accordance with the Equality Commission's guiding principles. It will monitor its policies to ensure that as each policy is revised it promotes greater equality of opportunity.
- 3.9.3 The HSCB must prepare its own consultation scheme which is to be submitted to the Department for approval and reviewed regularly.

4. PLANNING, BUDGETING AND CONTROL

4.1 Corporate and Business Plans

- 4.1.1 Consistent with the timetable for Northern Ireland Executive budgets, the HSCB shall submit annually to the sponsor Department a draft of the HSCB's Corporate Plan covering up to three years ahead. The HSCB shall have agreed with the sponsor Department the issues to be addressed in the Plan and the timetable for its preparation. The Plan will be subject to Departmental approval.
- 4.1.2 The Plan shall reflect the HSCB's statutory duties and, within those duties, the priorities set from time to time by the Minister. The Plan shall, to the extent required by the Department, demonstrate how the HSCB contributes to the achievement of the Department's strategic aims and PSA objectives and targets. Its contents will also reflect the sponsor Department's decisions on policy and resources taken in the context of the Executive's wider policy and spending priorities and decisions.
- 4.1.3 The first year of the Corporate Plan, amplified as necessary, shall form the Business Plan. The Business Plan shall include key targets and milestones for the year immediately ahead and shall be linked to budgeting information so that resources allocated to achieve specific objectives can readily be identified by the sponsor Department.
- 4.1.4 The Plans will include the following, as directed by the Department:

- key objectives and associated key performance targets (financial and non-financial) for the forward years, and the strategy for achieving those objectives;
- alternative scenarios to take account of factors which may significantly affect the execution of the plan, but which cannot be accurately forecast;
- a forecast of expenditure and income, taking account of guidance on resource assumptions and policies provided by the sponsor Department. These forecasts should represent the HSCB's best estimate of all its available income ie not just grant or grant-in-aid.
- other matters as specified by the sponsor Department.

4.1.5 The Corporate/Business Plan shall be published by the HSCB and made available on its website. A summary version shall be made available to staff.

4.2 *The HSCB Commissioning Plan*

4.2.1 In exercising the powers conferred on it by Section 8 (3) of the Act, the Department sets out the Minister's instructions to commissioners in an annual commissioning direction. The commissioning direction sets the framework within which the HSCB (including its LCGs) and the PHA will commission health and social care.

4.2.2 Section 8 of the Act requires the HSCB, in respect of each financial year, to prepare and publish a commissioning plan in full consultation with and approved by the PHA. The commissioning direction specifies the form and content of the commissioning plan in terms of the services to be commissioned and the resources to be deployed. The

plan may not be published unless approved by the PHA. In the unlikely event of failure to agree the commissioning plan, the matter is referred to the Department for resolution.

- 4.2.3 The plan will also include delivery plans for those PfA targets where the HSCB or PHA is deemed by the Department to be in the lead.
- 4.2.4 The Department's presumption is that all of the standards and targets in Priorities for Action are both achievable and affordable. By exception, the Commissioning Plan should indicate where both the HSCB and PHA believe a particular standard or target not to be achievable and/or affordable, explaining their belief and proposing actions, within existing resources, to mitigate the problems envisaged.
- 4.2.5 The Commissioning Plan will demonstrate how the totality of revenue resources has been committed to individual organisations, disaggregated by Local Commissioning Group.
- 4.2.6 The Commissioning Plan will be subject to Ministerial approval.
- 4.2.7 The Commissioning Plan shall be published by the HSCB, with the agreement of the PHA, and made available on its website. A summary version shall be made available to staff.

4.3 *Reporting performance to the Department*

- 4.3.1 The HSCB shall operate management information and accounting systems which enable it to review, in a timely and effective manner, its financial and non-financial performance against the budgets and targets set out in the approved HSCB corporate and business plans and in the Commissioning Plan. Regarding the latter, this requirement applies, as appropriate, both to those targets for which it has direct

responsibility and to those for which it has the performance monitoring and service improvement responsibilities.

- 4.3.2 The HSCB shall take the initiative in informing the Department, through the means prescribed by the Department, of changes in external conditions which make the achievement of objectives more or less difficult, or which may require a change to the budget or objectives as set out in the commissioning plan.
- 4.3.3 The HSCB's performance in helping to deliver regional targets and objectives shall be reported on an ongoing basis. The HSCB will provide the Public Health Agency with regular assessments of progress, escalating issues to the Department as need be.
- 4.3.4 The HSCB will provide the Department with a quarterly or as required assessment of the progress being made in the delivery of the Department's wider strategic aims and objectives, and relevant targets in the current Programme for Government, PSAs and Priorities for Action, and demonstrating how resources are being used to achieve those objectives.
- 4.3.5 Senior Departmental officials will hold biannual accountability reviews with the HSCB to discuss the HSCB's operational performance, its current and future activities, any policy developments relevant to those activities, safety and quality, financial performance and corporate control/risk management performance.
- 4.3.6 The HSCB's performance against key targets shall be reported in the HSCB's annual report and accounts.
- 4.3.7 An annual audit will be conducted by the NIAO to assess progress against key objectives.

- 4.3.8 The Department will, at its discretion, carry out occasional inspections to assess progress against key objectives.

5 BUDGETING PROCEDURES

- 5.1 The HSCB's budgeting procedures are set out in the *Financial Memorandum*.

5.2 Internal audit

- 5.2.1 The HSCB shall establish and maintain arrangements for internal audit in accordance with FD (DFP) 07/09 the Treasury's *Government Internal Audit Standards (GIAS)*, HSS(F)21/03 *Internal Audit Arrangements between a Sponsoring Department and its Non-Departmental Public Bodies* and HSS(F)13/2007 *Model HPSS Financial Governance Documents*.
- 5.2.2. The HSCB shall ensure that the Department is satisfied with the competence and qualifications of the Head of Internal Audit and that the requirements for approving the appointment are in accordance with GIAS.
- 5.2.3 The HSCB shall arrange for periodic quality reviews of its internal audit in accordance with GIAS. The Department shall consider whether it can rely on these reviews to provide assurance on the quality of internal audit. The Department reserves a right of access to carry out independent reviews of internal audit in the HSCB.
- 5.2.4 The Department's Internal Audit Service shall also have a right of access to all documents prepared by the HSCB's internal auditor,

including where the service is contracted out. The audit strategy, periodic audit work plans and annual audit report, including the HSCB's Head of Internal Audit's opinion on risk management, control and governance shall be forwarded as soon as possible to the sponsoring team who shall consult the Head of Internal Audit as appropriate.

- 5.2.5 The Sponsor branch will have an annual meeting with the HSCB's internal audit to ensure that shared assurance requirements (in relation to risk areas/topics) are built into the HSCBs audit plan and audit strategy.

5.3 Audit Committee

- 5.3.1 The HSCB shall set up an independent audit committee as a committee of its Board, in accordance with the Cabinet Office's guidance on Codes of Practice for Public Bodies (FD (DFP) 03/06 refers) and in line with the Audit Committee Handbook DAO (DFP) 07/07.
- 5.3.2 The sponsor Department will attend one HSCB audit committee meeting per year as an observer, and will not participate in any Audit Committee discussion.
- 5.3.3 The audit committee's meeting agendas and minutes shall be forwarded as soon as possible to the sponsoring team.
- 5.3.4 The sponsor Department will review the HSCB's audit committee terms of reference. The HSCB shall notify the sponsor department of any subsequent changes to the audit committee's terms of reference.

Fraud

- 5.4.1 The HSCB should include arrangements for preventing, countering and dealing with fraud by:
- assessing, identifying, evaluating, and responding to fraud risks;

- ensuring that the HSCB's Audit Committee formally considers the anti-fraud measures in place;
- reporting immediately all suspected or proven frauds, including attempted fraud to the sponsor Department; and
- complying with all guidance issued by the Department.

5.4.2 The sponsor Department will report suspected and actual fraud immediately to DFP and the C&AG. In addition the HSCB shall forward to the sponsor Department the annual fraud return, commissioned by DFP, on fraud and theft suffered by the HSCB.

5.4.3 The sponsor Department will review the HSCB's Anti-fraud policy and Fraud Response Plan. The HSCB shall notify the sponsor Department of any subsequent changes to the policy or response plan.

5.5 *Additional Departmental access to the HSCB*

5.5.1 In addition to the right of access referred to in paragraph 5.2.3 above, the Department shall have a right of access to all the HSCB's records, meetings and personnel for purposes such as audits, operational investigations, and as the Departmental Accounting Officer sees fit (subject to any relevant legal restrictions).

6. *EXTERNAL ACCOUNTABILITY*

6.1 *The annual report and accounts*

6.1.1 After the end of each financial year the HSCB shall publish as a single document an annual report of its activities together with relevant extracts from its audited annual accounts. The report shall also cover the activities of any corporate bodies under the control of the HSCB. A

draft of the report shall be submitted to the Department two weeks before the proposed publication date although it is expected that the department and the HSCB will have had extensive pre publication discussion on the content of the report prior to formal submission to the department.

- 6.1.2 The report and accounts shall comply with the most recent version of the Government Financial Reporting Manual (FReM) issued by DFP. (Note: This guidance is updated every year). The accounts shall be prepared in accordance with any relevant statutes and the specific Accounts Direction issued by the Department.
- 6.1.3 The report and accounts shall outline the HSCB's main activities and performance during the previous financial year and set out in summary form the HSCB's forward plans. Information on performance against key financial targets shall be included in the notes to the accounts, and shall therefore be within the scope of the audit.
- 6.1.4 The accounts shall be laid before the Assembly and made available, in accordance with the guidance on the procedures for presenting and laying the combined annual report and accounts as prescribed in the relevant finance circular issued by the Department.
- 6.1.5 Due to the potential accounting and budgetary implications, any changes to accounting policies or significant estimation techniques underpinning the preparation of annual accounts shall require the prior written approval of the Department.

6.2 External audit

- 6.2.1 The Comptroller and Auditor General (C&AG) audits the HSCB's annual accounts, which are then passed to the Department who shall lay them before the Assembly. For the purposes of audit the C&AG has a statutory right of access to relevant documents as provided for in Articles 3 and 4 of the Audit and Accountability (Northern Ireland) Order 2003.
- 6.2.2 The C&AG has agreed to liaise with the HSCB on who - the NIAO or a commercial auditor - shall undertake the actual audit on his behalf. The final decision rests with the C&AG.
- 6.2.3 The C&AG has agreed to share with the Department information identified during the audit process and the audit report (together with any other outputs) at the end of the audit. This shall apply, in particular, to issues which impact on the Department's responsibilities in relation to financial systems within the HSCB. The C&AG will also consider, where asked, providing Departments and other relevant bodies with Regulatory Compliance Reports and other similar reports which the Department may request at the commencement of the audit and which are compatible with the independent auditor's role.

6.3 VFM examinations

- 6.3.1 The C&AG may carry out examinations into the economy, efficiency and effectiveness with which the HSCB has used its resources in discharging its functions. For the purpose of these examinations the C&AG has statutory access to documents as provided for under Articles 3 and 4 of the Audit and Accountability (Northern Ireland) Order 2003. Where making payment of a grant, or drawing up a contract, the HSCB should ensure that it includes a clause which makes the grant or contract conditional upon the recipient or contractor providing access to the C&AG in relation to documents relevant to the

transaction including those relevant to matters of professional competence, misconduct etc. Where subcontractors are likely to be involved, it should also be made clear that the requirements extend to them.

7.0 STAFF MANAGEMENT

7.1 *General*

7.1.1. Within the arrangements approved by the Department, the HSCB shall have responsibility for the recruitment, retention and motivation of its staff. To this end the HSCB shall ensure that:

- its rules for the recruitment and management of staff create an inclusive culture in which diversity is fully valued; where appointment and advancement is based on merit; and where there is no discrimination on grounds of gender, marital status, domestic circumstances, sexual orientation, race, colour, ethnic or national origin, religion, disability, community background or age;
- the level and structure of its staffing, including grading and numbers of staff, are appropriate to its functions and the requirements of efficiency, effectiveness and economy;
- the performance of its staff at all levels is satisfactorily appraised;
- its staff are encouraged to acquire the appropriate professional, management and other expertise necessary to achieve the HSCB's objectives;
- proper consultation with staff takes place on key issues affecting them;

- adequate grievance and disciplinary procedures are in place;
- whistle blowing procedures consistent with the Public Interest Disclosure (Northern Ireland) Order 1998, as amended, are in place;
- a code of conduct for staff is in place based on Annex 5A of Public Bodies: A Guide for NI Departments (available at www.afmdni.gov.uk). This code should be copied to the sponsor team.


8. **REVIEWING THE ROLE OF THE HSCB**

8.1 The role of, and justification for the HSCB shall be reviewed periodically, in accordance with the business needs of the sponsor Department and the HSCB. Reference should be made to Chapter 9 of the Public Bodies: a Guide for Northern Ireland Departments.

Signed: 

Date: 23 May 2011

On behalf of the HSCB

Signed: 

Date: 29/6/11

On behalf of the Department

Appendix 1

1. Documentary requirements

1.1 Documentation to be copied to the Sponsor Branch for information

Monthly (or as the occasion arises)

- Board meeting papers (including draft minutes) for each meeting as and when issued to Committee members
- Audit Committee papers (including draft minutes) for each meeting as and when issued to Committee members
- Assurance Committee papers (including draft minutes) for each meeting as and when issued to Committee members

Annually

- Register of board members' interests
- The annual report, with the draft submitted to the Department two weeks before the publication date (*separate timetable for the annual accounts, SIC etc, set by Finance Directorate*)
- The Assurance Framework (annually)
- Business Continuity Plan

Once and then when revised

- Code of Conduct for Board members

- Code of Practice for staff
- Audit Committee Terms of Reference
- Audit Strategy
- Assurance/Governance Committee Terms of Reference
- Complaints procedure
- Anti-Fraud Policy
- Fraud Response Plan
- Whistle-blowing procedures
- Grievance and Disciplinary procedures
- Equality scheme
- Publication scheme
- Consultation Scheme

1.2 Documentation to be copied to the Sponsor Branch for consideration/ comment/ approval

Quarterly

- Report on quarterly assessment of progress being made in the delivery of the Commissioning Plan's aims and objectives

Bi-annual

- Corporate Risk Register every six months

Annually

- Annual Statement of Internal Control
- Mid-year Assurance Statement (by end-October)
- Annual report on Compliance with Controls Assurance Standards
- Annual Internal Audit work-plan
- Internal Audit Progress Report
- Annual Fraud return
- Corporate Plan (including the Business Plan) must be produced for Departmental approval
- An annual Commissioning Plan, agreed with the Public Health Agency, must be submitted to the Department

- The Head of Internal Audit's end-of-year and mid-year opinion on risk management, control and governance

Once

- Inspection reports by external bodies (e.g. RQIA, MHRA), as specified in directions
- Internal Audit reports with less than satisfactory assurance
- NIAO management letters

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Financial Memorandum for the Health and Social Care Board

I. INTRODUCTION

1 This *Financial Memorandum* sets out certain aspects of the financial framework within which the Health and Social Care Board (HSCB) is required to operate.

2 The terms and conditions set out in the combined *Management Statement* and *Financial Memorandum* may be supplemented by guidelines or directions issued by the DHSSPS/Minister in respect of the exercise of any individual functions, powers and duties of the HSCB.

3 The HSCB shall satisfy the conditions and requirements set out in the combined document, together with such other conditions as the DHSSPS/Minister may from time to time impose.

II. THE HSCB'S INCOME AND EXPENDITURE - GENERAL

The Departmental Expenditure Limit (DEL)

4 The HSCB's current and capital expenditure form part of the sponsoring Department's Resource DEL and Capital DEL respectively.

Expenditure not proposed in the budget

5 The HSCB shall not, without prior written Departmental approval, enter into any undertaking to incur any expenditure which falls outside the HSCB's delegations or which is not provided for in the HSCB's annual budget as approved by the DHSSPS.

Procurement

6 The HSCB's procurement policies shall reflect the public procurement policy adopted by the Northern Ireland Executive in May 2002 (refreshed May 2009); Procurement Guidance Notes; and any other guidelines or guidance issued by Central Procurement Directorate (CPD) and the Procurement Board. The HSCB shall also ensure that it complies with any relevant EU or other international procurement rules.

- 7 The Business Services Organisation (BSO), shall carry out procurement activity on behalf of the HSCB, governed by a documented Service Level Agreement. Periodic reviews of the HSCB's procurement activity should be undertaken. The results of such review will be shared with the sponsor department.

Competition

8 Contracts shall be placed awarded on a competitive basis and tenders accepted from suppliers who provide best value for money overall. **The HSCB shall send to the Department after each financial year a report for that year explaining any contracts above £5000 in which competitive tendering was not employed.**

9 Single tender action is the process where a contract is awarded to an economic operator (i.e. supplier, contractor) without competition. In light of their exceptional nature, all single tender actions should be subject to PCC Accounting Officer approval. It is advisable that the PCC seek an assurance from BSO, or their legal adviser, to provide assurance for the Accounting Officer that the use of single tender action is legitimate in a particular case. Further information is published in Procurement Guidance Note 02/10 on the 'Award of Contracts without a Competition'. www.cpdni.gov.uk/index/guidance-for-purchasers/guidance-notes.htm

Best Value for money

- 10 Procurement by the HSCB of works, supplies and services shall be based on best value for money, ie the optimum combination of whole life cost and quality (or fitness for purpose) to meet the HSCB's requirements. Where appropriate, a full option appraisal shall be carried out before procurement decisions are taken.

Timeliness In paying bills

- 11 The HSCB shall collect receipts and pay all matured and properly authorised invoices in accordance with Annex 4.5 and Annex 4.6 of *Managing Public Money Northern Ireland* **and any guidance issued by DFP or the sponsor Department**

Novel, contentious or repercussive proposals

12 The HSCB shall obtain the approval of the DHSSPS, and DFP, before:

- incurring any expenditure for any purpose which is or might be considered novel or contentious, or which has or could have significant future cost implications, including on staff benefits;
- making any significant change in the scale of operation or funding of any initiative or particular scheme previously approved by the DHSSPS;
- making any change of policy or practice which has wider financial implications (eg because it might prove repercussive among other public sector bodies) or which might significantly affect the future level of resources required. (The DHSSPS will advise on what constitutes "significant" in this context).

Risk management/Fraud

- 13 The HSCB shall ensure that the risks it faces are dealt with in an appropriate manner, in accordance with relevant aspects of best practice in corporate governance, and shall develop a risk management strategy, in accordance with the Treasury guidance *Management of Risk: A Strategic Overview (The "Orange Book")*.
- 14 The HSCB shall take proportionate and appropriate steps to assess the financial and economic standing of any organisation or other body with which it intends to enter into a contract or to which it intends to give grant or grant-in-aid.
- 15 The HSCB shall adopt and implement policies and practices to safeguard itself against fraud and theft, in line with DFP's guide *Managing the Risk of Fraud*.
- 16 All cases of attempted, suspected or proven fraud shall be reported to the DHSSPS who shall report it to DFP and the NIAO and other relevant authorities as soon as they are discovered, irrespective of the amount involved.

Wider markets

- 17 In accordance with the wider markets policy, the HSCB shall seek to maximise receipts from non-Consolidated Fund sources, provided that this is consistent with (a) the HSCB's main functions (b) its corporate plan as agreed with the DHSSPS. DHSSPS will confirm with the DFP Supply Officer that such proposed activity is appropriate.

Fees and charges

- 18 Fees or charges for any services supplied by the HSCB shall be determined in accordance with Chapter 6 of MPMNI.

III. THE HSCB'S INCOME

Grant-in-aid

- 19 Grant-in-aid will be paid to the HSCB in monthly instalments, on the basis of need. The HSCB shall submit a monthly written application to the DHSSPS forecasting its cash requirements and shall certify that the conditions applying to the use of revenue fund have been observed to date and that further grant-in-aid is now required for purposes appropriate to the HSCB's functions.
- 20 The HSCB should have regard to the guidance in DAO (DFP) 04/03 and to the general principle enshrined in Annex 5.1 of *Managing Public Money Northern Ireland* that it should seek grant-in-aid according to need.
- 21 Cash balances accumulated during the course of the year shall be kept at the minimum level consistent with the efficient operation of the HSCB. Grant-in-aid not drawn down by the end of the year shall lapse. However, where draw-down of grant-in-aid is delayed to avoid excess cash balances at year-end, the DHSSPS will make available in the next financial year (subject to approval by the Assembly of the relevant Estimates provision) any such grant-in-aid required to meet any liabilities at year end, such as creditors.

Fines and taxes as receipts

- 22 Most fines and taxes (including levies and some licences) do not provide additional DEL spending power and should be surrendered to the

DHSSPS.

Receipts from sale of goods or services

- 23 Receipts from the sale of goods and services (including certain licences), rent of land, and dividends normally provide additional DEL spending power). If a body wishes to retain a receipt or utilise an increase in the level of receipts, it must gain the prior approval of DHSSPS.
- 24 If there is any doubt about the correct classification of a receipt, the HSCB shall consult the DHSSPS, which may consult DFP as necessary.

Interest earned

- 25 Interest earned on cash balances cannot necessarily be retained by the HSCB. Depending on the budgeting treatment of this receipt, and its impact on the HSCBs cash requirement, it may lead to commensurate reduction of grant-in-aid or be required to be surrendered to the NI Consolidated Fund via DHSSPS. If the receipts are used to finance additional expenditure by the HSCB, DHSSPS will need to ensure it has the necessary budget cover.

Unforecast changes in in-year income

- 26 If the negative DEL income realised or expected to be realised in-year is less than estimated, the HSCB shall, unless otherwise agreed with the DHSSPS, ensure a corresponding reduction in its gross expenditure so that the authorised provision is not exceeded. [NOTE: For example, if the HSCB is allocated £100 resource DEL provision by its DHSSPS and expects to receive £10 of negative DEL income, it may plan to spend a total of £110. If income (on an accruals basis) turns out to be only £5 the HSCB will need to reduce its expenditure to £105 to avoid breaching its budget. If the HSCB still spends £110 the DHSSPS will need to find £5 of savings from elsewhere within its total DEL to offset this overspend.]
- 27 If the negative DEL income realised or expected to be realised in the year is more than estimated, the HSCB may apply to the DHSSPS to retain the excess income for specified additional expenditure within the

current financial year without an offsetting reduction to grant-in-aid. The DHSSPS shall consider such applications, taking account of competing demands for resources, and will consult with DFP in relation to any significant amounts. If an application is refused, any grant-in-aid shall be commensurately reduced or the excess receipts shall be required to be surrendered to the NI Consolidated Fund via the DHSSPS.

Build-up and draw-down of deposits

- 28 The HSCB shall comply with the rules that any DEL expenditure financed by the draw-down of deposits counts within DEL. The HSCB shall maintain and manage cash balances as working balances only. These shall be held at a minimum level throughout the year. Any interest earned on overnight deposits must be returned to the DHSSPS.
- 29 The HSCB shall ensure that it has the necessary DEL provision for any expenditure financed by draw-down of deposits.

Proceeds from disposal of assets

- 30 Disposals of land and buildings are dealt with in Section VI below.

Gifts and bequests received

The HSCB is free to retain any gifts, bequests or similar donations, subject to paragraph 31. These shall be treated as receipts and must be notified to the DHSSPS. [NOTE: A release from the donated assets reserve should offset depreciation in the operating cost statement. The latest FReM requirements should be applied]

- 31 Before accepting a gift, bequest, or similar donation, the HSCB shall consider if there are any associated costs in doing so or any conflicts of interests arising. The HSCB shall keep a written record of any such gifts, bequests and donations and of their estimated value and whether they are disposed of or retained.

Borrowing

- 32 Normally, the HSCB will not be allowed to borrow but when doing so, shall observe the principles set out in Chapter 5 and the associated annexes of MPMNI when undertaking borrowing of any kind. The HSCB shall

seek the approval of the DHSSPS and, where appropriate, DFP, to ensure that it has any necessary authority and budgetary cover for any borrowing or the expenditure financed by such borrowing. Medium or long term private sector or foreign borrowing is subject to the value for money test in *Section 5.7 of MPMNI*.

- 33 Any expenditure by the HSCB financed by borrowing counts in DEL

IV. EXPENDITURE ON STAFF

Staff costs

- 34 Subject to its delegated levels of authority the HSCB shall ensure that the creation of any additional posts does not incur forward commitments which will exceed its ability to pay for them.

Pay and conditions of service

- 35 The staff of the HSCB, whether on permanent or temporary contract, shall be subject to levels of remuneration and terms and conditions of service (including superannuation) as approved by the DHSSPS and DFP. The HSCB has no delegated power to amend these terms and conditions.
- 36 Current terms and conditions for staff of the HSCB are those set out in its Employee Handbook. The HSCB shall provide the DHSSPS and DFP with a copy of the Handbook and subsequent amendments.
- 37 Annual pay increases of HSCB staff must be in accordance with the annual FD letter on Pay Remit Approval Process and Guidance issued by DFP. Therefore, all proposed pay awards must have prior approval of DHSSPS and the Minister for Finance before implementation.
- 38 The travel expenses of Board Members shall be tied to the rates allowed to senior staff of the HSCB. Reasonable actual costs shall be reimbursed.

39The HSCB shall operate a performance-related pay scheme which shall form part of the general pay structure approved by the DHSSPS and DFP.

40The HSCB shall comply with the EU directive on contract workers [Fixed Term Employees Regulations (Prevention of Less Favourable Treatment)].

Pensions; redundancy/compensation

41The HSCB's staff shall be eligible for a pension provided by:

- Either the Health and Social Care Superannuation Scheme or the Health and Social Care Pension Scheme.

42Staff may opt out of the occupational pension scheme provided by the HSCB. However, the employer's contribution to any personal pension arrangement, including a stakeholder pension, shall be limited to the national insurance rebate level.

- 43 Any proposal by the HSCB to move from the existing pension arrangements, or to pay any redundancy or compensation for loss of office, requires the approval of the DHSSPS and DFP. Proposals on severance payments must comply with DAO (DFP) 17/05.

V. NON-STAFF EXPENDITURE

Economic appraisal

- 44 The HSCB is required to apply the principles of economic appraisal, with appropriate and proportionate effort, to all decisions and proposals concerning spending or saving public money, including European Union (EU) funds, and any other decisions or proposals that involve changes in the use of public resources. For example, appraisal must be applied irrespective of whether the relevant public expenditure or resources:
- a. involve capital or current spending, or both;
 - b. are large or small;
 - c. are above or below delegated limits(see Appendix A).
- 45 Appraisal itself uses up resources. The effort that should go into appraisal and the detail to be considered is a matter for case-by-case judgement, but the general principle is that the resources to be devoted to appraisal should be in proportion to the scale or importance of the objectives and resource consequences in question. Judgement of the

appropriate effort should take into consideration the totality of the resources involved in a proposal.

General guidance on economic appraisal that applies to the HSCB can be found in:

- The Northern Ireland Guide to Expenditure Appraisal and Evaluation ("NIGEAE", 2009) See <http://www.dfpni.gov.uk/eag>
- The HM Treasury Guide, *The Green Book; Appraisal and Evaluation in Central Government* (2003); and
- The Capital Investment Manual.

Capital expenditure

- 46 Subject to being above an agreed capitalisation threshold, all expenditure on the acquisition or creation of fixed assets shall be capitalised on an accruals basis in accordance with relevant accounting standards. Expenditure to be capitalised shall include the (a) acquisition, reclamation or laying out of land; (b) acquisition, construction, preparation or replacement of buildings and other structures or their associated fixtures and fittings; and (c) acquisition, installation or replacement of movable or fixed plant, machinery, vehicles and vessels.
- 47 Proposals for large-scale individual capital projects or acquisitions will normally be considered within the HSCB's corporate and business planning process. Subject to paragraph 49, applications for approval within the corporate/business plan by the DHSSPS and, DFP if necessary, shall be supported by formal notification that the proposed project or purchase has been examined and duly authorised by the Board. Regular reports on the progress of projects shall be submitted to the DHSSPS.
- 48 Approval of the corporate/business plan does not obviate the HSCB's responsibility to abide by the economic appraisal process.
- 49 Within its approved overall resources limit the HSCB shall, as indicated in the attached Appendix on delegations, have delegated authority to spend up to £500,000 on any individual capital project or acquisition. Beyond that delegated limit, the DHSSPS' and where necessary, DFP's

prior authority must be obtained before expenditure on an individual project or acquisition is incurred.

Transfer of funds within budgets

- 50 Unless financial provision is subject to specific Departmental or DFP controls (eg, where provision is ring-fenced for specific purposes) or delegated limits, transfers between budgets within the total capital budget, or between budgets within the total revenue budget, do not need Departmental approval. The one exception to this is that, due to HM Treasury controls, any movement into, or out, of depreciation and impairments within the resource budget will require departmental and possibly DFP approval. [NOTE: Under resource budgeting rules, transfers from capital to resource budgets are not allowed.]

Lending, guarantees, indemnities; contingent liabilities; letters of comfort

- 51 The HSCB shall not, without the DHSSPS' and where necessary, DFP's prior written consent, lend money, charge any asset or security, give any guarantee or indemnities or letters of comfort, or incur any other contingent liability (as defined in Annex 5.5 of MPMNI), whether or not in a legally binding form.

Grant or loan schemes

- 52 Unless covered by a delegated authority, all proposals to make a grant or loan to a third party, whether one-off or under a scheme, together with the terms and conditions under which such grant or loan is made shall be subject to prior approval by the DHSSPS, and where necessary DFP. If grants or loans are to be made under a continuing scheme, statutory authority is likely to be required.
- 53 Within its approved overall resources limit the HSCB shall have delegated authority to make a grant to a third party
- 54 The terms and conditions of a grant or loan to a third party shall include a requirement on the receiving organisation to prepare accounts and to ensure that its books and records in relation to the grant or loan are readily available for inspection by the HSCB, the DHSSPS and the C&AG.
- 55 See also below under the heading *Recovery of grant-financed assets* (paragraphs 80-82).

Gifts made, write-offs, losses and other special payments

56 Proposals for making gifts or other special payments (including issuing write-offs) outside the delegated limits set out in the Appendix A of this document must have the prior approval of the DHSSPS and where necessary DFP.

57 Losses shall not be written off until all reasonable attempts to make a recovery have been made and proved unsuccessful.

58 Gifts by management to staff are subject to the requirements of HSS (F) 13/2007.

Leasing

59 Prior Departmental approval must be secured for all property and finance leases. The HSCB must have capital DEL provision for finance leases and other transactions which are, in substance, borrowing (paragraphs 32-33 above).

60 Before entering into any lease (including an operating lease) the HSCB shall demonstrate that the lease offers better value for money than purchase.

Public/Private Partnerships

61 The HSCB shall seek opportunities to enter into Public/Private Partnerships where this would be more affordable and offer better value for money than conventional procurement. Where cash flow projections may result in delegated spending authority being breached, the HSCB shall consult the DHSSPS. The HSCB should also ensure that it has the necessary budget cover.

62 Any partnership controlled by the HSCB shall be treated as part of the HSCB in accordance with guidance in the FReM and consolidated with it [subject to any particular treatment required by the FReM]. Where the judgment over the level of control is difficult the DHSSPS will consult DFP (who may need to consult with the Office of National Statistics over national accounts treatment).

Subsidiary companies and joint ventures

- 63 The HSCB shall not establish subsidiary companies or joint ventures without the express approval of the DHSSPS and DFP. In judging such proposals the DHSSPS will have regard to the Department's wider strategic aim[s] objective and current Public Service Agreement.
- 64 For public expenditure accounts purposes any subsidiary company or joint venture controlled or owned by the HSCB shall be consolidated with it in accordance with guidance in the FReM subject to any particular treatment required by the FReM. Where the judgment over the level of control is difficult, the DHSSPS will consult DFP (who may need to consult with the Office of National Statistics over national accounts treatment). Unless specifically agreed with the DHSSPS and DFP, such subsidiary companies or joint ventures shall be subject to the controls and requirements set out in this *Management Statement and Financial Memorandum*, and to the further provisions set out in supporting documentation.

Financial investments

- 65 The HSCB shall not make any investments in traded financial instruments without the prior written approval of the DHSSPS, and where appropriate DFP, nor shall it aim to build up cash balances or net assets in excess of what is required for operational purposes. Funds held in bank accounts or as financial investments may be a factor for consideration when grant-in-aid is determined. Equity shares in ventures which further the objectives of the HSCB shall equally be subject to Departmental and DFP approval unless covered by a specific delegation.

Unconventional financing

- 66 The HSCB shall not enter into any unconventional financing arrangement without the approval of the DHSSPS and DFP.

Commercial insurance

- 67 The HSCB shall not take out any insurance without the prior approval of the DHSSPS and DFP, other than third party insurance required by the Road Traffic (NI) Order 1981 (as amended) and any other insurance which is a statutory obligation or which is permitted under Annex 4.5 of MPMNI.
- 68 In the case of a major loss or third-party claim, DHSSPS shall liaise with the HSCB about the circumstances in which an appropriate addition

to budget out of the DHSSPS' funds and/or adjustment to the HSCB's targets shall be considered. DHSSPS will liaise with DFP Supply where required in such cases.

Payment/Credit Cards

- 69 The HSCB, in consultation with the DHSSPS, shall ensure that a comprehensive set of guidelines on the use of payment cards (including credit cards) is in place. Reference should be made to HSS (F) 11/2003.

Hospitality

- 70 The HSCB, in consultation with the DHSSPS, shall ensure that a comprehensive set of guidelines on the provision of hospitality is in place. Reference should be made to DAO(DFP) 10/06 (revised).

Use of Consultants

71 The HSCB shall adhere to the guidance issued by DFP, as well as any produced by the DHSSPS in relation to the use of consultants. Please see the delegated limits set out in Appendix A.

72 HSCB will provide DHSSPS with an annual statement on the status of all consultancies completed and/or started in each financial year.

- 73 **Care should be taken to avoid actual, potential, or perceived conflicts of interest when employing consultants.**

VI. MANAGEMENT AND DISPOSAL OF FIXED ASSETS

Register of assets

- 74 The HSCB shall maintain an accurate and up-to-date register of its fixed assets.

Disposal of assets

- 75 The HSCB shall dispose of assets which are surplus to its requirements. Assets shall be sold for best price, taking into account any costs of sale.

Generally assets shall be sold by auction or competitive tender [unless otherwise agreed by the DHSSPS], and in accordance with the principles in MPMNI.

- 76 All receipts derived from the sale of assets (including grant financed assets, see below) must be declared to the DHSSPS, which will consult with DFP, if necessary, on the appropriate treatment.

Recovery of grant-financed assets

- 77 Where the HSCB has financed expenditure on capital assets by a third party, the HSCB shall set conditions and make appropriate arrangements to ensure that any such assets individually above a value of £500 are not disposed of by the third party without the HSCB's prior consent.

- 78The HSCB shall therefore ensure that such conditions and arrangements are sufficient to secure the repayment of the NI Consolidated Fund's due share of the proceeds of the sale, in order that funds may be surrendered to the DHSSPS.

79The HSCB shall ensure that if the assets created by grants made by the HSCB cease to be used by the recipient of the grant for the intended purpose, a proper proportion of the value of the asset shall be repaid to the HSCB for surrender to the DHSSPS. The amounts recoverable under the procedures in paragraphs 77-78 above shall be calculated by reference to the best possible value of the asset and in proportion to the NI Consolidated Fund's original investment(s) in the asset.

VII. BUDGETING PROCEDURES

Setting the annual budget

80Each year, in the light of decisions by the DHSSPS on the HSCB's updated draft corporate plan, the DHSSPS will send to the HSCB:

- a formal statement of the annual budgetary provision allocated by the DHSSPS in the light of competing priorities across the DHSSPS and of any forecast income approved by the DHSSPS;
- and

- a statement of any planned change in policies affecting the HSCB.

81

The HSCB's approved annual Commissioning plan will take account both of its approved funding provision [where this applies] and of any forecast receipts, and will include a budget of estimated payments and receipts together with a profile of expected expenditure and of draw-down of any DHSSPS funding and/or other income over the year. These elements will form part of the approved business plan for the year in question.

82 Any grant-in-aid provided by the DHSSPS for the year in question will be voted in the DHSSPS' Estimate and will be subject to Assembly control.

General conditions for authority to spend

83 Once the HSCB's budget has been approved by the DHSSPS [and subject to any restrictions imposed by Statute/the Minister /this MSFM], the HSCB shall have authority to incur expenditure approved in the budget without further reference to the DHSSPS, on the following conditions:

- the HSCB shall comply with the delegations set out in Appendix A of this document. These delegations shall not be altered without the prior agreement of the DHSSPS and DFP;
- the HSCB shall comply with the conditions set out in paragraph 12 above regarding novel, contentious or repercussive proposals;
- inclusion of any planned and approved expenditure in the HSCB's budget shall not remove the need to seek formal Departmental [and where necessary, DFP] approval where such proposed expenditure is above the delegated limits set out in Appendix A or is for new schemes not previously agreed; and
- the HSCB shall provide the DHSSPS with such information about its operations, performance individual projects or other expenditure as the DHSSPS may reasonably require (see paragraph 89 below).

Providing monitoring information to the DHSSPS

84The HSCB shall provide the DHSSPS with, as a minimum, information on a monthly basis which will enable the satisfactory monitoring by the DHSSPS of:

- the HSCB's cash management;
- its draw-down of any grant-in-aid;
- the expenditure for that month;
- forecast outturn by resource headings; and
- other data required for the DFP Outturn and Forecast Outturn Return.

VIII. BANKING

Banking arrangements

85The HSCB is a member of the HSC 'pool' of bank accounts. The HSCB's Accounting Officer is responsible for ensuring that the HSCB's banking arrangements are in accordance with the requirements of Annex 5.7 of *MPMNI*. This responsibility remains even within the current banking pool arrangements. In particular, he/she shall ensure that the arrangements safeguard public funds and that their implementation ensures efficiency, economy and effectiveness.

86He/she shall therefore ensure that:

- these arrangements are suitably structured and represent value-for-money. The HSC pool of accounts will be comprehensively reviewed at least every three to five years;

- sufficient information about banking arrangements is supplied to the DHSSPS' Accounting Officer to enable the latter to satisfy his/her own responsibilities;
- the HSCB's banking arrangements shall be kept separate and distinct from those of any other person or organisation; and
- adequate records are maintained of payments and receipts and adequate facilities are available for the secure storage of cash.

IX. COMPLIANCE WITH INSTRUCTIONS AND GUIDANCE

Relevant documents

87The HSCB shall comply with the following general guidance documents:

- This document (both the *Financial Memorandum* and the *Management Statement*);
- *Managing Public Money Northern Ireland (MPMNI)*;
- *Public Bodies - a Guide for NI Departments* issued by DFP;
- *Government Internal Audit Standards*, issued by DFP;
- The document *Managing the Risk of Fraud* issued by DFP;
- The Treasury document *The Government Financial Reporting Manual (FReM)* issued by DFP;
- *Banking Annex 5.7* of MPMNI;
- Relevant Dear Consolidation Officer and Dear Consolidation Manager letters issued by DFP;

- *Regularity, Propriety and Value for Money*, issued by Treasury;
- The Consolidation Officer Letter of Appointment, issued by DFP;
- Other relevant guidance and instructions issued by DFP in respect of Whole of Government Accounts;
- Other relevant instructions and guidance issued by the central Departments (DFP/OFMDFM) including Procurement Board and CPD guidance;
- Specific instructions and guidance issued by the DHSSPS;
- Recommendations made by the Public Accounts Committee, or by other Assembly/Parliamentary authority, which have been accepted by the Government and which are relevant to the HSCB.

X. REVIEW OF FINANCIAL MEMORANDUM

88The *Management Statement and Financial Memorandum* will normally be reviewed at least every five years.

89DFP Supply will be consulted on any significant variation proposed to the *Management Statement and Financial Memorandum*.

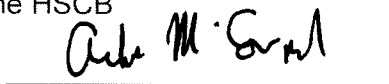
Signed:



Date: 23 May 2011

On behalf of the HSCB

Signed:



Date:

29/6/11

On behalf of the Department

APPENDIX A**DELEGATED EXPENDITURE LIMITS****General**

These delegated expenditure limits have been agreed by the Department and the Department of Finance and Personnel.

1. PURCHASING ALL GOODS AND SERVICES

Table 1 Delegated Authority for the Purchase of Goods and Services
(All costs exclude VAT)

THRESHOLDS	NUMBER/TYPE OF TENDER REQUIRED	AUTHORISATION
Up to £2,000	no Quotations required	The Chief Executive/The appropriate officer as notified to the DHSSPS
>£2,000 - £30,000	4 Selected Tenders	The Chief Executive/The appropriate officer as notified to the DHSSPS
> £30,000 – EC Thresholds	Publicly advertised tender competition	The Chief Executive/The appropriate officer as notified to the DHSSPS

Economic Appraisal

The principles of economic appraisal should be applied in all cases where expenditure is proposed, whether the proposal involves capital or current expenditure, or both. The effort put into economic appraisal should be commensurate with the size or importance of the needs or resources under consideration. However, the HSCB should undertake a comprehensive business case of all projects involving expenditure of £250,000 and over.

Where the minimum number of quotation/tenders is not obtained

For any purchase where the minimum number of quotations/tenders is not obtained the purchase may proceed if the accounting officer is satisfied that every attempt has been made to obtain competitive offers and that value for money will be achieved. In these cases the accounting officer should complete a report, and

records of all correspondence should be retained on file, including any justification given and/or approvals obtained.

2. CAPITAL PROJECTS

The Chief Executive or appropriate officer as notified to the DHSSPS, may authorise capital expenditure on discreet capital projects of up to £500,000. Capital projects over this amount require the approval of the DHSSPS, and may be subject to quality assurance by the Department of Finance and Personnel if requested.

Any novel and/or potentially contentious projects, regardless of the amount of expenditure, require the approvals of the DHSSPS and DFP.

3. DISPOSAL OF SURPLUS EQUIPMENT

See paragraphs 80-81

4. LEASE AND RENTAL AGREEMENTS

See paragraphs 64-65

5. APPROVAL OF INFORMATION TECHNOLOGY PROJECTS

The appraisal of Information Technology (IT) projects should include the staffing and other resource implications.

The principles of appraisal, evaluation and management apply equally to proposals supported by information communication technology (ICT) as to all other areas of public expenditure. ICT-enabled projects should be appraised and evaluated according to the general guidance in the Northern Ireland Guide to Expenditure Appraisal and Evaluation (*NIGEAE*) and managed using the new *Successful Delivery (NI)* guidance which was issued in June 2009.

The purchase of IT equipment and systems should be in line with the guidance Procedures and Principles for Application of Best Practice in Programme/Project Management (PPM), (available at www.dfpni.gov.uk/successful-delivery) and be subject to competitive tendering Procedures and Principles for Application of Best Practice in Programme/Project Management (PPM), (available at www.dfpni.gov.uk/successful-delivery) and be subject to competitive tendering unless there are convincing reasons to the contrary. The form of competition should be appropriate to the value and complexity of the project, and in line with the Procurement Control Limits in Table 1. Delegated authority for each IT project is set out in Table 2.

Table 2 Delegation Arrangements for Information Technology Projects, Systems And Equipment
(All costs exclude VAT)

THRESHOLDS	AUTHORISATION
Up to £250,000	The Chief Executive/The appropriate officer as notified to the DHSSPS
Projects over £250,000	The Chief Executive with prior approval from the DHSSPS

6. ENGAGEMENT OF CONSULTANTS

General

The HSCB has authority to appoint consultants for a **single contract** without recourse to the DHSSPS up to a **total** cost of £20,000, and subject to any guidance as may be issued by DFP or the DHSSPS.

The HSCB will provide the DHSSPS with an annual statement on the status of all consultancies completed and/or started in each financial year.

Care should be taken to avoid actual, potential, or perceived conflicts of interest when employing consultants.

Economic appraisal

A full business case should be prepared for all consultancy assignments expected to exceed £10,000. A proportionate business case should be prepared for all assignments below this threshold.

7. LOSSES AND SPECIAL PAYMENTS

The [Chief Executive] [appropriate officer as notified to the DHSSPS], with prior approval from the DHSSPS, will have the authority to write off losses and make special payments up to:

- (a) Cash losses – up to £10,000 per case/incident

- (b) Stores/Equipment losses – up to £10,000 per case/incident
- (c) Constructive losses and fruitless payments – up to £10,000 per case.
- (d) Compensation payments
 - i. Made under legal obligation, e.g. by Court Order – Complete delegation
 - ii. For damage to personal property of staff – up to £2,000 per case
 - iii. Where written legal advice is that the HSCB should not fight a court action because it is unlikely that it would win – up to £250,000 per case
- (e) Claims abandoned or waiver of claim – up to £10,000 per case
- (f) Extra contractual payments – Nil
- (g) Ex gratia payments – up to £10,000 per case (Pensions payments are not covered by this threshold)
- (h) Extra statutory and extra regulatory payments – no delegation, all proposals must be submitted to the DHSSPS for approval

The prior approval of the DHSSPS must be obtained for amounts above these values.

A summary note of the losses in any financial year, should be included in the HSCB's accounts.

Details of all losses and special payments should be recorded in a Losses and Special Payments Register, which will be available to auditors. The Register should be kept up-to-date and should show evidence of the approval by the appropriate officer as notified to the DHSSPS for amounts below the delegated limits, and the DHSSPS, where appropriate.

