



Health and Social
Care Board

Standing Orders

**Including Standing
Financial Instructions**

**FOR THE HEALTH AND
SOCIAL CARE BOARD**

OCTOBER 2010

TABLE OF CONTENTS

	PAGE
Index	2 – 4
Foreword	5
1. Introduction	6 – 13
2. Powers Reserved to the Board	14 - 32
3. Powers Delegated by the Board	33 - 40
4. Board Committees	41 - 42
5. Conduct of Board Business	43 – 57
6. Code of Conduct and Code of Accountability	58 – 67
7. Powers and Duties	68 –69
8. Standing Financial Instructions : Contents	70 – 74
1. Introduction	75 –77
2. Audit	77 – 81
3. Resource Limit Control	81 – 82
4. Allocations, Financial Strategy, Joint Commissioning Plan, Budgets, Budgetary Control and Monitoring	82 – 87
5. Annual Accounts and Report	87
6. Bank Accounts	87 – 88

7.	Income, Fees and Charges and Security of Cash, Cheques and Other Negotiable Instruments	88 – 90
8.	Tendering and Contracting Procedure	90 – 102
9.	HSC Service Agreements for Provision of Services	102-104
10.	Commissioning	104-105
11.	Terms of Service, Allowances and Payment of Members of the Board and employees of the Health and Social Care Board	105-108
12.	Non-pay Expenditure	108-113
13.	HSC Financial Guidance	113
14.	Capital Investment, Private Financing, Fixed Asset Registers and Security of Assets	113-117
15.	Stores and Receipt of Goods	117-118
16.	Disposals and Condemnations, Losses and Special Payment	119-120
17.	Information Technology	120-122
18.	Acceptance of Gifts by Staff and Link to Standards of Business Conduct	122
19.	Payments to Independent Contractors	122- 123
20.	Retention of Records	123
21.	Risk Management and Insurance	123 – 124

APPENDICES:

Contents	125
1. Chief Executive's Scheme of Delegation	126 - 129
2. Administrative Schemes of Delegation	130 - 143

3.	Financial Schemes of Delegation	144-147
4.	Governance and Audit Committee	148-157
5.	Local Commissioning Groups	158-166
6.	Pharmacy Practices Committee	167-172
7.	Reference Committee	173-177
8.	Remuneration and Terms of Service Committee	178-182
9.	Review Panel	183-189
10.	Disciplinary Committee – Interim Arrangements	190-194
11.	Standing Items on Board Agenda	195

Schedules:

1.	UMC1 Form	196-198
2.	UMC2 Form	199-201

The Regional Health and Social Care Board, the statutory body established by Section 7 of the Health and Social Care (Reform) Act (Northern Ireland) 2009 needs to have Standing Orders and Schedules on:

- Powers reserved to the Board and;
- Powers delegated by the Board.

The Standing Orders reserved and delegated powers and Standing Financial Instructions provide a comprehensive business framework for the Health and Social Care Board and enables the organisation to discharge its functions.

These documents fulfil the dual role of protecting the Health and Social Care Board's interests ensuring, for example, that all transactions maximise the benefit to the Health and Social Care Board and protecting staff from any possible accusation that they have acted less than properly (provided that staff have followed the correct procedures outlined in the relevant documents).

Chair, Board Members, Directors and all members of staff shall be aware of the existence of these documents and, where necessary, be familiar with the detailed provisions required to comply fully with the regulations.

The Health and Social Care Board is committed to conducting its business and its meetings as publicly and openly as possible. It is intended that people shall be able to know about the services commissioned by the Health and Social Care Board and, particularly, be able to contribute to discussion about changes, which may affect them or their dependants.

The Health and Social Care Board is required to comply with all existing legislation, Department of Health, Social Services and Public Safety (DHSSPS) Circulars and Regulations insofar as these impact upon Health and Social Care Board functions, activities and conduct. Where these are replaced or updated throughout the year the new provision shall apply.

The Standing Orders and Standing Financial Instructions were approved by the Board at its meeting on 28 October 2010 and subsequently submitted to the Department of Health, Social Services and Public Safety for information.



Chair



Chief Executive

Dated October 2010

1 INTRODUCTION

- 1.1 Statutory Framework
- 1.2 Health and Social Care Framework
- 1.3 Financial Performance Framework
- 1.4 Delegation of Powers
- 1.5 Interpretation of terms used

1.1 Statutory Framework

The Regional Health and Social Care Board is the statutory body established by Section 7 of the Health and Social Care (Reform) Act (NI) 2009.

The Headquarters of the Health and Social Care Board is at 12-22 Linenhall Street, Belfast, BT2 8BS and the four local Offices of the Health and Social Care Board are located as follows:

Eastern Office, 12/22 Linenhall Street, Belfast;
Northern Office, County Hall, 180 Galgorm Road, Ballymena;
Southern Office, Tower Hill, Armagh;
Western Office, Gransha Park House, Clooney Road, Derry.

The Health and Social Care Board is subject to the provisions within Statutory Instruments including: HPSS (NI) Order 1972 (S.I. 1972/1265 N.I.14), the HPSS (NI) Order 1991 (S.I. 1991/194 N.I.1), the Audit and Accountability (NI) Order 2003 (S.I. 2003/418 N.I.5). It is also subject to the provisions within the Health and Social Care (Reform) Act (Northern Ireland) 2009(c.1). Their provisions are incorporated in these Standing Orders.

As a statutory body, the Health and Social Care Board has specific powers to act as a regulator, to contract in its own name and to act as a corporate trustee. In the latter role it is accountable to the Minister responsible for Health, Social Services and Public Safety for all funds allocated to it for the purposes of carrying out its core functions. The Health and Social Care Board is also accountable to the Charity Commission for those funds deemed to be charitable.

1.1.1 **Functions of the Health and Social Care Board**

The Health and Social Care Board has a range of statutory duties and shall, as a body corporate, exercise the functions assigned to it by the Department of Health, Social Services and Public Safety, including those set out in Article 8 (1-7) of Health and Social Care (Reform) Act (Northern Ireland) 2009 and any other statutory provisions deemed by the Department of Health, Social Services and Public Safety to be functions of the Health and Social Care Board, including the Governance Resources and Accounts Act (Northern Ireland) 2001.

The Health and Social Care Board has three main functions:

- To commission a comprehensive range of modern and effective health and social care for the 1.7million people who live in Northern Ireland;
- To performance manage the delivery by HSC Trusts of care services to ensure that these achieve optimal quality and value for money, in line with relevant government targets;
- To effectively deploy and manage its annual funding from the Northern Ireland Executive to ensure that this is targeted upon need and reflects the aspirations of local communities and their representatives

In carrying out those functions, the Health and Social Care Board will aim to:

- Improve the performance of HSC Trusts, commission health and social care, and ensure that resources are used in the most economic, efficient and effective way in commissioning such care. The Health and Social Care Board will, in respect of each financial year, prepare and publish a document (the Commissioning Plan) setting out such details as Department of Health, Social Services and Public Safety may direct.
- In drawing up the Commissioning Plan, the Health and Social Care Board must consult with the Public Health Agency and have due regard to any advice or information provided by it, and must not publish a Commissioning Plan unless it has been approved by the Public Health Agency.

1.1.2 Local Commissioning Groups

The Health and Social Care Board has established Committees called Local Commissioning Groups (see section 4.2 and Appendix 5 of Standing Orders).

Each Local Commissioning Group shall exercise such functions with respect to commissioning health and social care as may be prescribed by the Health and Social Care Board and such other functions the Health and Social Care Board may, with the agreement of Department of Health, Social Services and Public Safety, determine.

Each Local Commissioning Group must exercise its functions in accordance with any scheme, for the time being, having effect under Article 18 of the HPSS (NI) Order 1972, and in connection with the exercise of its functions, work in collaboration with the Public Health Agency and have due regard to any advice or information provided by it, and undertake such consultation as Department of Health, Social Services and Public Safety direct.

1.2 Health and Social Care Frameworks

In addition to the statutory requirements, the Minister, through the Department of Health, Social Services and Public Safety, issues instructions and guidance. Where appropriate these are incorporated within the Health and Social Care Board's Standing Orders or other Corporate Governance documentation. Principal examples are the Codes of Conduct and Accountability (1994) and the HPSS Code of Practice on Openness (1996).

The Code of Accountability requires the Board of the Health and Social Care Board (Board) to adopt Standing Orders for the regulation of its proceedings and business and also to adopt Standing Financial Instructions as an integral part of Standing Orders setting out the financial responsibilities of budget-holders and individuals. Additionally it specifies that the Board shall draw up a Schedule of Powers Reserved to the Board, and a Scheme of Delegation to enable responsibility to be clearly delegated to Senior Executives. The Code further requires the establishment of Audit and Remuneration Committees with formally agreed terms of reference.

The Code of Conduct and Code of Accountability draw attention to the public service values required by all staff and specifically defines measures to deal with possible conflicts of interest of Board Members, and makes various requirements concerning such possible conflicts of interest of members.

The Code of Practice on Openness in the HPSS sets out the requirements for public access to information on the HPSS and for the conduct of Board meetings. The Health and Social Care Board is required to ensure appropriate compliance with the Freedom of Information Act (2000).

1.3 Financial Performance Framework

The Health and Social Care Board has a number of financial targets and policies within which it is obliged to operate. These are as follows:

- To break even on its Income and Expenditure Account year on year and to maintain its Net Current Assets;
- To maintain annual management and administration costs at or below limits set by the Department of Health, Social Services and Public Safety;
- To stay within its cash limit for the year;
- To promote financial stability in Health and Social Care;
- To operate within the Resource Limits, both Capital and Revenue set by the Department of Health, Social Services and Public Safety; and
- To comply with the Confederation of British Industry "Better Payments Practice Code" which advocates:
 - Explaining payment procedures to suppliers;
 - Agreeing payment terms at the outset and adhering to these;
 - Paying bills in accordance with agreed terms, or as agreed by law;
 - Telling suppliers without delay when an invoice is contested; Settling quickly when a contested invoice gets a satisfactory response and;
 - Payment must be made within 30 days of the receipt of goods or valid invoice.

1.4 Delegation of Powers

The Health and Social Care Board is given powers as follows:

Subject to such directions as may be given by the Department of Health, Social Services and Public Safety, the Board may make arrangements for the exercise, on behalf of the Health and Social Care Board, of any of its functions by a Committee, sub-Committee or joint Committee, appointed by virtue of Standing Order 4.1, or by an Officer of the Board, in each case subject to such restrictions and conditions as the Board thinks fit."

Delegated Powers are covered in separate sections of this document entitled Powers Reserved to the Board (Standing Order 2) and Powers Delegated by the Board (Standing Order 3).

1.5 Interpretation of Terms Used

Save as permitted by law, at any meeting the Chair of the Board shall be the final authority on the interpretation of Standing Orders on which he/she shall be advised by the Chief Executive and/or Secretary to the Board.

Any expression to which a meaning is given in the Health and Personal Social Services Orders of 1972 or 1991 and the Health and Social Care (Reform) Act (Northern Ireland) 2009 shall have the same meaning in this interpretation and in addition:

"Accounting Officer" shall be the Chief Executive who is responsible and accountable for funds entrusted to the Board and for ensuring the proper stewardship of public funds and assets as specified by the Permanent Secretary, Department of Health, Social Services and Public Safety as Accounting Officer.

"Board" shall mean the Chair, and Non-Executive (or non-officer) members, appointed by the Minister with responsibility for Health, Social Services and Public Safety and the Executive (or officer) members appointed by the Board.

"Budget" means a resource, expressed in financial terms, approved by the Board for the purpose of carrying out, for a specific period, any or all of the functions of the Board.

"Chair" is the person appointed by the Minister to lead the Board and to ensure that it successfully discharges its responsibility for the Health and

Social Care Board as a whole. The expression 'Chair of the Board' shall be deemed to include the member of the Board deputising for the Chair if he/she is absent from the meeting or is otherwise unavailable.

"Chief Executive" means the Chief Officer of the Health and Social Care Board.

"Commissioning" is an 'end to end' process comprising assessment of need, prioritising need within available resources, building capacity of the population to improve their own health and wellbeing, engaging with stakeholders, securing – through service and budget agreements – the delivery of value for money services that meet standards and service frameworks for safe quality care: safeguarding the vulnerable and using investment, performance management and other initiatives to develop and reform services.

"Contracting and procurement" means the systems for obtaining the supply of goods, materials, manufactured items, services, building and engineering services, works of construction and maintenance and for disposal of surplus and obsolete assets.

"Committee" shall mean a Committee established by the Board either for its own good governance or by Department of Health, Social Services and Public Safety direction or by legislation.

"Committee Members" shall be persons formally appointed by the Board to sit on or to chair specific Committees.

"Director" – there are three categories: Executive Director means an officer member of the Board; Non-Executive Director means a non-officer member of the Board and; the term "Director" will be applied to a functional Director of the Organisation.

"HSC" refers to Health and Social Care (This was previously known as HPSS and references to HPSS relate to previously published documents).

ICT Policy refers to the Health and Social Care Board ICT Security Policy and applies to all staff. The ICT Security Policy mandates the minimum ICT Security standards to be applied to all HSC organisations.

"Local Commissioning Groups" means committees of the Health and Social Care Board established to exercise such functions to the commissioning of health and social care as may be prescribed by the

Department of Health, Social Services and Public Safety or the Health and Social Care Board.

"Member" shall mean non-executive Director (Non-Officer Member) or Executive Director (Officer Member) of the Board and does not include its Chair.

"Nominated Officer" means an Officer charged with the responsibility for discharging specific tasks within Standing Orders and Standing Financial Instructions.

"Non-Officer Member" means a Member of the Board appointed under the Health and Social Care (Reform) Act (Northern Ireland) 2009.

Observer status means someone who attends Board Meetings and participates in Board discussions, at the discretion of the Chair, but does not have the ability to vote on matters.

"Officer" shall mean employee of the HSC Organisation. In certain circumstances, officer may include a person who is employed by another HSC organisation or by Third Party contracted to or by the Organisation who carries out functions on behalf of the Organisation.

"Officer Member" means a member of the Board who is a member by virtue of or appointed under the Health and Social Care (Reform) Act (Northern Ireland) 2009.

"Public" means any person who is not a Board Member or a member of staff servicing the Board meeting and shall include any person with the status of observer.

"Secretary" means a person who is independent of the Board's decision making process and who shall be appointed, by the Board, to have responsibility for the administration of Board of the Health and Social Care Board.

Senior Management Team comprises the Chief Executive, Director of Commissioning, Director of Finance, Director of Integrated Care, Director of Performance Management and Service Improvement, Director of Social Care and Children and Head of Corporate Services. The Executive Medical Director/Director of Public Health and Director of Nursing and Allied Health Professions of the Public Health Agency are also members of the Senior Management Team together with any other Officer whom the Chief Executive determines.

Standing Financial Instructions detail the financial responsibilities, policies and procedures adopted by the Health and Social Care Board. They are designed to ensure that the Health and Social Care Board's financial transactions are carried out in accordance with the law and with Government policy in order to achieve probity, accuracy, economy, efficiency and effectiveness. They are to be used in conjunction with the Schedule of Decisions Reserved to the Board and the Scheme of Delegation adopted by the Health and Social Care Board.

"Sub-Committee" means a committee of a committee established by the Board.

"Vice-Chair" means a non-executive director who may be appointed by the Board to take on the Chair's duties if the Chair is absent for any reason.

2. POWERS RESERVED TO THE BOARD

2.1 Introduction

2.2 Key Functions of the Board

2.2.1 Set strategic direction

2.2.2 Monitor performance

2.2.3 Financial Stewardship

2.2.4 Corporate Governance and Personal Behaviour and Conduct

2.2.5 Appointment, Appraisal and Remuneration of Senior Executives

2.2.6 Dialogue with local community.

2.2.7 Additional Functions

2.1 Introduction

The matters reserved to the Board of each HSC Organisation are derived from the Code of Conduct and Code of Accountability issued by the Health and Personal Social Services Management Executive and guidance on implementation given in Circular HSS (PDD) 8/94 under cover of a letter dated 15 November 1994.

Section 6 of the Code directs that:

"Boards have six key functions for which they are held accountable by the Department of Health, Social Services and Public Safety on behalf of the Minister:

- To set the *strategic direction* of the organisation within the overall policies and priorities of the HPSS, define its annual and longer term objectives and agree plans to achieve them.
- To oversee the delivery of planned results by *monitoring performance* against objectives and ensuring corrective action is taken as necessary.

- To ensure effective *financial stewardship* through value for money, financial control and financial planning and strategy.
- To ensure that high standards of *corporate governance* and personal behaviour are maintained in the conduct of the business of the whole organisation.
- To put in place systems to *appoint, appraise and remunerate senior executives*.
- To ensure that there is *effective dialogue between the organisation and the local community* on its plans and performance and that these are responsive to the community's needs.

2.2 Key Functions of Board of Directors of the Health and Social Care Board

The 'Schedule of Powers Reserved to the Board' is sub-divided to correspond with the six key functions specified above.

These matters are to be regarded as a guideline to the minimum requirement and shall not be interpreted so as to exclude any other issues which it might be appropriate, because of their exceptional nature, to bring to the Board.

The Chair, in consultation with the Chief Executive, shall determine whether other issues outwith the following schedules of reserved powers shall be brought to the Board for consideration. The current list of Additional Functions is noted at Section 2.2.7

The following 'Schedule of Powers Reserved to the Board' is highlighted in the yellow section of the Decision Tree Flowchart in Section 3.1.4.

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
<p>2.2.1 Set Strategic Direction To set the <i>strategic direction</i> of the Health and Social Care Board within the overall policies and priorities of the HSC, define its annual and longer term objectives and agree plans to achieve them.</p>			
<p>Developing Commissioning Plans including Family Health Services</p>	<p>Approve annual Commissioning Plan to achieve DHSSPS Priorities for Action</p>	<p>The Board with its Local Commissioning Groups to agree, with the Public Health Agency, by 31 March each year or as soon as practicable thereafter.</p>	<p>Chief Executive/Director of Commissioning</p>
<p>Programme for Government</p>	<p>Approve response to consultation</p>	<p>Response to be determined by the Board with its Local Commissioning Groups, and within timescale set by Government.</p>	<p>Director of Commissioning</p>
<p>Northern Ireland Budget proposals</p>	<p>Approve response to consultation</p>	<p>Response to be determined by the Board, with its Local Commissioning Groups, and within timescale set by Government</p>	<p>Director of Finance</p>

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
Board Financial Plan	Approve capital investment and recurrent expenditure proposals annually	Following receipt of the Capital Resource Limit and Revenue Resource Limit each year, consistent with DHSSPS principles of 'Promoting Financial Stability'	Director of Finance
DHSSPS Strategic Proposals	Approve response to DHSSPS consultation proposals	As determined by consultative documents and prepared by Board with appropriate Local Commissioning Groups.	Appropriate Executive Director
Other DHSSPS proposals which relate to Health and Well-Being	Approve response to consultative proposals	As determined by consultative documents and prepared by Board with its Local Commissioning Groups.	Appropriate Executive Director
Strategic processes identified within the Board on specific programme of care issues.	Approve the strategy and agree action plans and monitoring arrangements.	The Board with its Local Commissioning Groups, as they arise.	Director of Commissioning

SAHI - STM - 097 - 424

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
Trust Proposals for Capital Expenditure	Confirm support for Trust's capital investment proposals above delegated limits (£500,000). Also state the extent to which the Board is prepared to remit its share of any revenue consequences resulting from the scheme.	The Board, with its Local Commissioning Groups, and in accordance with Capital Investment Manual limits at the Strategic Context stage for NI (1995)	Director of Commissioning
Approval of New / Revised Board Policy, as appropriate.	Consider the implications of any proposals to introduce new or revised policy including the identification of any significant financial risk.	The Board, with its Local Commissioning Groups: affordability within DHSSPS expenditure limits and other statutory controls.	Appropriate Executive Director to identify all significant financial or other implications

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

	ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
2.2.2	Monitoring Performance			
	To oversee the delivery of planned results by <i>monitoring performance</i> against objectives and ensuring corrective action is taken as necessary.			
	Priorities for Action Performance	Monitor performance against Priorities for Action targets, approve submission to DHSSPS and ensure corrective action is taken.	Periodic reports as prescribed by the Department of Health, Social Services and Public Safety	Director of Performance Management and Service Improvement/Director of Commissioning MAY 097
	Service Agreement Performance	Monitor performance of providers against service agreements, ensure corrective action is taken and ensure appropriate action plans are pursued with providers	Monthly and quarterly reports supplemented by additional monitoring of specific issues on an "as needs" basis. Performance Report is a Standing Item on Board agenda	Director of Performance Management and Service Improvement/Director of Commissioning SEP 097
	Specific DHSSPS monitoring	To monitor trends and identify critical issues for DHSSPS.	Annual / periodic as specified by the Department of Health, Social Services and Public Safety	Appropriate Executive Director 426

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
Staffing Levels	Monitor staffing levels and approve submission to Equality Commission.	Articles 52 & 55 Fair Employment Act Submission of three yearly returns.	Chief Executive or delegated Officer
Section 75: Statutory Duties / Responsibilities	Statement of the Board's commitment to fulfilling its Section 75 statutory duties, including procedures for measuring performance	Schedule 9 N.I. Act 1998 Annual Report to Equality Commission by 31 August	Chief Executive/Head of Corporate Services
Complaints Monitoring	Monitor handling of complaints received, including Family Practitioner Services within provider organisations. Contribute to regional policy and approve annual report.	Annual report from Governance & Audit Committee	Chief Executive or Delegated Officer

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
<p>2.2.3 Financial Stewardship To ensure effective <i>financial stewardship</i> through value for money, financial control and financial planning and strategy.</p>			
Financial Performance Framework	To ensure that the Health and Social Care Board achieves its financial performance targets.	As determined by the Department of Health, Social Services and Public Safety.	Director of Finance
Annual Financial Plan including Commissioning Plan and Commissioner costs	Approve plan within Department of Health, Social Services and Public Safety expenditure limits	By 31 March each year	Director of Finance
Monitoring	Consider monthly monitoring reports covering: <ul style="list-style-type: none"> • Care Commissioning • Family Health Services • Commissioner Administration 	Monthly	Director of Finance

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
Health and Social Care Board Capital Expenditure and Disposal of Assets	Approve ICT Investment Strategy	Within Department of Health, Social Services and Public Safety indicative financial parameters	Director of Performance Management and Service Improvement
Disposal of Health and Social Care Board Assets	Consider submissions, approve decision and means of disposal	Net book value in excess of £50,000	Director of Finance

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
Governance and Audit Arrangements			
Assurances on Internal Control	Receive assurances on adequacy and effectiveness of system of internal control	From Governance and Audit Committee	Chief Executive
Statements on Internal Control	Approve the Governance and Audit Work Plans for the Board	Recommended for approval by Governance and Audit Committee in time to meet DHSSPS reporting timetable.	Chief Executive/Programme Director for Corporate Management
Annual Accounts (and supporting Financial excerpt in the Annual Report)	Approve for submission to Department of Health, Social Services and Public Safety and for inclusion in Annual Report	Recommended for approval by Governance and Audit Committee. To include detailed scrutiny of reconciliation to Board approved Financial Plan	Chief Executive / Director of Finance
Report to those charged with Governance	Consider recommendations and approve requisite action plan and response to External Auditor	Each year following recommendation by Governance and Audit Committee	Director of Finance/Programme Director for Corporate Management
Fraud Prevention and Detection.	Receive assurance from the Governance and Audit Committee	Annual report to Committee	Director of Finance

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
2.2.4	Corporate Governance, Personal Behaviour and Conduct		
To ensure that high standards of corporate governance and personal behaviour are maintained in the conduct of the business of the whole organisation.			
	Schedule of Matters Reserved to the Board	Approve new or revised versions	Following consideration and approval by Governance and Audit Committee
	Scheme of Delegation of Powers	Approve new or revised versions	Following consideration and approval by Governance and Audit Committee
	Standing Financial Instructions	Approve new or revised versions	Following consideration and approval by Governance and Audit Committee
	Conduct of Board Meetings	Approve new or revised versions	If / When required or revised
	Scheme of Delegation of Specific Statutory Functions.	Approve new or revised versions and submission to DHSSPS for approval.	Within 3 months of new legislation being implemented.

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

MAHI - STM - 097 - 432

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
Board Committees	<p>Approve establishment, terms of reference, membership and reporting arrangements of Board Committees:</p> <ul style="list-style-type: none"> • Governance and Audit Committee • Local Commissioning Groups • Remuneration and Terms of Service Committee • Pharmacy Practices Committee • Reference Committee • Disciplinary Committee (Interim Arrangements to remain until DHSSPS revise regulatory framework for 	<p>Following recommendation for approval by Governance and Audit Committee and for submission to DHSSPS for final approval</p> <p>Circular HPSS PDD 8/94</p> <p>Section 9 Health and Social Care (Reform) Act NI 2009 & Article 18 of the 1972 Order</p> <p>Circular HPSS PDD 8/94</p> <p>Pharmaceutical Services Regulations (NI) 1997</p> <p>Disciplinary Procedures Regulations (NI) 1996 (3. (3))</p> <p>Paragraph 7 (1) Health and Social Care (Reform) Act (NI) 2009</p>	Chief Executive

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
	Dentists, Optometrists and Community Pharmacists • Review Panel (from 1 January 2011)	HPSS (PMPL) (Amendment) (NI) Regulations 2008	
Board Sub Committees (defined as a committee of a Committee)	Approve establishment, terms of reference, membership and reporting arrangements of Board Committees	Section 8 of Health and Social Care (Reform) Act (NI) 2009.	Chief Executive/ Programme Director for Corporate Management
Advisory and Other Committees	There may be a range of committees that advise the Board. These may be set up by statute or regulation but are not delegated a power reserved to the Board eg., Local Medical Committees, Governance Officer Group, Regional Primary Medical Performers List Advisory Group.	Appropriate advice notified to Board.	Appropriate Executive Director

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
Declaration of Chair and Members' Interests	Board Members' Interests to be declared and recorded in minutes. Within 4 weeks of a change or addition; to be entered in Register available for scrutiny by public in HSCB offices, at Board meetings and on HSCB website.	Code of Conduct and Code of Accountability (1994)	Board Members
Implementation of measures to ensure authorised officers behave with propriety eg., withdrawal from discussion where there is a potential/perception of conflict of interest	Approve measures to ensure that all Directors and staff are aware of the public service values which must underpin their conduct.	Code of Conduct and Code of Accountability 1994	Chief Executive
Concerns of Staff and Others	Ensure arrangements are in place to guarantee that concerns expressed by staff and others are fully investigated and acted upon as appropriate and that all staff are treated with respect.	The Public Interest Disclosure (NI) Order 1998 (Whistleblowing)	Chief Executive

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON	
2.2.5	Appoint, Appraise and Remunerate Senior Executives To put in place systems to <i>appoint, appraise and remunerate senior executives</i>			
Executive Director Appointments		Ensure that proper arrangements are in place for the composition of interview panels for the appointment of Executive Directors.	Panel composition in accordance with Health and Social Care Board selection and recruitment policies.	Chief Executive
Terms and Conditions		Scrutinise decisions of the Remuneration and Terms of Service Committee	Remuneration and Terms of Service Committee	Chair of Board
Remuneration	Scrutinise decisions of the Remuneration and Terms of Service Committee for the total remuneration package of Executive Directors to assure compliance with Ministerial/DHSSPS direction	Annually in line with current approved terms including Salary review and Performance Related Pay arrangements Including any termination payments	Chair of Board	

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
<p>2.2.6 Dialogue with Local Community To ensure that there is <i>effective dialogue between the organisation and the local community</i> on its plans and performance and that these are responsive to the community's needs."</p>		<p>Monthly or as agreed by Board. Only exceptional categories of items to be considered in a section of the meeting not open to the public</p>	<p>Chair</p>
	<p>To hold meetings in public</p>	<p>Annually or to be determined</p>	<p>Chair</p>
	<p>To convene a meeting with the Patient and Client Council To receive Department of Health, Social Services and Public Safety approval to a Consultation Scheme for the Health and Social Care Board and approve a Health and Social Care Board Personal and Public Involvement Strategy</p>	<p>Section 19 and 20 Health and Social Care (Reform) Act (NI) 2009</p>	<p>Head of Corporate Services</p>

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
Annual Report	Approve report	To be signed by Chair and Chief Executive and submitted to the Department of Health, Social Services and Public Safety by due date	Chief Executive/Head of Corporate Services
Monitoring of Services	Ensure dissemination of service monitoring and other relevant reports to a cross section of interest groups and community organisations	Reports and follow up of specific issues on an "as needs" basis.	Chief Executive / other appropriate Executive Directors

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
2.2.7 Additional Functions			
Statutory Responsibilities All responsibilities placed upon the Board through statute for which a formal Scheme of Delegation is not in place.	As defined in statute.	As relevant to specified statutory responsibilities.	Appropriate Director
Pharmacy Minor and Temporary relocations of pharmacy premises	Granting of applications	Criteria laid down in the Pharmaceutical Services Regulations (NI) 1997	Director of Integrated Care MAHI - STM - 097 - 438
Appointment of Members to Board Committees	Approval of Appointment of Members to Board Committees where such persons are not members of the Health and Social Care Board for onward submission to the Department of Health, Social Services and Public Safety for formal approval.	Schedule 1, Section 7, Health and Social Care (Reform) Act (NI)	Head of Corporate Services

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
Social Services Children's Services Plan	Prepare and publish , with copy to DHSSPS	Three Yearly	Director of Social Care and Children
Review of Children's Services Plan	Prepare and publish, with copy to DHSSPS.	Annual	Director of Social Care and Children
Area Child Care Partnership Plan	Prepare and publish with copy to DHSSPS/Department of Education.	Three Yearly	Director of Social Care and Children
Corporate Parenting Report	Prepare and publish report with copy to DHSSPS (annual).	Annual	Director of Social Care and Children
Regional Child Protection Committee report	Prepare and publish report with copy to DHSSPS	Annual	Director of Social Care and Children

3. POWERS DELEGATED BY THE BOARD

3.1 Arrangements for Delegation by the Board

- 3.1.1. Introduction**
- 3.1.2. Delegation to Committees**
- 3.1.3. Delegation to Officers**
- 3.1.4. Decision Tree Flowchart**

3.2. Chief Executive's Scheme of Delegation

3.3. Administrative Schemes of Delegation

3.4 Financial Schemes of Delegation

3.5. Cash Management Reserved to DHSSPS

3.1 Arrangements for Delegation by the Board

3.1.1 Introduction

The HPSS (NI) Order 1972, the HPSS (NI) Orders 1991 and 1994 and the Health and Social Care (Reform) Act (Northern Ireland) 2009 allow for the functions of the Board to be carried out on behalf of the Board by other people and bodies, in the following ways:

Subject to such directions as may be given by the Department of Health, Social Services and Public Safety, the Health Social Care Board may make arrangements for the exercise, on its behalf, of any of its functions by a Committee, sub-Committee or joint Committee, appointed by virtue of Standing Order 4.1 or the Chief Executive in each case subject to such restrictions and conditions as the Board thinks fit.

- by a Committee or sub Committee or officer of the Board;
- by a joint Committee or joint sub Committee of the Board and one or more other organisations.

Where functions are delegated, this means that although the carrying out of the function (i.e. day to day running) is delegated to another body, the Board retains the responsibility for the service.

The Board of the Health and Social Care Board may also delegate statutory functions to Health and Social Care Trusts in accordance with the provisions of the HPSS (NI) Order 1994.

3.1.2 Delegation to Committees

The Board shall, in accordance with Para 7 of Schedule 1 of the Health and Social Care (Reform) Act (NI) 2009 appoint a number of committees.

The Health and Social Care Board has established the following Committees:

- Local Commissioning Groups
 - Belfast
 - Northern
 - Southern
 - South Eastern
 - Western
 - Governance and Audit Committee
 - Remuneration and Terms of Service
 - Reference Committee
 - Pharmacy Practices Committee
 - Review Panel
-
- Disciplinary Committee (Interim Arrangements)

The Terms of Reference pertaining to each are set out in the appendices to the Standing Orders.

The Board may also establish other Committees or sub-Committees as appropriate, including a Joint Committee or a Joint sub-Committee between the Health and Social Care Board and the Public Health Agency to facilitate inter-organisational working.

The Board shall agree any amendment to the delegation of executive powers to be exercised by Committees, or sub-Committees, or Joint Committee, which it has formally constituted, as part of the annual review of Standing Orders, or as required. The Board shall approve the constitution and Terms of Reference of these Committees, or sub-Committees, or Joint Committee, and their specific executive powers.

3.1.3 Delegation to Officers

The Chief Executive shall exercise those functions of the Board, which are not reserved to the Board or delegated to a Committee, sub-Committee or Joint Committee, on behalf of the Board.

The Chief Executive shall determine which function he/she shall perform personally and shall delegate to nominated officers the remaining functions for which he/she shall still retain accountability to the Board.

The Chief Executive shall prepare a Scheme of Delegation identifying arrangements and who will be responsible for affecting these arrangements through Senior Management Team and to ensure appropriate training for Board Officers.

Nothing in the Scheme of Delegation shall impair the discharge of the direct accountability to the Board by the Director of Finance, the Director of Commissioning, Director of Social Care and Children, Director of Performance Management and Service Improvement, Director of Integrated Care, Head of Corporate Services or any other Director or Officer to provide information and advise the Board in accordance with statutory requirements. Outside these statutory requirements the roles of the Director of Finance, Director of Commissioning, Director of Social Care and Children, Director of Performance Management and Service Improvement, Director of Integrated Care, Head of Corporate Services and all other Directors and Officers shall be accountable to the Chief Executive for operational matters.

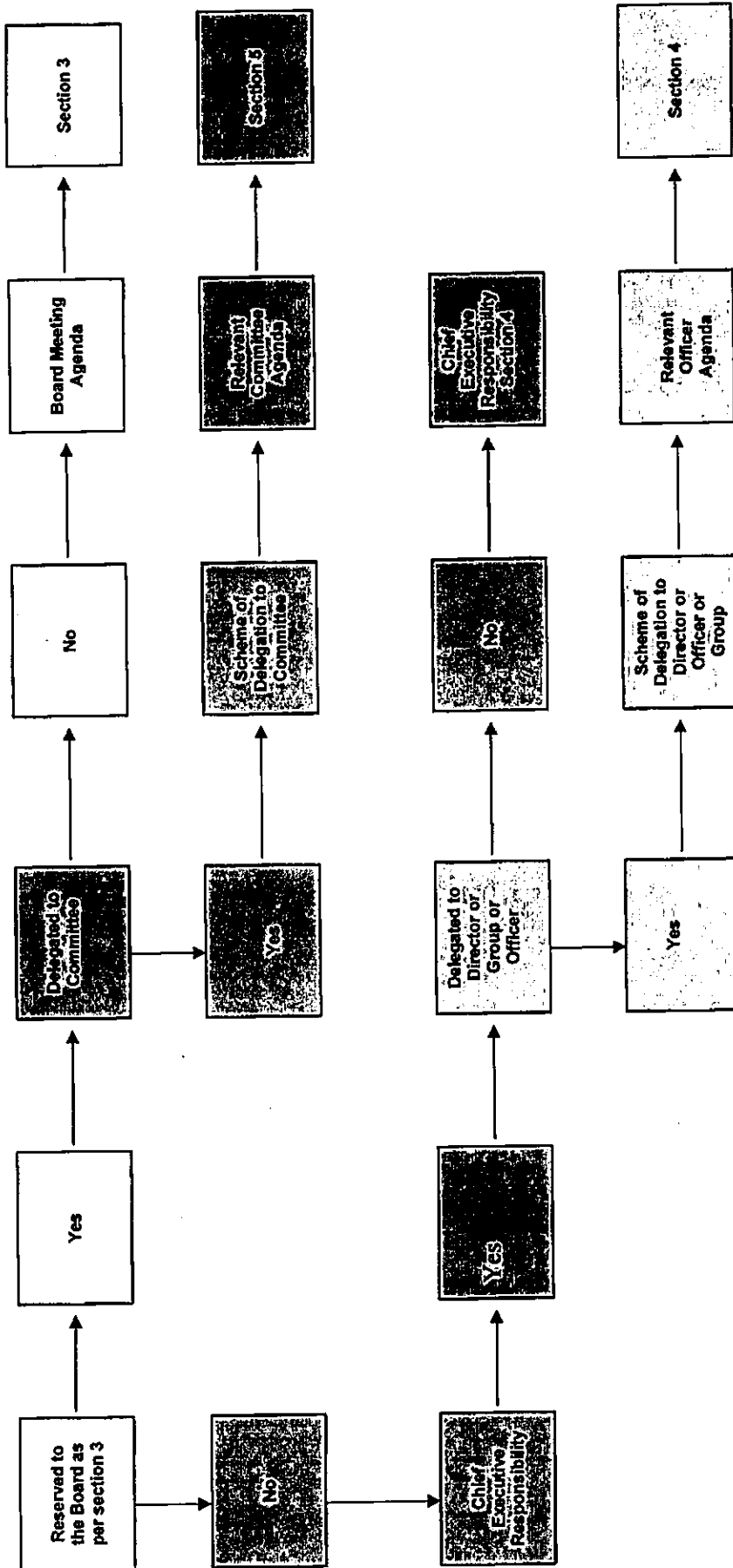
The arrangements made by the Board as set out in the "Powers Reserved to the Board and Powers Delegated by the Board" (Sections 2 and 3) shall have effect as if incorporated in these Standing Orders.

3.1.4 Decision Tree - Flowchart

The flowchart overleaf seeks to show the decision tree for the powers and responsibilities that are:

- reserved to the Board;
- delegated by the Board to Committees;
- exercised by the Chief Executive for which he/she is personally accountable to the Board;
- delegated by the Chief Executive to nominated officers;
- Specific Officer Responsibility for example Director of Social Care and Children

3.1.4 Decision Tree Flowchart



3.2 Chief Executive's Scheme of Delegation

The Chief Executive will delegate specific areas of the Health and Social Care Board's responsibilities which are not reserved to the Board and may be delegated to a Director, Group or Officer. The Scheme of Delegation is at Appendix 1 and follows the purple section of the Decision Tree Flowchart.

3.3 Administrative Schemes of Delegation

3.3.1 Custody of Seal

The Common Seal of the Health and Social Care Board shall be kept by the Chief Executive [or Secretary] in a secure place.

3.3.2 Sealing of Documents

The Seal of the Health and Social Care Board shall not be fixed to any documents unless the sealing has been authorised by a resolution of the Board or of a Committee, thereof or where the Board has delegated its powers. Before any building, engineering, property or capital document is sealed it must be approved and signed by the Director of Finance (or an Officer nominated by him/her) and authorised and countersigned by the Chief Executive (or an Officer nominated by him/her who shall not be within the originating directorate).

3.3.3 Register of Sealing

An entry of every sealing shall be made and numbered consecutively in a book provided for that purpose, and shall be signed by the persons who shall have approved and authorised the document and those who attested the seal. A report of all sealings shall be made to the Board at least quarterly. The report shall contain details of the seal number, the description of the document and date of sealing.

3.3.4 Signature of Documents

Where the signature of any document shall be a necessary step in legal proceedings involving the Health and Social Care Board, it shall be signed by the Chief Executive, unless any enactment otherwise requires or authorises, or the Board shall have given the necessary authority to some other person for the purpose of such proceedings.

The Chief Executive or nominated officers shall be authorised, by resolution of the Board, to sign on behalf of the Board any agreement or other document not requested to be executed as a deed, the subject matter of which has been approved by the Board or any Committee, sub-Committee or standing Committee thereof or where the Board has delegated its powers on its behalf.

3.3.5 Delegation of Budgets for Board Administration

Each year on behalf of the Chief Executive, the Director of Finance will bring forward for the consideration and approval of the Senior Management Team, a schedule of budgetary delegation to individual Directors of the Board's budget for management and administration expenditure within the financial limits specified by the Department of Health, Social Services and Public Safety.

3.3.6 Procedure for Delegating Power to Authorise and Approve Administrative Expenditure

Each year on behalf of the Chief Executive, the Finance Director will bring forward for the consideration and approval of the Senior Management Team, a schedule of delegated authority for authorisation and approval of specific expenditure by Director - nominated individuals and their associated authorisation and approval limits. Following approval these will be shared with the Business Services Organisation to ensure only authorised individuals commit the Board to expenditure within approved monetary limits

3.3.7 Procedure for Tendering and Contracting

Procedures for tendering and contracting are set out in Section 8 of the Standing Financial Instructions. The tendering and contracting for most services and supplies to the Health and Social Care Board will be undertaken by Regional Supplies Service of the Business Services Organisation in its role as a recognised centre of procurement expertise. Certain specified areas of procurement eg care service commissioning/procurement will be reserved to the Board/Chief Executive and delegated to nominated Committees/Officers of the Board.

3.3.8. Use of External Consultants MMU STM - 097 - 446

External consultancy services, including the widely used term "Management Consultants" are provided by an external supplier/provider, individual, agency, or firm for a limited period of time to carry out a specific or "one off" task or project. DHSSPS Circular HSS (F) 40/2009 provides extensively revised guidance on the engagement of external consultants by Health and Social Care organisations and specifies the delegated limits within which the Health and Social Care Board may select and appoint consultants, using its Tendering and Contracting procedure. Specific Accounting Officer approval must be obtained for ALL projects prior to the involvement of an External Consultant. The Board and its Officers must ensure that appropriate prior authority is sought from the Department of Health, Social Services and Public Safety in advance of appointing External Consultants where the contract exceeds £20,000.

3.3.9. ICT and ICT Related Investment and Expenditure

The Health and Social Care Board is responsible for the preparation and implementation of a Department of Health, Social Services and Public Safety approved ICT strategy for the wider Health and Social Care, within the capital and revenue resources made available by the Minister. These resources may be supplemented by both capital and revenue resource transfers from general allocations available to Health and Social Care bodies.

The approval of the Health and Social Care ICT Investment Strategy is reserved to the Board. The approval of Business Cases and associated capital investment and expenditure is delegated to the Chief Executive within the parameters of the approved strategy, Department of Health, Social Services and Public Safety directions and available capital and revenue allocations.

The Administrative Schemes of Delegation for Sections 3.3.5 – 3.3.8 are in Appendix 2 and follow the blue section in the Decision Tree Flowchart.

3.4 Financial Schemes of Delegation

3.4.1 Procedure for Delegation of Care Budgets

Each year, on behalf of the Health and Social Care Board, the Director of Finance will bring forward for consideration and approval by the Senior Management Team, a scheme of budgetary delegation to Local Commissioning Groups of the Health and Social Care Board's budget for care commissioning, consistent with the Health and Social Care Board's Commissioning Plan and any Department of Health, Social Services and Public Safety earmarking and capitation funding requirements

3.4.2 Procedure for Care Commissioning

Procedures for commissioning of care services are set out in section 10 of the Standing Financial Instructions. Each year, on behalf of the Health and Social Care Board, the Director of Commissioning will prepare for consideration and approval of the Senior Management Team, a schedule of care services, distinguishing between those where commissioning is delegated to Local Commissioning Groups and those which are commissioned regionally on behalf of Local Commissioning Groups.

The Financial Schemes of Delegation for Sections 3.4.1 – 3.4.4 are in Appendix 3 and follow the blue section in the Decision Tree Flowchart.

3.5. Cash Management Reserved to Department of Health, Social Services and Public Safety

The responsibility for the authorisation and approval of Cash Advances to Health and Social Care bodies is reserved to the Department of Health, Social Services and Public Safety.

4. BOARD COMMITTEES

The arrangements for Powers Delegated to Committees on behalf of the Board are outlined in the pink section of the Decision Tree Flowchart.

4.1 Appointment of Committees

4.2 Committees

4.1 Appointment of Committees

Subject to such directions as may be given by the Minister, the Board may and, if directed by the Department of Health, Social Services and Public Safety, shall appoint Committees of the Board, or together with one or more other bodies appoint a joint Committee consisting, in either case, wholly or partly of the Chair and members of the Board or other bodies or wholly of persons who are not members of the Board or other bodies in question.

A Committee or joint Committee appointed under this Standing Order may, subject to such directions as may be given by the Minister, the Board or other bodies, appoint sub-Committees consisting wholly or partly of members of the Committee or joint Committee (whether or not they are Members of the Board or other bodies in question) or wholly of persons who are not Members of the Board or other bodies or the Committee of the Board or other bodies in question.

The Standing Orders of the Health and Social Care Board, as far as they are applicable, shall apply, as appropriate, to meetings of Committees established by the Board.

Each Committee shall have such terms of reference and powers, membership and be subject to such reporting back arrangements as the Board shall decide. The Terms of Reference for each Committee are incorporated as Appendices to the Standing Orders.

Where Committees are authorised to establish sub-Committees they may not delegate executive powers to the sub-Committee unless expressly authorised by the Board.

The Board shall approve the appointments to each of the Committees, which it has formally constituted. Where the Board determines, and regulations permit, that persons, who are neither members nor officers, shall be appointed to a Committee the terms of such appointment shall be within the powers of the Board as defined by the Minister. The Board shall define the powers of such appointees and shall agree the terms of their remuneration and/or reimbursement for loss of earnings and/or expenses.

Where the Board is required to appoint persons to a Committee and/or to undertake statutory functions as required by the Minister, and where such appointments are to operate independently of the Board such appointment shall be made in accordance with the regulations laid down by the Minister.

4.2 Committees

Board Committees

	Refer to Appendix
• Governance and Audit Committee	4
• Local Commissioning Groups	5
• Pharmacy Practices Committee	6
• Reference Committee	7
• Remuneration and Terms of Service Committee	8
• Review Panel	9
• Disciplinary Panel (Interim Arrangements)	10

Sub Committees

Joint Committees

- To be determined

5. CONDUCT OF BOARD BUSINESS

5.1 Constitution and Remit of the Health and Social Care Board

5.2 Procedures for Meetings

5.1 Constitution and Remit of the Health and Social Care Board

5.1.1 Constitution

All business shall be conducted in the name of the Health and Social Care Board.

All funds received in trust shall be held in the name of the Board as corporate trustee of the Health and Social Care Board.

5.1.2 Remit

The powers of the Health and Social Care Board established under statutory instruments shall be exercised by the Board meeting in public session except as otherwise provided for in Standing Order 5.2.15.

The Board shall define and regularly review the functions it exercises on behalf of the Minister.

The Board has resolved that the Board may only exercise certain powers and decisions in formal session. These powers and decisions are set out in "Powers Reserved to the Board" (Section 2) and have effect as if incorporated into the Standing Orders.

5.1.3 Composition of the Board

The Department of Health, Social Services and Public Safety determines the composition of the Board which is currently as follows:

- a) A Chair appointed by the Department of Health, Social Services and Public Safety
- b) A prescribed number of persons appointed by the Department of Health, Social Services and Public Safety
- c) Chief Executive of the Health and Social Care Board
- d) A prescribed number of officers appointed by the HSCB; and

- e) Not more than a prescribed number of other Officers of the Health and Social Care Board appointed by the Chair and Members specified in b) and c) above.

Except insofar as regulations otherwise provide, no person who is an Officer of the Health and Social Care Board may be appointed under paragraphs a) or b) above. Regulations may provide that all or any of the persons appointed under b) above must fulfil prescribed conditions or hold posts of a prescribed description.

5.1.4 The Board's Senior Management Team comprises:

- the Chief Executive; and
- the Director of Finance, Director of Commissioning, Director of Social Care and Children, Director of Performance Management and Service Improvement, Director of Integrated Care, Head of Corporate Services and any other Officer whom the Chief Executive determines should be a member of the Senior Management Team.

5.2 Procedures for Meetings - Contents

- 5.2.1 Code of Practice on Openness
- 5.2.2 Open Board Meetings
- 5.2.3 Conduct of Meetings
- 5.2.4 Calling of Meetings
- 5.2.5 Setting Agenda
- 5.2.6 Petitions
- 5.2.7 Notice of Meetings
- 5.2.8 Notice of Motion
- 5.2.9 Deputations and Speaking Rights
- 5.2.10 Admission of the Public and media
- 5.2.11 Attendance of others
- 5.2.12 Chair of Meeting
- 5.2.13 Quorum
- 5.2.14 Record of attendance
- 5.2.15 Confidential Section of meetings
- 5.2.16 Motions
- 5.2.17 Voting
- 5.2.18 Joint Members
- 5.2.19 Suspension of Standing Orders
- 5.2.20 Minutes
- 5.2.21 Committee Minutes
- 5.2.22 Variation and Amendment of Standing Orders
- 5.2.23 Appointments
- 5.2.24 Potential Conflict of Interests

5.2.1 Code of Practice on Openness

The Board shall pursue the aims of the Code of Practice on Openness: *"...to ensure that people may easily obtain an understanding of all services that are provided by the HPSS and, particularly, changes to those services that may affect them or their families"*.

The Board shall accept the strong duty imposed on it by the Code to be positive in providing access to information; the presumption shall be in favour of openness and transparency in all its proceedings.

5.2.2 Open Board Meetings

The Health and Social Care Board shall hold all its Board meetings public, although, certain issues may be taken in a confidential section of the meeting (See Standing Order 5.2.15). The notice and agenda for public Board Meetings shall be posted on the Health and Social Care Board website www.hscboard.hscni.net in advance of the meeting and provided, on request to members of the public .

Public meetings shall be held in easily accessible venues across the region and at times when the public are able to attend. (Code of Practice on Openness; Annex A, para 3.1)

5.2.3 Conduct of Meetings

Proceedings shall be in accordance with section 54 (1) and (2) of the Health and Social Services Act (Northern Ireland) 2001 which provides that sections 23 to 27 of the Local Government Act (Northern Ireland) 1972 (c9) shall also apply. This is specified in the Guidance on Implementation of the Code of Practice on Openness, Annex A para. 2.3.

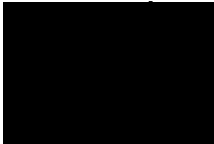
The Code of Practice on Openness is not statutory, it does not set aside restrictions on disclosure, which are based in law and decisions shall rest on judgement and discretion. (See Guidance on implementation of the Code of Practice on Openness, para 9.3).

5.2.4 Calling of Meetings

Ordinary meetings of the Board shall be held at such times and places as the Board may determine although, as good practice, some meetings may be held outside normal working hours to facilitate wider attendance by the general public. The Board shall pay particular attention to the commitments within its Equality Scheme when calling meetings.

The Chair may call a meeting of the Board for a special purpose, including in the event of an emergency, at any time.


The notice and agenda for such a meeting shall be conveyed to members and posted on the Health and Social Care Board www.hscboard.hscni.net website as far in advance of the meeting as the circumstances shall allow.

 If requested by at least one third of the whole number of Members, the Chair shall call a meeting of the Board for a special purpose. If the Chair refuses to call a meeting or fails to do so within seven days after such a request, such one third or more Members may forthwith call a meeting.

5.2.5 Setting the Agenda

The Board may determine or may be directed to ensure that certain matters shall appear on every agenda for a meeting of the Board. If so determined these matters shall be listed as an appendix to the Standing Orders. (Appendix 11)

A Member desiring a matter to be included on an agenda shall normally make his / her request in writing to the Chair on at least 14 clear days before the meeting. The request may include appropriate supporting information and a proposed motion. It may also note any grounds which would necessitate the item of business being dealt with in a confidential section of the meeting. Requests made less than 14 days before a meeting may be included on the agenda at the discretion of the Chair.

 The agenda and supporting papers shall be despatched to members 5 working days in advance of the meeting, but shall certainly be despatched no later than 3 working days beforehand, except in an emergency.

The Board shall agree an annual schedule of public meetings which shall be published in the press and posted on the Health and Social Care Board website www.hscboard.hscni.net.

The notice and agenda for each meeting shall be posted on the Health and Social Care Board website www.hscboard.hscni.net 5 working days before the meeting. On request from the press or a member of the public, a copy of the agenda for the public Board Meeting shall be supplied.

5.2.6 Petitions

Where the Board has received a petition the Chair shall include the petition as an item on the agenda for the next Board meeting, providing it is appropriate for consideration by the Board. The Chair shall advise the meeting of any petitions that are not granted and the grounds for refusal.

5.2.7 Notice of Meetings

Before each meeting of the Board, a notice of the meeting, specifying the business proposed to be transacted at it, and any motions relating to it, and signed by the Chair or by an Officer of the Board authorised by the Chair to sign on his/her behalf shall be delivered to each member and posted on the Health and Social Care Board web site www.hscboard.hscni.net at least 5 working days before the meeting.

Absence of service of the notice on any Member shall not affect the validity of a meeting. Failure to serve such a notice on more than three Members shall invalidate the meeting. A notice shall be presumed to have been served one day after posting.

In the case of a meeting called by Members in default of the Chair, those Members shall sign the notice and no business shall be transacted at the meeting other than that specified in the notice.

5.2.8 Notices of Motion

With reference to matters included in the notice of meetings, a Member of the Board may amend or propose a motion in writing at least 10 clear days before the meeting to the Chair. All notices so received shall be inserted in the agenda for the meeting, subject to the notice being permissible under the appropriate regulations. This paragraph shall not prevent any motion being moved during the meeting, without notice, on any business mentioned on the agenda.

5.2.9 Deputations and Speaking Rights

Deputations from any meeting, association, public body or an individual may be permitted to address a public meeting of the Board provided notice of the intended deputation and a summary of the subject matter is given to the Board at least two clear days prior to the meeting and provided that the Chair of the Board is in agreement. The specified notice may be waived at the discretion of the Chair.

In normal circumstances this facility shall be confined to the making of a short statement or presentation from the members of the deputation and making a copy of the presentation available in advance of the meeting. The Chair shall determine the actual allotted time and if the deputation has sufficiently covered the issue.

5.2.10 Admission of the Public and Media

The Board shall undertake the necessary arrangements in order to encourage and facilitate the public at open Board meetings. Reasonable facilities shall be made available to enable representatives of the press and broadcasting media to report the meetings.

The Chair shall give such directions as he/she thinks fit in regard to the arrangements for meetings and accommodation of the public and representatives of the press and broadcasting media, with due regard to the health and safety of all, to ensure that the Board's business shall be conducted without interruption and disruption and, without prejudice to the power to exclude on grounds of the confidential nature of the business to be transacted, the public shall be required to withdraw upon the Board resolving as follows:

"That in the interests of public order the meeting adjourns for (the period to be specified) to enable the Board to complete business without the presence of the public."

Nothing in these Standing Orders shall require the Board to allow members of the public or representatives of the press and broadcasting media to record proceedings in any manner whatsoever, other than in writing, or to make an oral report of proceedings as they take place from within the meeting, without prior agreement of the Chair.

5.2.11 Attendance of Others

The Director of Integrated Care, Head of Corporate Services, Local Commissioning Group Chairs, and the Public Health Agency's Executive Medical Director/Director of Public Health and Director of Nursing and Allied Health Professions are in attendance. Other Officers from the Health and Social Care Board, Public Health Agency, HSC Trusts, the Patient and Client Council and the Business Support Organisation may attend and participate in meetings of the Board of the Health and Social Care Board at the discretion of the Chair.

5.2.12 Chair of Meeting

At any meeting of the Board, the Chair, if present, shall preside. In the absence of the Chair the Vice Chair, if previously appointed, shall preside, if not previously appointed then such Member (who is not also an Officer of the Board) as the Chair may nominate shall preside or if no such nomination has been made, such Non Executive Member as those members present shall choose, shall preside.

If the Chair is absent temporarily on the grounds of a declared conflict of interest such Non-Executive Member as the Members shall choose shall preside.

5.2.13 Quorum

No decisions may be taken at a meeting unless at least one-third of the whole number of the Chair and voting Members appointed, (including at least one Non-Officer Member and one Officer Member) are present.

An Officer in attendance for an Officer Member but without formal acting up status may not count towards the quorum. If the Chair or Member has been disqualified from participating in the discussion on any matter and / or from voting on any resolution by reason of the declaration of a conflict of interest, he / she shall no longer count towards the quorum. If a quorum is then not available for the passing of a resolution on any matter, that matter may be discussed further but not voted upon at that meeting. Such a position shall be recorded in the minutes of the meeting.

5.2.14 Record of Attendance

A record of the names of the Chair (Vice-Chair), and Members present at the meeting shall be noted in the minutes and, if necessary, the point at which they join, leave or resume their place at the meeting shall also be noted.

5.2.15 Confidential Section of Meetings

The Board may by resolution exclude the public or representatives of the press or broadcasting media from a meeting (whether during the whole or part of the proceedings at the meeting) on one or more of the following grounds:

- By reason of the confidential nature of the business to be transacted at the meeting.
- When publicity would be prejudicial to the public interest.
- For such special reasons as may be specified in the resolution arising from the exceptional nature of the business to be transacted or of the proceedings at the meeting.

5.2.16 Motions

The mover of a motion shall have a right of reply at the close of any discussion on the motion or any amendment thereto.

When a motion is under discussion or immediately prior to discussion it shall be open to a member to move:

- An amendment to the motion
- The adjournment of the discussion or the meeting
- That the meeting proceed to the next business (+)
- The appointment of an ad hoc Committee to deal with a specific item of business
- That the motion be now put (+)
- A motion resolving to exclude the public (including the press).

In the case of sub-paragraphs denoted by (+) above: to ensure objectivity, only a Member who has not previously taken part in the debate may put motions.

No amendment to the motion shall be admitted if, in the opinion of the Chair of the meeting, the amendment negates the substance of the motion.

When an adjourned item of business is re-commenced or a meeting is reconvened, any provisions for deputations or speaking rights, not previously undertaken, or other arrangements shall be treated as though no interruption had occurred.

Withdrawal of Motion or Amendments - The proposer may withdraw a motion or amendment once moved and seconded with the concurrence of the seconder and the consent of the Chair.

Motion to Rescind a Resolution - Notice of motion to amend or rescind any resolution (or the general substance of any resolution) that has been passed within the preceding 6 calendar months, shall bear the signature of the Member who gives it and also the signature of 4 other Board Members.

When any such motion has been disposed of by the Board, it shall not be appropriate for any member other than the Chair to propose a motion to the same effect within 6 months, however the Chair may do so if he considers it appropriate.

Chair's Ruling - Statements of Members made at meetings of the Board shall be relevant to the matter under discussion at the material time and the decision of the Chair of the meeting on questions of order, relevancy, regularity and any other matters shall be final.

5.2.17 Voting

Every item or question at a meeting shall be determined by the Chair seeking the general assent of voting members or the expression of a wish to proceed to a vote. A vote shall be determined by the majority of the votes of the Chair (Vice-Chair) of the meeting and members present and voting on the question; in the case of the number of votes for and against a motion being equal, the Chair of the meeting shall have a second or casting vote.

All questions put to the vote shall, at the discretion of the Chair of the meeting, be determined by oral expression or by a show of hands. A paper ballot may also be used if a majority of the members present so request.

If at least one third of the Members present so request, the voting (other than by paper ballot) on any question may be recorded to show how each Member present voted or abstained.

If a Member so requests, his / her vote shall be recorded by name upon any vote (other than by paper ballot).

In no circumstances may an absent member vote by proxy. Absence is defined as being absent at the time of the vote.

An Officer who has been appointed formally by the Board to act up for an Officer Member during a period of incapacity or temporarily to fill an Officer Member vacancy, shall be entitled to exercise the voting rights of the officer member. An Officer attending the Board to represent an Officer Member during a period of incapacity or temporary absence without formal acting up status may not exercise the voting rights of the Officer Member. An Officer's status when attending a meeting shall be recorded in the minutes.

5.2.18 Joint Members

Where more than one person shares the office of a Member of the Board jointly:

- either or both of those persons may attend or take part in meetings of the Board;
- if both are present at a meeting they shall cast one vote if they agree;
- in the case of disagreement no vote shall be cast;
- the presence of one or both of those persons shall count as the presence of one person for the purposes of a quorum.

5.2.19 Suspension of Standing Orders

Except where this would contravene any statutory provision or any direction made by the Department of Health, Social Services and Public Safety, one or more of the Standing Orders may be suspended at any meeting, provided that at least two-thirds of the Board are present, including one Officer and one Non-Officer Member, and that a majority of those present vote in favour of suspension.

// A decision to suspend Standing Orders shall be recorded in the minutes of the meeting.

A separate record of matters discussed during the suspension of Standing Orders shall be made and shall be available to the Chair and Members of the Board.

No formal business may be transacted while Standing Orders are suspended.

The Governance and Audit Committee shall review every decision to suspend Standing Orders.

5.2.20 Minutes

The Minutes of the proceedings of a meeting shall be drawn up and submitted for agreement at the next ensuing meeting where the person presiding at it shall sign them.

No discussion shall take place upon the minutes except upon their accuracy or where the Chair considers discussion appropriate. Any amendment to the minutes shall be agreed and recorded at the next meeting.

Minutes shall be circulated in accordance with members' wishes. A copy of the approved minutes of a public Board Meeting shall be placed on the HSC Board website www.hscboard.hscni.net. Where providing a record of a public meeting the minutes shall be made available to the public upon request as required by Code of Practice on Openness in the HPSS and the Freedom of Information Act 2000.

5.2.21 Committee Minutes

The minutes of all Board Committee meetings shall be approved as follows:

- The draft minutes shall be presented to the appropriate Committee of the Board or to the confidential section of the next Board meeting following the meeting of the committee.
- The approved minutes shall be presented to the public Board meeting immediately following the committee approval except where confidentiality needs to be expressly protected.

5.2.22 Variation and Amendment of Standing Orders

These Standing Orders shall be amended only if:

- a notice of motion under the appropriate Standing Order has been given;
- no fewer than half the total of the Board's Non-Officer Members vote in favour of amendment;
- at least two-thirds of the Board Members are present; or
- the variation proposed does not contravene a statutory provision or direction made by the Department of Health, Social Services and Public Safety.

5.2.23 Appointments

Appointment of the Chair and Members, and Terms of Office -

The legislative provisions governing the appointment of the Chair and members, and their terms of office, are contained in Schedule 1, paras 3-6 of the Health and Social Care (Reform) Act (Northern Ireland) 2009. Non-Executive appointments are made in accordance with the Code of Practice, issued by the Commissioner for Public Appointments for Northern Ireland.

Appointment of Vice-Chair - Subject to the following, the Chair and Members of the Board may appoint one of their number, who is not also an Officer Member of the Board, to be Vice-Chair, for such period, not exceeding the remainder of his / her term as a Member of the Board, as they may specify on appointing him / her.

Any Member so appointed may at any time resign from the office of Vice-Chair by giving notice in writing to the Chair. The Chair and Members may thereupon appoint another Member as Vice-Chair in accordance with the provisions above.

If no Vice-Chair is available and the Chair is unable to conduct a Board meeting, Members shall appoint one from among the Non Executive Members present to act as Chair for that meeting.

If no meeting is scheduled or the Chair is not available and the Chief Executive needs to take advice on an urgent matter, the Chief Executive may obtain the agreement of Non-Executive Members to appoint one of their number as Chair for this purpose.

Where the Chair of the Board has died or has ceased to hold office, or where he/she has been unable to perform his/her duties as Chair owing to illness, absence from Northern Ireland or any other cause, the Vice-Chair, if previously appointed, shall act as Chair until a new Chair is appointed or the existing Chair resumes his/her duties, as the case may be. If not previously appointed the Board may appoint one of their number, who is not also an Officer Member of the Board, to be Chair, for such period.

Joint Members - Where more than one person is appointed jointly to a post in the Board which qualifies the holder for officer membership or in relation to which an officer member is to be appointed, those persons shall become appointed as an officer member jointly, and shall count for the purpose of Standing Orders as one person.

5.2.24 Potential Conflict of Interests

Subject to the following provisions of this Standing Order, if the Chair, Board Member or Local Commissioning Group Chair has any potential conflict of interest, direct or indirect, in any contract, proposed contract or other matter and is present at a meeting of the Board at which the contract or other matter is the subject of consideration, he/she shall, at the meeting, and as soon as practicable after its commencement, disclose the fact.

It shall be disclosed in a manner that cannot be perceived to influence subsequent discussion or decision, and shall withdraw from the meeting while the consideration or discussion of the contract or other matter and the vote is being taken.

In **exceptional circumstances** the individual who has declared a potential conflict of interest may be permitted to remain for the discussion where their expertise is specifically required to inform the other members in their discussions. This expert advice shall be restricted to the giving of factual and objective information before withdrawing while the decision and vote is taken.

The Department of Health, Social Services and Public Safety may, subject to such conditions as it may think fit to impose, remove any disability imposed by this Standing Order in any case in which it appears to be in the interests of Health and Social Care that the disability shall be removed.

The Board may exclude the Chair or a Board Member from a meeting of the Board while any contract, proposed contract or other matter in which he / she has a pecuniary interest, is under consideration.

Any remuneration, compensation or allowances payable to the Chair or a Board Member shall not be treated as a pecuniary interest for the purpose of this Standing Order.

For the purpose of this Standing Order the Chair or a Board Member shall be treated as having indirectly a pecuniary interest in a contract, proposed contract or other matter, if:

- he/she, or a nominee of his/hers, is a director of a company or other body, not being a public body, with which the contract was made or is proposed to be made or which has a direct pecuniary interest in any other matter under consideration; or

- he/she is a partner of, or is in the employment of a person with whom the contract was made or is proposed to be made or who has a direct pecuniary interest in any other matter under consideration; and in the case of persons living together the interest of one partner shall, if known to the other, be deemed for the purposes of this Standing Order to be also an interest of the other.

The Chair or a Board Member shall not be treated as having a pecuniary interest in any contract, proposed contract or other matter by reason only:

- of his/her membership of a company or other body, if he / she has no beneficial interest in any securities of that company or other body;
- of an interest of his/her as a person providing Family Health Services which cannot reasonably be regarded as an interest more substantial than that of others providing such of those services as he/she provides; or
- of an interest in any company, body or person with which he/she is connected as mentioned in Standing Orders above which is so remote or insignificant that it cannot reasonably be regarded as likely to influence a member in the consideration or discussion of or in voting on, any question with respect to that contract or matter.

Where the Chair or a Board Member has an indirect pecuniary interest in a contract, proposed contract or other matter by reason only of a beneficial interest in securities of a company or other body, and the total nominal value of those securities does not exceed £5,000 or one-hundredth of the total nominal value of the issued share capital of the company body, whichever is the less, and if the share capital is of more than one class, the total nominal value of shares of any one class in which he/she has a beneficial interest does not exceed one-hundredth of the total issued share capital of that class, this Standing Order shall not prohibit him/her from taking part in the consideration or discussion of the contract or other matter or from voting on any question with respect to it, without prejudice however to his/her duty to disclose his/her interest.

This Standing Order applies to a Committee or Sub-Committee and to a Joint Committee or Sub-Committee as it applies to the Board and applies to a member of any such Committee or Sub-Committee (whether or not he / she is also a member of the Board) as it applies to a Member of the Board.

6. CODE OF CONDUCT AND CODE OF ACCOUNTABILITY

As Health and Social Care organisations develop they should ensure continuity in the application of the Code of Conduct and Code of Accountability both within the Health and Social Care organisation and across all other provider organisations, including those which are accountable to the Health and Social Care Board.

- 6.1 Introduction
- 6.2 Public Service Values
- 6.3 General Principles
- 6.4 Public Service Values in Management
- 6.5 Public Business and Private Gain
- 6.6 Counter Fraud Policy
- 6.7 Hospitality
- 6.8 Gifts
- 6.9 Sponsorship
- 6.10 Register of Hospitality, Gifts and Sponsorship
- 6.11 Declaration of Interests
- 6.12 Substance Abuse
- 6.13 Misuse of Internet Facilities
- 6.14 Staff Policies and Procedures
- 6.15 Raising Concerns at Work –“Whistleblowing”

6.1 Introduction

The Code of Conduct and Code of Accountability issued in November 1994 stated that high standards of corporate and personal conduct, based on public service values, must be at the heart of Health and Social Care organisations.

Since Health and Social Care organisations are publicly funded, they must be accountable to the Minister for Health, Social Services and Public Safety and ultimately to Northern Ireland Assembly and the Public Accounts Committee, for the services they provide and for the effective and economical use of taxpayers' money.

6.2 Public Service Values

There are four crucial public service values, which must underpin the work of the Health and Social Care organisations:

- Accountability
- Probity
- Integrity
- Openness

These values are the responsibility of the Chair, Board Members and all staff.

In addition to the above principles, the First Report of the Committee on Standards in Public Life (Nolan) emphasized a code of best practice, which shall be incorporated into each public body's codes of conduct. These are:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

The Health and Social Care Board is committed to these principles and all individuals are expected to adhere to them in the course of their work.

6.3 General Principles

Those who work in Health and Social Care have a duty to:

- conduct business with probity;
- deal with patients, clients, carers, staff, residents and suppliers impartially and with respect;
- achieve value for money from public funds; and
- demonstrate high ethical standards of personal conduct.

The Chair, Board Members and all Health and Social Care Board employees/officers are required to accept the provisions of the 'HPSS Code of Conduct and Code of Accountability' on appointment and to follow the principles set out herein.

The Board must set a rigorous and visible example and shall be responsible for corporate standards of conduct and ensure acceptance and application of the Code. The Code shall inform and govern the decisions and personal conduct of the Chair, Board Members and all Health and Social Care Board employees/officers.

6.4 Public Service Values in Management

It is a long established principle that public sector bodies, which include the Health and Social Care Board, must be impartial, honest and open in the conduct of their business, and that their employees shall remain beyond suspicion. It is also an offence under the Public Bodies Corrupt Practices Act 1889 and Prevention of Corruption Acts 1906 and 1916 for an employee to accept any inducement or reward for doing, or refraining from doing anything, in his or her official capacity, or corruptly showing favour or disfavour, in the handling of contracts.

It is unacceptable for the Board of any Health and Social Care organisation, or any individual within the organisation for which the Board is responsible, to ignore public service values in achieving results.

The Chair, Board Members and all staff have a duty to ensure that public funds are properly safeguarded and that at all times the Board conducts its business as efficiently and effectively as possible.

Proper stewardship of public monies requires value for money to be high on the agenda of the Board at all times. Employment,

procurement and accounting practices within the Health and Social Care Board must reflect the highest professional standards.

Individuals are expected to:

- ensure that the interests of patients and clients remain paramount at all times;
- be impartial and honest in the conduct of their official business; and
- use public funds entrusted to them to the best advantage of the service as a whole always ensuring value for money in the procurement of goods and services.

Public statements and reports issued by the Health and Social Care Board, or individuals within the Health and Social Care Board, shall be clear, comprehensive and balanced, and shall fully represent the facts. They shall also appropriately represent the corporate decisions of the Health and Social Care Board, or be explicit in being made in a personal capacity, where this is considered necessary.

Annual and all other key reports shall be issued in good time to all individuals and groups in the community who have a legitimate interest in health and social care issues to allow full consideration by those wishing to attend public meetings on local health and social care issues.

6.5 Public Business and Private Gain

The 'Code of Conduct' issued in November 1994 also outlined the principle that the Chair, Board Members and all staff shall act impartially and shall not be influenced by social or business relationships. No one shall use their public position to further their private interests.

It is the responsibility of all staff to ensure that they do not:

- abuse their official position for personal gain or to benefit their family or friends or to benefit individual contractors; or
- seek to advantage or further private business or other interests in the course of their official duties.

Where there is a potential for private, voluntary or charitable interests to be material and relevant to Board or HSC business, the relevant interest shall be declared and recorded in the Board minutes and

entered into a register, which is available to the public. This is set out in more detail in Standing Order 6.11.

When a conflict of interest is established or perceived, the Chair, Board Member or member of staff shall withdraw and take no part in the relevant discussion or decision.

6.6 Counter Fraud Policy

The Health and Social Care Board is absolutely committed to maintaining an honest, open and well-intentioned atmosphere. It is therefore also committed to the elimination of any fraud within or against the Health and Social Care Board, and to the rigorous investigation of any such cases.

The Health and Social Care Board wishes to encourage anyone with reasonable suspicions of fraud to report them. Therefore the Health and Social Care Board shall rigorously enforce the Staff Raising Concerns at Work Policy (see Standing Order 6.15) in that no employee will suffer in any way as a result of reporting reasonably held suspicions. For these purposes "reasonably held suspicions" shall mean any suspicions other than those which are groundless and/or raised maliciously.

The Health and Social Care Board has in place a Fraud Response Policy and Response Plan, to give officers specific direction in dealing with cases of suspected fraud, theft or corruption. Advice may also be obtained from the Director of Finance.

6.7 Hospitality

6.7.1 Providing and Receiving Hospitality

The use of public funds for hospitality and entertainment shall be carefully considered within the guidelines contained in DHSSPS Circular HSS(F) 49/2009 as outlined in the Standing Financial Instructions (SFI 12.2.6 (d)).

See also SO.6.12 on Alcohol Policy.

6.8 Gifts

Token gifts (generally at Christmas) of very low intrinsic value such as diaries or calendars may be accepted from persons outside the HSCB with whom staff have regular contact. At present a value of less than £50 is used as a guide to identifying gifts of low intrinsic value but the

nature or number of gifts may mean that items whose value is less than this may be considered inappropriate. The number of gifts accepted shall be limited within any financial period.

Apart from trivial/inexpensive seasonal gifts, such as diaries, no gift or hospitality of any kind from any source should be accepted by anyone involved in the procurement or monitoring of a contract. This will ensure that no criticism can be made regarding bias to a particular company or supplier.

More expensive or substantial items, valued at £50 or more and gifts of lottery tickets, cash, gift vouchers or gift cheques, cannot on any account be accepted. All gifts offered even if they are declined/returned need to be recorded in the register.

If in doubt, staff shall decline the gift or consult their Line Manager/ Director before accepting it.

6.9 Sponsorship

Commercial sponsorship may be acceptable on occasions. However, acceptance should never be capable of being perceived as having compromised the organisation's integrity.

Acceptance by staff of commercial sponsorship for attendance at relevant conferences and courses might be acceptable providing the employee seeks permission in advance and the Health and Social Care Board can be absolutely satisfied that its decision making processes are not compromised.

Board Members must be satisfied that their acceptance of any commercial sponsorship could not compromise or be perceived to compromise future decisions.

Acceptance of commercial sponsorship of conferences, courses or other events run by the Health and Social Care Board may only be accepted if it can be demonstrated that:

- promotional material of the sponsor does not unduly dominate the event;
- no particular product is being promoted or receiving an implicit endorsement by association with the Health and Social Care Board; and

- other commercial bodies have been given an equal opportunity to sponsor and be associated with a particular event or other such events over a period of time.

Any decisions regarding sponsorship are to be referred to the Health and Social Care Board's Senior Management Team in the case of Health and Social Care Board organized events. Decisions, together with all relevant information, shall be recorded in the minutes for future scrutiny.

A suitable contract shall be drawn up with the prospective sponsor, which sets out the Health and Social Care Board's requirements in line with this Standing Order.

6.10 Register(s) of Hospitality, Gifts and Sponsorship

All instances when hospitality, gifts (of less than £50 in value) and sponsorship are accepted shall be notified to the Chief Executive's Office, with a record of the basis of the decision to accept. Register(s) shall be maintained and monitored within performance management arrangements and ensure compliance with disclosure requirements (Circular HSS (F) 49/2009 and DAO (DFP) 19/09) and shall be made available for public inspection on request.

6.11 Declaration of Interests

The '**Code of Conduct and Code of Accountability**' requires the Chair and Members of the Health and Social Care Board, and the Chair and Committee Members of the Local Commissioning Groups to declare interests, which are relevant and material to the Health and Social Board. All existing managers or budget-holders within the Health and Care Board, having delegated responsibility to commit or influence commitment of Public Funds, shall declare such interests. Any managers appointed subsequently shall do so on appointment.

Interests that shall be regarded as 'relevant and material' are:

- directorships, including non-executive directorships held in private companies or Public Limited Companies (with the exception of those of dormant companies);
- ownership or part-ownership of private companies, businesses or consultancies likely or possibly seeking to do business with the Health and Social Care;
- majority or controlling share holdings in organisations likely or possibly seeking to do business within Health and Social Care;

- a position of trust in a charity or voluntary organisation involved in the field of health and social care;
- any connection with a Health and Social Care organisation, voluntary organisation or other organisation contracting for Health and Social Care services; and
- any other commercial interest in the decision before the meeting.

At the time Board Members'/Local Commissioning Group Members' interests are declared, they shall be recorded in the Board minutes. Any changes in interests shall be declared at the Board meeting following the change occurring.

Board Members'/Local Commissioning Group Members' directorships of companies likely or possibly seeking to do business with the Health and Social Care shall be published in the Board's Annual Report. The information shall be kept up to date for inclusion in succeeding Annual Reports.

During the course of a Board Meeting, if a conflict of interest is established, the Member concerned shall, as soon as practicable after its commencement, disclose the fact. It shall be disclosed in a manner that cannot be perceived to influence subsequent discussion or decision. The Member shall withdraw from the meeting and play no part in the relevant discussion or decision. (See Standing Order 5.2.24).

The arrangements for dealing with potential conflicts of interest during meetings of the LCGs are set out in Appendix 5.

Register of Interests -The Chief Executive shall ensure that a Register of Interests is established to record formally declarations of interests of relevant Members and Officers of the Health and Social Care Board. In particular, the Register shall include details of all directorships and other relevant and material interests, which have been declared by Executive and Non-Executive Board Members/Local Commissioning Group Members, managers and budget-holders. These details shall be kept up-to-date by means of an annual review of the Register in which any changes to interests declared during the preceding twelve months shall be incorporated.

The Register shall be available to the public and the Chief Executive shall take reasonable steps to bring the existence of the Register to the attention of the local population and to publicise arrangements for viewing it.

If Board Members'/Local Commissioning Group Members' or relevant Officers have any doubt about the relevance of an interest, this shall be

discussed with the Chair, Chief Executive or Executive Director as appropriate

The general principle to be adopted is that if there is uncertainty regarding the need to disclose a particular then, in the interests of openness, disclosure shall be made.

6.12 Substance Abuse

The Health and Social Care Board discourages any form of substance abuse by members of staff. Under the terms of individual contracts of employment, disciplinary action may be instituted if an employee is unable to perform the duties of his/her post as a result of any form of substance abuse or if the actions of an employee brings the Health and Social Care Board into disrepute.

The Health and Social Care Board has specific policies regarding the abuse by staff of alcohol, drugs and tobacco, which are detailed below. Any other substance abuse shall also be covered by this policy.

Alcohol policy - The Health and Social Care Board permits alcohol to be provided and paid for out of public funds on occasions such as:

- moderate quantities of alcohol with meals provided as part of approved hospitality for visitors or guests; and
- similarly for approved special functions in Health and Social Care Board premises. (See Standing Order 6.7).

Otherwise, alcohol may not be consumed in Health and Social Care Board premises or any other location or venue attributed to the Health and Social Care Board except when specific permission has been given by a Director or Senior Officer with appropriate authority, for staff to bring their own refreshments for a function (for example, at Christmas and other times of celebration).

Staff are expected to ensure that, if they consume alcohol, it shall not affect the performance of their duties.

Drugs Policy - The Health and Social Care Board expects staff to observe the law both during and outside working hours.

If medical opinion advises that the taking of prescription drugs may affect an individual's performance of their duties, they shall inform their line manager or a senior personnel officer in order that an acceptable management of the situation can be agreed.

Any use of recreational drugs, which affects the performance of an employee's duty or brings the Health and Social Care Board into disrepute, shall be considered unacceptable behaviour.

Smoking Policy - In meeting with the requirements of The Smoking (Northern Ireland) Order 2006, smoking is not permitted within Health and Social Care Board accommodation, offices or buildings.

6.13 Misuse of Internet Facilities

Health and Social Care Board Officers, in the conduct of their work for the Health and Social Care Board, have access to the Internet for research and other work related activities.

The Health and Social Care Board "Use of the Internet" policy outlines the permissible use of the internet when accessing services from the workplace or using the Health and Social Care Board resources remotely. Any breach of the policy may result in disciplinary action which may result in dismissal.

6.14. Policies and Procedures

The Health and Social Care Board has a number of policies and procedures on a range of issues affecting staff and how they work within the Health and Social Care Board. These are detailed in the Staff Handbook/Induction Checklist, which can be accessed through the Health and Social Care Board's intranet or directly from their Senior Officer.

The content of these policies has been consulted on with recognised staff side organisations and cover issues such as: - health and safety, equal opportunities, ICT security, absence due to sickness, special leave and work life balance arrangements, training and development opportunities, travel arrangements and staff raising concerns at work (Standing Order 6.15).

6.15 Staff Raising Concerns at Work

The Health and Social Care Board is committed to dealing responsibly with any genuine concern that a member of staff may have about malpractice within the organisation. Therefore in the interest of developing an open and honest culture within which staff can raise genuine concerns without fear of recrimination or victimisation the Health and Social Care Board has introduced a policy.

7 POWERS AND DUTIES

The powers and duties of individuals within the Health and Social Care Board are generally set out in the relevant Job Descriptions and Contract of Employment. All individuals are expected to behave at all times in accordance with the Standing Orders.

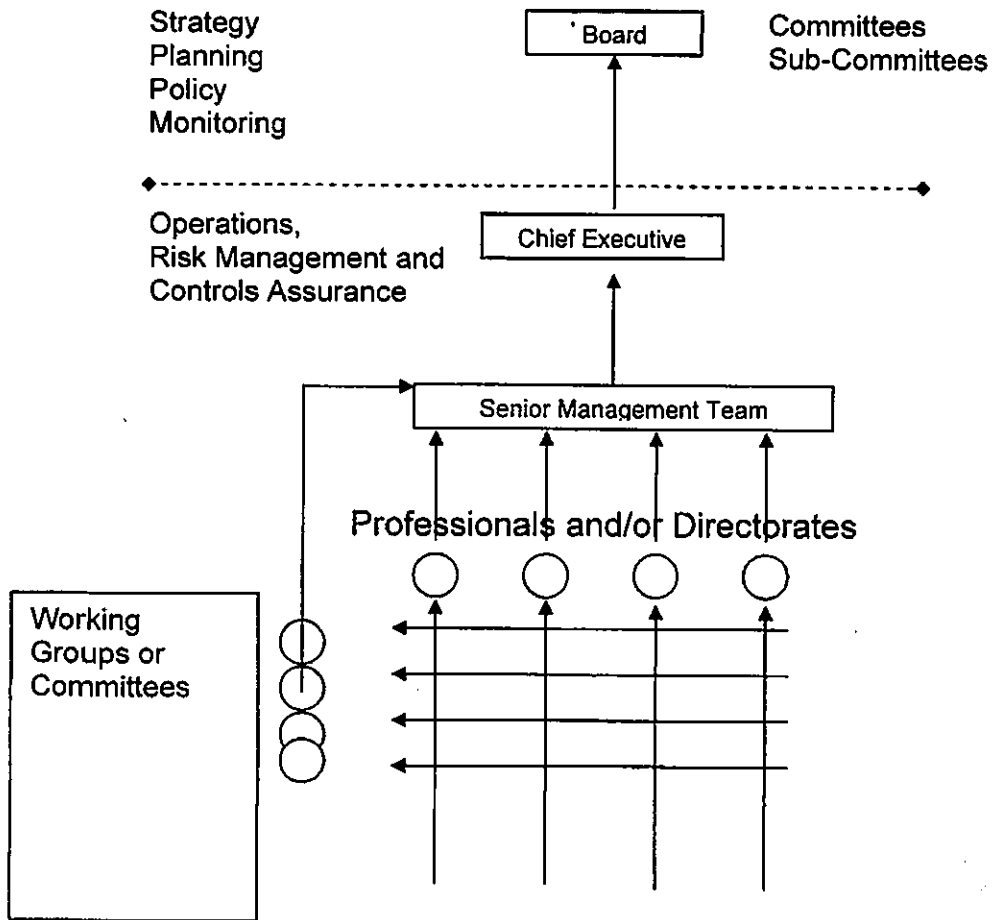
Those individuals who comprise the Board, that is the Chair, Executive and Non Executive Board Members, shall have regard to Standing Order.2, which sets out the main functions of the Board and those matters that are reserved to the Board.

When acting in the capacity of a Member of a Board Committee, those individuals shall have regard to the appropriate Scheme of Delegation which sets out those matters which have been delegated by the Board.

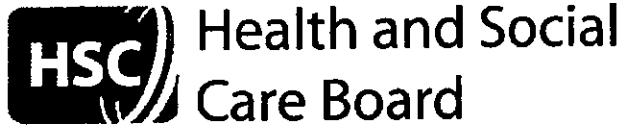
The Chief Executive, Executive Directors, Senior Managers and other staff, shall pay regard to any appropriate Scheme of Delegation either by the Board or by the Chief Executive. This may delegate responsibility to the individual in a personal capacity or as a member of a working group or committee.

Individuals are accountable through their professional or directorate management structure as well as through any participation on a working group, committee or functional role. This accountability is to the Chief Executive through the Senior Management Team as illustrated in the following diagram.

*Accountability Structures



8. STANDING FINANCIAL INSTRUCTIONS



HEALTH AND SOCIAL CARE BOARD

STANDING FINANCIAL INSTRUCTIONS

Revised October 2010

	Page
CONTENTS	
SO No.8 – STANDING FINANCIAL INSTRUCTIONS	
1. INTRODUCTION	
1.1 General	
1.2 Responsibilities and Delegation	
1.2.1 The Board	
1.2.2 ditto	
1.2.3 ditto	
1.2.4 The Chief Executive and Director of Finance	
1.2.5 ditto	
1.2.6 The Director of Finance	
1.2.7 Board Members, Members and Employees	
1.2.8 Contractors and their employees	
1.2.9 ditto	
2. AUDIT	
2.1 Audit Committee	
2.1.1 ditto	
2.1.2 ditto	
2.1.3 ditto	
2.2 Director of Finance	
2.2.1 ditto	
2.2.2 ditto	
2.3 Role of Internal Audit	
2.3.1 ditto	
2.3.2 ditto	
2.3.3 ditto	
2.3.4 ditto	
2.4 External Audit	
2.4.1 ditto	
2.5 Fraud and Corruption	
2.5.1 ditto	
2.5.2 ditto	
2.5.3 ditto	
2.5.4 ditto	
2.6 Security Management	
2.6.1 ditto	
2.6.2 ditto	
2.6.3 ditto	
2.6.4 ditto	
3. RESOURCE LIMIT CONTROL	
3.1 Resource Limit Controls	
3.2 Promoting Financial Stability	

- 4. ALLOCATIONS, FINANCIAL STRATEGY, JOINT COMMISSIONING PLAN, BUDGETS, BUDGETARY CONTROL AND MONITORING**
 - 4.1 Allocations
 - 4.2 Preparation and Approval of Joint Commissioning Plans
 - 4.3 Budgetary Delegation within the HSCB
 - 4.4 Budget Control and Reporting within the HSCB
 - 4.5 Capital Expenditure
 - 4.6 Monitoring returns

- 5. ANNUAL ACCOUNTS AND REPORTS**

- 6. BANK ACCOUNTS**
 - 6.1 General
 - 6.2 Bank Accounts
 - 6.3 Banking Procedures
 - 6.4 Rendering and Review

- 7. INCOME, FEES AND CHARGES AND SECURITY OF CASH, CHEQUES AND OTHER NEGOTIABLE INSTRUMENTS**
 - 7.1 Income Systems
 - 7.2 Fees and Charges
 - 7.3 Debt Recovery
 - 7.4 Security of Cash, Cheques And Other Negotiable Instruments

- 8. TENDERING AND CONTRACTING PROCEDURE**
 - 8.1 Duty to comply with Standing Orders
 - 8.2 EU Directives Governing Public Procurement
 - 8.3 Reverse e-Auctions
 - 8.4 Capital Investment Manual and other DHSSPS guidance
 - 8.5 Formal Competitive Tendering
 - 8.5.1 General Applicability
 - 8.5.2 Health Care Services
 - 8.5.3 Exceptions and instances where formal tendering need not be applied
 - 8.5.4 Fair and Adequate Competition
 - 8.5.5 List of Approved Firms
 - 8.5.6 Building and Engineering Construction Works
 - 8.5.7 Items which subsequently breach thresholds after original approval
 - 8.6 Contracting/Tendering Procedure
 - 8.6.1 Invitation to tender
 - 8.6.2 Receipt and safe custody of tenders
 - 8.6.3 Opening tenders and Register of tenders
 - 8.6.4 Admissibility
 - 8.6.5 Late tenders
 - 8.6.6 Acceptance of formal tenders (See overlap with SF1 No. 8.7)
 - 8.6.7 Tender reports to the Board of the Health & Social Care Board

- 8.6.8 List of approved firms (see SFI No. 8.5.5)
- 8.6.9 Exceptions to using approved contractors
- 8.7 Quotations: Competitive and Non-Competitive
 - 8.7.1 General Position on quotations
 - 8.7.2 Competitive Quotations
 - 8.7.3 Non Competitive Quotations
 - 8.7.4 Quotations to be within Financial Limits
- 8.8 Authorisation of Tenders and Competitive quotations
- 8.9 Instances where formal competitive tendering or competitive quotation is not required
- 8.10 Private finance for capital procurement (see overlap with SFI No 14.2)
- 8.11 Compliance requirements for all contracts
- 8.12 Personnel and Agency or temporary staff contracts
- 8.13 Healthcare Services Agreements (see overlap with SFI No 9)
- 8.14 Disposals (see overlap with SFI No. 16)
- 8.15 In-house Services

- 9. NHS SERVICE AGREEMENTS FOR PROVISION OF SERVICES
(see overlap with SFI No. 8.13)**
 - 9.1 Service and Budget Agreements (SBAs) (see overlap with SFI No.
 - 9.2 12.3)
 - 9.3 Involving Partners and Jointly managed Risk
 - 9.4 A 'Patient/Client-led' HSC and Practice Based Commissioning Reports to Board on SBAs

- 10. COMMISSIONING**
 - 10.1 Role of HSCB on Commissioning Health and Care Services
 - 10.2 Role of Chief Executive
 - 10.3 Role of Director of Finance

- 11. TERMS OF SERVICE, ALLOWANCES AND PAYMENT OF MEMBERS OF THE BOARD AND EMPLOYEES OF THE HEALTH AND SOCIAL CARE BOARD**
 - 11.1 Remuneration and Terms of Service (see overlap with SO No.5)
 - 11.2 Funded Establishment
 - 11.3 Staff Appointments
 - 11.4 Processing Payroll
 - 11.5 Contracts of Employment

- 12. NON-PAY EXPENDITURE (see overlap with SFI No. 8)**
 - 12.1 Delegation of Authority
 - 12.2 Choice, Requisitioning, Ordering, Receipt and Payment for Goods and Services (see overlap with SFI No. 8)
 - 12.3 Joint Finance Arrangements with HSC Organisations and Voluntary Bodies (see overlap with SFI No. 9.1)

- 13. FINANCIAL FRAMEWORK**

- 14. CAPITAL INVESTMENT, PRIVATE FINANCING, FIXED ASSET**

REGISTERS AND SECURITY OF ASSETS

- 14.1 Capital Investment
- 14.2 Private Finance (see overlap with SFI No. 8.10)
- 14.3 Asset Registers
- 14.4 Security of Assets

15. STORES AND RECEIPT OF GOODS

- 15.1 General Position
- 15.2 Control of Stores, Stocktaking, Condemnations and Disposal
- 15.3 Goods supplied by Centres of Procurement Expertise (COPE) / HPSS Service Providers

16. DISPOSALS AND CONDEMNATIONS, LOSSES AND SPECIAL PAYMENT (See overlap with SFI 8)

- 16.1 Disposals and Condemnations
- 16.2 Losses and Special Payments

17. INFORMATION TECHNOLOGY

- 17.1 Responsibilities and duties of the Director of Finance
- 17.2 Responsibilities and duties of other Directors and Officers in relation to computer systems of a general application
- 17.3 Contracts for Computer Services with other health bodies or outside agencies
- 17.4 Risk Assessment
- 17.5 Requirements for Computer Systems which have an impact on corporate financial systems

18. ACCEPTANCE OF GIFTS BY STAFF AND LINK TO STANDARDS OF BUSINESS CONDUCT (see overlap with SFI No. 12.2)**19. PAYMENTS TO INDEPENDENT CONTRACTORS**

- 19.1 Role of the HSCB
- 19.2 Duties of the Chief Executive
- 19.3 Duties of the Director of Finance

20. RETENTION OF RECORDS**21. RISK MANAGEMENT AND INSURANCE**

- 21.1 Programme of Risk Management
- 21.2 Insurance arrangements with Commercial Insurers

STANDING ORDER NO.8 - STANDING FINANCIAL INSTRUCTIONS1. INTRODUCTION1.1 General

1.1.1 These Standing Financial Instructions (SFIs) are issued in accordance with the Financial Directions issued by the Department of Health, Social Services & Public Safety (DHSSPS) under the provisions of Governance, Resources and Accounts Act (NI) 2001 and the Audit and Accountability (NI) Order 2003, for the regulation of the conduct of the Health and Social Care Board (HSCB) in relation to all financial matters. They shall have effect as if incorporated in the Standing Orders (SOs) of the HSCB.

1.1.2 ~~These Standing Financial Instructions detail the financial responsibilities, policies and procedures adopted by the HSCB. They are designed to ensure that the HSCB's financial transactions are carried out in accordance with the law and with Government policy in order to achieve probity, accuracy, economy, efficiency and effectiveness. They should be used in conjunction with the Schedule of Decisions Reserved to the Board and the Scheme of Delegation adopted by the HSCB.~~

1.1.3 These Standing Financial Instructions identify the financial responsibilities which apply to everyone working for the HSCB and its constituent organisations including Trading Units. They do not provide detailed procedural advice and should be read in conjunction with the detailed departmental and financial procedure notes. All financial procedures must be approved by the Director of Finance.

1.1.4 Should any difficulties arise regarding the interpretation or application of any of the Standing Financial Instructions then the advice of the Director of Finance **must be sought before acting**. The user of these Standing Financial Instructions should also be familiar with and comply with the provisions of the HSCB's Standing Orders.

1.1.5 **The failure to comply with Standing Financial Instructions and Standing Orders can in certain circumstances be regarded as a disciplinary matter that could result in dismissal.**

1.1.6 **Overriding Standing Financial Instructions** – If for any reason these Standing Financial Instructions are not complied with full details of the non-compliance and any justification for non-compliance and the circumstances around the non-compliance shall be reported to the next formal meeting of the Audit Committee for referring action or ratification. All members of the Board and staff have a duty to disclose any non-compliance with these Standing Financial Instructions to the Director of Finance as soon as possible.

1.2 **Responsibilities and delegation**1.2.1 **The Board of the HSCB (Board)**

The Board exercises financial supervision and control by:

- (a) formulating the financial strategy;

- (b) requiring the submission and approval of budgets within approved allocations/overall income;
- (c) defining and approving essential features in respect of important procedures and financial systems (including the need to obtain value for money);
- (d) defining specific responsibilities placed on members of the Board and employees as indicated in the Schemes of Delegation documents.

1.2.2 The HSCB has resolved that certain powers and decisions may only be exercised by the Board in formal session. These are set out in the 'Matters Reserved to the Board' document within Standing Orders.

1.2.3 The HSCB will delegate responsibility for the performance of its functions in accordance with Standing Orders and the Schemes of Delegation documents adopted by the HSCB.

1.2.4 **The Chief Executive and Director of Finance**

The Chief Executive and Director of Finance will, as far as possible, delegate their detailed responsibilities, but they remain accountable for financial control.

Within the Standing Financial Instructions, it is acknowledged that the Chief Executive is ultimately accountable to the Board, and as Accounting Officer, to the Minister for Health Social Services and Public Safety (HSSPS), for ensuring that the Board meets its obligation to perform its functions within the available financial resources. The Chief Executive has overall executive responsibility for the HSCB's activities; is responsible to the Chairman and the Board for ensuring that its financial obligations and targets are met and has overall responsibility for the HSCB's system of internal control.

1.2.5 It is a duty of the Chief Executive to ensure that Members of the Board and employees and all new appointees are notified of, and put in a position to understand their responsibilities within these Instructions.

1.2.6 **The Director of Finance**

The Director of Finance is responsible for:

- (a) implementing the HSCB's financial policies and for coordinating any corrective action necessary to further these policies;
- (b) maintaining an effective system of internal financial control including ensuring that detailed financial procedures and systems incorporating the principles of separation of duties and internal checks are prepared, documented and maintained to supplement these instructions;
- (c) ensuring that sufficient records are maintained to show and explain the HSCB's transactions, in order to disclose, with reasonable accuracy, the

financial position of the HSCB at any time; and

without prejudice to any other functions of the HSCB, and employees of the HSCB, the duties of the Director of Finance include:

- (d) the provision of financial advice to other members of the Board and employees;
- (e) the design, implementation and supervision of systems of internal financial control;
- (f) the preparation and maintenance of such accounts, certificates, estimates, records and reports as the HSCB may require for the purpose of carrying out its statutory duties.

1.2.7 **Board Members, Members and Employees**

All members of the Board and employees, severally and collectively, are responsible for:

- (a) the security of the property of the HSCB;
- (b) avoiding loss;
- (c) exercising economy and efficiency in the use of resources;
- (d) conforming with the requirements of Standing Orders, Standing Financial Instructions, Financial Procedures and the Schemes of Delegation.

1.2.8 **Contractors and their employees**

Any contractor (e.g. General Practitioner) or employee of a contractor who is empowered by the HSCB to commit the HSCB to expenditure or who is authorised to obtain income shall be covered by these instructions. It is the responsibility of the Chief Executive to ensure that such persons are made aware of this.

1.2.9 For all members of the Board and any employees who carry out a financial function, the form in which financial records are kept and the manner in which members of the Board and employees discharge their duties must be to the satisfaction of the Director of Finance.

2. **AUDIT**

2.1 **Audit Committee**

2.1.1 In accordance with Standing Orders, the Board shall formally establish an Audit Committee, with clearly defined terms of reference and following guidance from the NHS Audit Committee Handbook (2005), which will provide an independent and objective view of internal control by:

- (a) overseeing Internal and External Audit services and the adequacy of management response to audit findings;
 - (b) reviewing financial and information systems and monitoring the integrity of the financial statements and reviewing significant financial reporting judgments;
 - (c) review the establishment and maintenance of an effective system of integrated governance, risk management and internal control, across the whole of the organisation's activities (both clinical and non-clinical), that supports the achievement of the organisation's objectives;
 - (d) monitoring compliance with Standing Orders and Standing Financial Instructions;
 - (e) reviewing schedules of losses and compensations and making recommendations to the Board;
 - (f) reviewing schedules of debtors/creditors balances over 6 months and £5,000 old and explanations/action plans;
 - (g) Reviewing the information prepared to support the Assurance Framework process prepared on behalf of the Board and advising the Board accordingly;
 - (h) Ensuring there is an effective Counter Fraud strategy in place / operation.
- 2.1.2 Where the Audit Committee considers there is evidence of ultra vires transactions, evidence of improper acts, or if there are other important matters that the Committee wishes to raise, the Chairman of the Audit Committee should raise the matter at a full meeting of the Board. Exceptionally, the matter may need to be referred to the DHSSPS. (To the Director of Finance in the first instance.) All incidents of fraud must be reported consistent with DHSSPS policy.
- 2.1.3 It is the responsibility of the Director of Finance to ensure an adequate internal audit service is provided and the Audit Committee shall be involved in the selection process when/if an internal audit service provider is changed.
- 2.1.4 The Governance and Audit Committee shall carry out the functions of an Audit Committee as set out above along with other functions in relation to Governance as set out in the Standing Orders.
- 2.2 Director of Finance**
- 2.2.1 The Director of Finance is responsible for:
- (a) *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;*

- (b) *ensuring that the Internal Audit is adequate and meets the mandatory Government Internal Audit Standards (GIAS);*
- (c) deciding at what stage to involve the police in cases of misappropriation and other irregularities not involving fraud or corruption;
- (d) ensuring that an annual internal audit report is prepared for the consideration of the Audit Committee [and the Board]. The report must cover:
 - (i) a clear opinion on the effectiveness of internal control in accordance with current assurance framework guidance issued by the DHSSPS including for example compliance with control criteria and standards;
 - (ii) major internal financial control weaknesses discovered;
 - (iii) progress on the implementation of internal audit recommendations;
 - (iv) progress against plan over the previous year;
 - (v) strategic audit plan covering the coming three years
 - (vi) a detailed plan for the coming year.

2.2.2 The Director of Finance or designated auditors are entitled without necessarily giving prior notice to require and receive:

- (a) access to all records, documents and correspondence relating to any financial or other relevant transactions, including documents of a confidential nature;
- (b) access at all reasonable times to any land, premises or members of the Board or employee of the HSCB;
- (c) the production of any cash, stores or other property of the HSCB under a member of the Board or an employee's control;
- (d) explanations concerning any matter under investigation.

2.3 Role of Internal Audit

2.3.1 Internal Audit will review, appraise and report upon:

- (a) the extent of compliance with, and the financial effect of, relevant established policies, plans and procedures;
- (b) the adequacy and application of financial and other related management controls;
- (c) the suitability of financial and other related management data;
- (d) the extent to which the HSCB's assets and interests are accounted for and safeguarded from loss of any kind, arising from:
 - (i) fraud and other offences;
 - (ii) waste, extravagance, inefficient administration;

- (iii) poor value for money or other causes.
 - (e) Internal Audit shall also independently verify the Assurance Framework statements in accordance with guidance from the DHSSPS.
- 2.3.2 Whenever any matter arises which involves, or is thought to involve, irregularities concerning cash, stores, or other property or any suspected irregularity in the exercise of any function of a pecuniary nature, the Director of Finance must be notified immediately.
- 2.3.3 The Chief Internal Auditor will normally attend Audit Committee meetings and has a right of access to all Audit Committee members, the Chairman and Chief Executive of the HSCB.
- 2.3.4 The Chief Internal Auditor shall be accountable to the Director of Finance. The reporting system for Internal Audit shall be agreed between the Director of Finance, the Audit Committee and the Chief Internal Auditor. The agreement shall be in writing and shall comply with the guidance on reporting contained in the GIAS. The reporting system shall be reviewed at least every 3 years.
- 2.3.5 The reporting system for Internal Audit shall be as follows:
- a) An urgent interim report is to be made orally or in writing to alert management to the need to take immediate action to correct a serious weakness in performance or control or whether there are reasonable grounds for suspicion of malpractice;
 - b) On completion of an audit a draft report will be sent to the Director of Finance (or nominated person) and the Director or Manager with direct responsibility for the areas being audited and who has the authority to take action on internal audit recommendations;
 - c) A meeting will be arranged between Internal Audit, Director of Finance (or nominated person), and the appropriate Senior Manager to review the report. Management comments will be discussed at this meeting for inclusion in the final report;
 - d) Interim reports are also to be made where it is necessary to make a significant change in the scope of the assignment or where it is desirable to inform management of progress;
 - e) The final report will be issued to the Chief Executive, the Director of Finance, the Assistant Director of Finance and the appropriate Senior Manager from the area being audited;
 - f) An action plan will be prepared and issued to all relevant parties. This action plan will include deadlines for action to be taken and review dates to ensure action has been taken. Action plans will be held on file for review and presentation to the audit committee; and
 - g) The final internal audit reports with management responses must be submitted to the Audit Committee for consideration.

2.4 External Audit

- 2.4.1 The Northern Ireland Comptroller and Auditor General is the appointed External Auditor of the HSCB, who may outsource the External Audit programme to appropriately qualified private sector organisations. The External Auditor is paid for by the HSCB. The Audit Committee must ensure a cost-efficient service.
- 2.4.2 If there are any problems relating to the service provided by an outsourced External Auditor, then this should be raised with the External Auditor and referred on to the NIAO if the issue cannot be resolved. The Director of Finance will notify the Board of any such instances.
- 2.4.3 Value for Money Audit work is directed by the nominated DHSSPS Senior Officer. The HSCB shall be funded for 100% of each study done in the HSCB and of any later work to follow-up completed studies.

2.5 Fraud and Corruption

- 2.5.1 In line with their responsibilities, the HSCB Chief Executive and Director of Finance shall monitor and ensure compliance with Directions issued by the DHSSPS Counter Fraud Policy Unit on fraud and corruption.
- 2.5.2 The HSCB shall nominate a suitable person to carry out the duties of the Local Counter Fraud Specialist as specified by the DHSSPS Counter Fraud Policy and guidance.
- 2.5.3 The Local Counter Fraud Specialist shall report to the HSCB Director of Finance and shall work with staff in the Counter Fraud and Regional Counter Fraud Unit at the BSO and the Regional Counter Fraud Policy Unit in accordance with the DHSSPS Counter Fraud Policy.
- 2.5.4 The Local Counter Fraud Specialist will provide a written report, at least annually, on counter fraud work within and on behalf of the HSCB.

2.6 Security Management

- 2.6.1 In line with his responsibilities, the HSCB Chief Executive will monitor and ensure compliance with any Directions issued by the Minister on HSC security management.

3.1 RESOURCE LIMIT CONTROL

- 3.1.1 The HSCB is required by statutory provisions not to exceed Cash and Resource Limits, with a further requirement to declare all in-year easements to the DHSSPS. The Chief Executive has overall executive responsibility for the HSCB's activities and is responsible to the HSCB for ensuring that it stays within these limits and any in-year or cumulative deficits are eliminated.
- 3.1.2 The definition of use of resources is set out in RAB directions on use of resources which are available in the DHSSPS Finance Manual.

3.1.3 Any sums received on behalf of the Minister for HSSPS are treated as sums received by the HSCB.

3.1.4 The Director of Finance will:

(a) provide monthly reports in the form required by the DHSSPS

(b) ensure money drawn from the DHSSPS against Cash limit is required for approved expenditure only, and is drawn only at the time of need, follows best practice as set out in 'Cash Management in the NHS';

(c) be responsible for ensuring that an adequate system of monitoring financial performance is in place to enable the HSCB to fulfil its statutory responsibility not to exceed its Annual Revenue and Capital Resource Limits and Cash limit; and

(d) be responsible for financial risk register and ensure that the Chief Executive and Senior Management Team are advised of potential financial problems to ensure timely action is taken so that Departmental Expenditure limits are not breached.

3.1.5 The Senior Management Team shall ensure that adequate information is provided in a timely way to the Director of Finance to enable reliable financial projections to be made, and necessary advice provided to the Chief Executive on any financial risk to the break-even position.

3.2 Promoting Financial Stability

3.2.1 The HSCB has an obligation, with all other HSC Organisations, to contain expenditure within the resources available. Deficits should not be allowed to develop, and where they do threaten to arise, the HSCB, as commissioner, must, in partnership with the PHA and providers, agree appropriate contingency and/or recovery arrangements are put in place.

3.2.2 The principles set out in circular HSS(F)29/2000, "Promoting Financial Stability within HPSS Organisations" must be adhered to. In particular, no service developments should be initiated without the prior securing of recurrent funding from the DHSSPS

4. ALLOCATIONS, FINANCIAL STRATEGY, COMMISSIONING PLAN BUDGETS, BUDGETARY CONTROL AND MONITORING

4.1 Allocations

4.1.1 The Director of Finance of the HSCB will:

(a) periodically review the basis and assumptions used for distributing allocations and ensure that these are reasonable and realistic and secure the HSCB's entitlement to funds;

(b) prior to the start of each financial year submit to the HSCB for approval a Financial Plan showing the total allocations received

and their proposed distribution including any sums to be held in reserve;

- (c) regularly update the HSCB on significant changes to the initial allocation and the uses of such funds.

4.2 PREPARATION AND APPROVAL OF COMMISSIONING PLANS AND BUDGETS

4.2.1 The Chief Executive will compile and submit to the Board a Commissioning Plan (prepared in conjunction with the PHA) which takes into account financial targets and forecast limits of available resources. The Commissioning Plan will contain:

- (a) a statement of the significant assumptions on which the plan is based including a proposed deployment of resources across care programmes for the following period; and;
- (b) details of major changes in workload, delivery of services and resources required to achieve the plan.

4.2.2 Prior to the start of the financial year the Director of Finance will, on behalf of the Chief Executive, prepare and submit budgets for approval by the Board. Such budgets will:

- (a) be in accordance with the aims and objectives set out in the Commissioning Plan;
- (b) accord with workload and manpower plans;
- (c) be produced following discussion with other relevant HSC Organisations
- (d) be prepared within the limits of available funds;
- (e) identify potential risks.

4.2.3 The Director of Finance shall monitor financial performance against budget and plan, periodically review them, and report to the Board.

4.2.3 All Budget Holders must ensure that the necessary Business Case preparation and approvals, for expenditure decisions, have been obtained at Departmental level **before** committing to recurrent revenue expenditure in new service commissioning or to support any other proposed investment e.g. ICT. Failure to obtain the required Departmental approvals will mean that the expenditure has been incurred without the required authority and is a serious matter. (DAO (DFP) 06/05 refers)

4.2.5 All HSC Organisations / providers and HSCB budget holders must provide information as required by the Director of Finance to enable budgets to be compiled.

4.2.6 The Director of Finance has a responsibility to ensure that adequate training is delivered on an on-going basis to budget holders to help them manage their budgets effectively..

4.2.7 A 'Patient/Client-led HSC and 'Local Commissioning'

The DHSSPS has published its document 'Creating a Patient / Client-led HSC' and 'Local Commissioning – An operating Framework' setting out the basis upon which the Government's major reform agenda will be carried forward.

A 'Patient/Client-led HSC'

Every aspect of the new system is designed to create a service which is Patient/Client-led, where:

- people have a far greater range of choices and of information and guidance to help make choices;
- there a stronger standards and safeguards for patients;
- HSC organisations are better at understanding patients and their needs, use new and different methodologies to do so and have better and more regular sources of information about preferences and satisfaction.

What services will look like

In order to be Patient/Client-led the HSC will develop new service models which build on current experience and innovation to:

- give patients more choice and control wherever possible;
- offer integrated networks for emergency, urgent and specialist care to ensure that everyone throughout the country has access to safe, high quality care;
- make sure that all services and all parts of the HSC contribute to health promotion, protection and improvement

Securing services

The HSC will develop the way it secures services for its patients. It will:

- promote more choice in acute care by offering choice to the patient both in number and type of provider;
- encourage development of new community and primary services alongside new practices;
- strengthen existing networks for emergency, urgent and specialist services;
- build on current practices in shared commissioning to create a far simpler contract management and administration system that can be professionally managed.

Changing the way the HSC works

The HSC needs a change of culture as well as of systems to become truly Patient/Client-led, where:

- everything is measured by its impact on patients and type of provider;
- the HSC is as concerned with health promotion and prevention as with sickness and injury;
- frontline staff have more authority and autonomy to better support the patient;

- barriers which create rigidity and inflexibility are tackled and codes of conduct and shared values are instilled into the culture.

Making the changes

A Patient/Client-led HSC needs effective organisations and incentives, with:

- a similar structured programme to support LCGs in their development of Effective Commissioning;
- further development of payment by results to provide appropriate financial incentives for all services;
- greater integration of all the financial and quality incentives along with full utilization of human resources and IT programmes.

Commissioning a Patient/Client-led HSC and Local Commissioning are being rolled out by the DHSSPS and full support and latest guidance may be accessed at <http://www.dhssps.gov.uk>

4.3 BUDGETARY DELEGATION WITHIN THE HSCB

- 4.3.1 The Chief Executive may delegate the management of a budget to permit the performance of a defined range of activities. This delegation must be in writing and be accompanied by a clear definition of:
- (a) the amount of the budget;
 - (b) the purpose(s) of each budget heading;
 - (c) individual and group responsibilities;
 - (d) authority to exercise virement only within total Revenue or total Capital (non virement between revenue and capital);;
 - (e) achievement of planned levels of service;
 - (f) the provision of regular reports.
- 4.3.2 The Chief Executive and delegated budget holders must not exceed the budgetary total or virement limits set by the Board.
- 4.3.3 Any budgeted funds not required for their designated purpose(s) revert to the immediate control of the Chief Executive, subject to any authorised use of virement. Where DHSSPS resources allocated for a particular purpose are not required or not required in full, for that purpose, they must be returned to the Department for potential redistribution.
- 4.3.4 Non-recurring budgets should not be used to finance recurring expenditure without the authority in writing of the Chief Executive, as advised by the Director of Finance.
- 4.3.5 All Budget Holders are required to regularly review all projected expenditure and identify to the Director of Finance on a timely basis, where inescapable expenditure has the potential to breach their delegated budget.

4.4 BUDGETARY CONTROL AND REPORTING WITHIN THE HSCB

4.4.1 The Director of Finance will devise and maintain systems of budgetary control. These will include:

- (a) monthly financial reports to the Board in a form approved by the Board containing:
 - (i) income and expenditure to date showing trends and forecast year-end position;
 - (ii) movements in working capital;
 - (iii) movements in cash and capital;
 - (iv) capital project spend and projected outturn against plan;
 - (v) explanations of any material variances from plan;
 - (vi) details of any corrective action where necessary and the Chief Executive's and/or Director of Finance's view of whether such actions are sufficient to correct the situation;
- (b) the issue of timely, accurate and comprehensible advice and financial reports to each budget holder, covering the areas for which they are responsible;
- (c) investigation and reporting of variances from financial, workload and manpower budgets;
- (d) monitoring of management action to correct variances;
- (e) arrangements for the authorisation of in-year budget transfers.

4.4.2 Each Budget Holder is responsible for ensuring that:

- (a) any likely overspending or reduction of income which cannot be met by virement is not incurred without the prior consent of the Board or its delegated representative;
- (b) the amount provided in the approved budget is not used in whole or in part for any purpose other than that specifically authorised subject to the rules of virement;
- (c) no permanent employees are appointed without the approval of the Chief Executive, or his/her delegated representative, other than those provided for within the available resources and manpower establishment as approved by the Board.

4.4.3 The Chief Executive is responsible for identifying and implementing cost improvements and income generation initiatives in accordance with the requirements of the Joint Commissioning Plan and a balanced budget.

4.5 Capital Expenditure

- 4.5.1 The general rules applying to delegation and reporting shall also apply to capital expenditure. (The particular applications relating to capital are contained in SFI 14 together with the provisions of the Capital Investment Manual for NI (see Circular HSS(PDD)4/95 issued on 10th July 1995)).

4.6 Monitoring Returns

- 4.6.1 The Chief Executive is responsible for ensuring that the appropriate monitoring forms are submitted to the requisite monitoring organisation.

5. ANNUAL ACCOUNTS AND REPORTS

- 5.1 The Director of Finance, on behalf of the HSCB, will:
- (a) prepare financial returns in accordance with the accounting policies and guidance given by the DHSSPS and the Treasury, the HSCB's accounting policies, and generally accepted accounting practice;
 - (b) prepare and submit annual financial reports to the DHSSPS certified in accordance with current guidelines;
 - (c) submit financial returns to the DHSSPS for each financial year in accordance with the timetable prescribed by the DHSSPS.
- 5.2 The HSCB's annual accounts must be audited by an auditor appointed by the NIAO. The HSCB's audited annual accounts must be presented to a public meeting and made available to the public.
- 5.3 The HSCB will publish an annual report, in accordance with guidelines on local accountability, and present it at a public meeting. The document will comply with the DHSSPS's Manual for Accounts.

6. BANK ACCOUNTS

6.1 General

- 6.1.1 The Director of Finance is responsible for managing the HSCB's banking arrangements with the Business Services Organisation, including setting clarity for the BSO within the Service Level Agreement (SLA) and for advising the HSCB on the provision of banking services and operation of accounts. This advice will take into account guidance/ Directions issued from time to time by the DHSSPS.
- 6.1.2 The Board shall approve the banking arrangements.

6.2 Bank

- 6.2.1 The Director of Finance is responsible for setting the parameters for the BSO within the SLA for the following:
- (a) operation of bank accounts;

- (b) establishment of separate bank accounts for the HSCB's non-public funds;
- (c) ensuring payments made from bank accounts do not exceed the amount credited to the account except where arrangements have been made;
- (d) all arrangements made with the HSCB's bankers for accounts to be overdrawn and reporting arrangements to the Director of Finance of the HSCB
- (e) monitoring compliance with DHSSPS guidance on the level of cleared funds.

6.3 Banking Procedures

6.3.1 The Director of Finance will prepare detailed instructions to advise the Business Services Organisation on the operation of bank accounts which must include:

- (a) the conditions under which each bank account is to be operated;
- (b) those authorised to sign cheques or other orders drawn on the HSCB's accounts; and
- (c) the limit to be applied to any overdraft.

6.3.2 The Director of Finance must advise the HSCB's bankers in writing of the conditions under which each account will be operated.

6.4 Tendering and Review

6.4.1 The Director of Finance will review the commercial banking arrangements of the HSCB at regular intervals to ensure they reflect best practice and represent best value for money by periodically seeking competitive tenders for the HSCB's commercial banking business, in co-operation with other HSC organisations.

6.4.2 Competitive tenders for HSC banking business should be sought at least every 5 years or extended period as agreed by the HSCB. The results of the tendering exercise should be reported to the Board.

7. INCOME, FEES AND CHARGES AND SECURITY OF CASH, CHEQUES AND OTHER NEGOTIABLE INSTRUMENTS

7.1 Income Systems

7.1.1 The Director of Finance is responsible for ensuring via the Performance Management of the Service Level Agreement with the BSO that there is compliance with agreed systems for the proper recording, invoicing, collection and coding of all monies due, including HSC transactions.

7.1.2 The Director of Finance is also responsible for ensuring that the BSO complies with the requirement for the prompt banking of all monies received.

7.2 Fees and Charges

- 7.2.1 The Director of Finance is responsible for approving and regularly reviewing the level of all fees and charges other than those determined by the DHSSPS or by Statute. Independent professional advice on matters of valuation shall be taken as necessary. Where sponsorship income (including items in kind such as subsidised goods or loans of equipment) is considered the guidance in the DHSSPS's Commercial Sponsorship – Ethical standards in the HSC shall be followed.
- 7.2.2 All employees must inform the Director of Finance promptly of money due arising from transactions which they initiate/deal with, including all contracts, leases, tenancy agreements, private patient undertakings and other transactions.

7.3 Debt Recovery

- 7.3.1 The Director of Finance is responsible for ensuring that the BSO complies with the appropriate recovery action on all outstanding debts.
- 7.3.2 Income not received should be dealt with in accordance with losses procedures and guidance issued by DHSSPS. (Circular HSS(F)38/98 and HSS(F)38/2005)
- 7.3.3 Overpayments should be detected (or preferably prevented) and recovery initiated.

7.4 Security of Cash, Cheques and other Negotiable Instruments

- 7.4.1 The Director of Finance is responsible for and will set clarity within the BSO Service Level Agreement on the systems for:
- (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, including the provision of safes or lockable cash boxes, the procedures for keys, and for coin operated machines;
 - (d) prescribing systems and procedures for handling cash and negotiable securities on behalf of the HSCB.
- 7.4.2 Public Funds shall not under any circumstances be used for the encashment of private cheques or IOUs.
- 7.4.3 All cheques, postal orders, cash etc., shall be banked intact. Disbursements shall not be made from cash received, except under arrangements approved by the Director of Finance.
- 7.4.4 The holders of safe keys shall not accept unofficial funds for depositing in their safes unless such deposits are in special sealed envelopes or locked containers. It shall be made clear to the depositors that the HSCB is not to be held liable for

any loss, and written indemnities must be obtained from the organisation or individuals absolving the HSCB from responsibility for any loss.

8. TENDERING AND CONTRACTING PROCEDURE

8.1 Duty to comply with Standing Orders and Standing Financial Instructions

The procedure for making all contracts by or on behalf of the HSCB shall comply with these Standing Orders and Standing Financial Instructions (except where Standing Order No. 3.13 Suspension of Standing Orders is applied).

8.2 Northern Ireland Public Procurement Policy, EU Directives Governing Public Procurement and DHSS&PS Mini-Code Guidance.

Northern Ireland Public Procurement Policy, Directives by the Council of the European Union and Guidance on procurement matters promulgated by the DHSSPS prescribing procedures for awarding all forms of contracts shall have effect as if incorporated in these Standing Orders and Standing Financial Instructions.

8.3 Reverse e-Auctions

The HSCB should have policies and procedures in place for the control of all tendering activity carried out through Reverse e-Auctions. For further guidance on Reverse e-Auctions refer to the HSCB's Centre of Procurement Excellence

8.4 Capital Investment Manual and other DHSSPS Guidance

The HSCB shall comply as far as is practicable with the requirements of the DHSSPS "Capital Investment Manual", CONCODE and liaise with Health Estates department in respect of capital investment and estate and property transactions. In the case of management consultancy contracts the HSCB shall comply as far as is practicable with DHSSPS "Guidance on the Use of External Consultants" HSS(F) 20/2006.

8.5 Formal Competitive Tendering

8.5.1 General Applicability

The HSCB shall ensure that competitive tenders are invited for:

- the supply of goods, materials and manufactured articles;
- the rendering of services including all forms of management consultancy services (other than specialised services sought from or provided by the DHSSPS);
- For the design, construction and maintenance of building and engineering works (including construction and maintenance of grounds and gardens) and for disposals.

8.5.2 Health Care Services

Where the HSCB elects to invite tenders for the supply of healthcare services these Standing Orders and Standing Financial Instructions shall apply as far as they are applicable to the tendering procedure and need to be read in conjunction with Standing Financial Instruction No. 18 and No. 19. In all cases the HSCB must comply with the requirements of the Public Contract Regulations 2006 in respect of the disbursement of funds and / or grant aid to the voluntary sector and discharge its duties to ensure that such monies, where used for procurement purposes, comply with the relevant requirements of the Public Contracts Regulations 2006.

8.5.3 Exceptions and instances where formal tendering need not be applied

Formal tendering procedures need not be applied where:

- (a) the estimated expenditure or income does not, or is not reasonably expected to, exceed £30,000; or
- (b) where the supply is proposed under special arrangements negotiated by the DHSSPS in which event the said special arrangements must be complied with;
- (c) regarding disposals as set out in Standing Financial Instructions No.25;

Formal tendering procedures may be waived in the following circumstances:

- (d) in very exceptional circumstances where the Chief Executive decides that formal tendering procedures would not be practicable or the estimated expenditure or income would not warrant formal tendering procedures, and the circumstances are detailed in an appropriate HSCB record;
- (e) where the requirement is covered by an existing contract let in accordance with HSCB SFIs;
- (f) where National agreements are in place that offer best value for money and have been approved by the Board;
- (g) where a consortium arrangement is in place and a lead organisation has been appointed to carry out tendering activity on behalf of the consortium members through a Centre of Procurement Expertise;
- (h) where the timescale genuinely precludes competitive tendering but failure to plan the work properly would not be regarded as a justification for a single tender;
- (i) where specialist product or service expertise is required and is available from only one source or in the case of products, is protected by patent / copyright;
- (j) when the task is essential to complete the project, and arises as a consequence of a recently completed assignment and engaging different consultants for the new task would be inappropriate;

- (k) there is a clear benefit to be gained from maintaining continuity with an earlier project. However in such cases the benefits of such continuity must outweigh any potential financial advantage to be gained by competitive tendering and must not infringe any EU Tendering Regulations;
- (l) for the provision of legal advice and services providing that any legal firm or partnership commissioned by the HSCB is regulated by the Law Society for Northern Ireland for the conduct of their business (or by the Bar Council for Northern Ireland in relation to the obtaining of Counsel's opinion) and are generally recognised as having sufficient expertise in the area of work for which they are commissioned.

The Director of Finance will ensure that any fees paid are reasonable and within commonly accepted rates for the costing of such work.

- (m) where allowed and provided for in the Capital Investment Manual.

The waiving of competitive tendering procedures should not be used to avoid competition or for administrative convenience or to award further work to a consultant originally appointed through a competitive procedure, unless provided for within the original terms and conditions of tender.

Where it is decided that competitive tendering is not applicable and should be waived, the fact of the waiver and the reasons should be documented and recorded in an appropriate HSCB record and reported to the Audit Committee at each meeting.

8.5.4 Fair and Adequate Competition

Where the exceptions set out in SFI Nos. 8.3 and 8.5.3 apply, the HSCB shall ensure that invitations to tender are sent to a sufficient number of firms/individuals to provide fair and adequate competition as appropriate, and in no case less than two firms/individuals, having regard to their capacity to supply the goods or materials or to undertake the services or works required.

8.5.5 List of Approved Firms

The HSCB shall ensure that the firms/individuals invited to tender (and where appropriate, quote) are among those on approved lists. Where in the opinion of the Director of Finance it is desirable to seek tenders from firms not on the approved lists, the reason shall be recorded in writing to the Chief Executive (see SFI 8.6.8 List of Approved Firms).

8.5.6 Building and Engineering Construction Works

Competitive Tendering cannot be waived for building and engineering construction works and maintenance (other than in accordance with Concode) without DHSSPS approval.

8.5.7 Items which subsequently breach thresholds after original approval

Items estimated to be below the limits set in this Standing Financial Instruction for which formal tendering procedures are not used which subsequently prove to

have a value above such limits shall be reported to the Chief Executive (or appropriate delegated Board Officer) and be recorded in an appropriate HSCB record.

8.6 Contracting/Tendering Procedure

8.6.1 Invitation to tender

- (i) All invitations to tender shall state the date and time as being the latest time for the receipt of tenders.
- (ii) All invitations to tender shall state that no tender will be accepted unless:
 - submitted in a plain sealed package or envelope bearing a pre-printed label supplied by the HSCB (or the word "tender" followed by the subject to which it related) and the latest date and time for the receipt of such tender addressed to the Chief Executive or nominated Manager;
 - that tender envelopes/ packages shall not bear any names or marks indicating the sender. The use of courier/postal services must not identify the sender on the envelope or on any receipt so required by the deliverer.

OR

Where an e-tendering system is in use shall not be accessible by any means until after the appointed date and time of closing and only then by appropriately authorized personnel.

- (iii) Every tender for goods, materials, services or disposals shall embody such of the HSC Standard Contract Conditions as are applicable.
- (iv) Every tender for building or engineering works (except for maintenance work, when Estmancode guidance shall be followed) shall embody or be in the terms of the current edition of one of the Joint Contracts Tribunal Standard Forms of Building Contract or Department of the Environment (GC/Wks) Standard forms of contract amended to comply with concode; or, when the content of the work is primarily engineering, the General Conditions of Contract recommended by the Institution of Mechanical and Electrical Engineers and the Association of Consulting Engineers (Form A), or (in the case of civil engineering work) the General Conditions of Contract recommended by the Institute of Civil Engineers, the Association of Consulting Engineers and the Federation of Civil Engineering Contractors. These documents shall be modified and/or amplified to accord with DHSSPS guidance and, in minor respects, to cover special features of individual projects.

8.6.2 Receipt and safe custody of tenders

The Chief Executive or his nominated representative will be responsible for the receipt, endorsement and safe custody of tenders received until the time appointed for their opening.

Where services are to be provided by a Centre of Procurement Expertise (CoPE) it will be the responsibility of the CoPE to ensure safe custody of unopened tender documents

The date and time of receipt of each tender shall be endorsed on the tender envelope/package.

OR

Where an e-tendering system is in use the electronic files shall be held in a secure electronic environment until time of opening has passed at which point the system shall release the files for access by appropriately authorised personnel.

8.6.3 Opening tenders and Register of tenders

The HSCB would expect the Regional Supplies Service of the BSO would undertake the following on its behalf.

- (i) As soon as practicable after the date and time stated as being the latest time for the receipt of tenders, they shall be opened by two senior officers/managers designated by the Chief Executive and not from the originating department.
- (ii) Where services are to be provided by a Centre of Procurement Expertise (CoPE) it will be the responsibility of the CoPE to ensure that appropriate personnel from the CoPE are present at tender opening.
- (iii) The rules relating to the opening of tenders will need to be read in conjunction with any delegated authority set out in the HSCB's Schemes of Delegation.
- (iv) The 'originating' Department will be taken to mean the Department sponsoring or commissioning the tender.
- (v) The involvement of Finance Directorate staff in the preparation of a tender proposal will not preclude the Director of Finance or any approved Senior Manager from the Finance Directorate from serving as one of the two senior managers to open tenders.
- (vi) All Executive Directors/members will be authorised to open tenders regardless of whether they are from the originating department provided that the other authorised person opening the tenders with them is not from the originating department.

The HSCB's Company Secretary will count as a Director for the purposes of opening tenders

- (vii) Every tender received shall be marked with the date of opening and initialed by those present at the opening.
- (viii) A register shall be maintained by the Chief Executive, or a person authorised by him, to show for each set of competitive tender invitations dispatched:

- the name of all firms/ individuals invited;
- the names of firms/ individuals from which tenders have been received;
- the date the tenders were opened;
- the persons present at the opening;
- the price shown on each tender;
- a note where price alterations have been made on the tender.

Each entry to this register shall be signed by those present.

A note shall be made in the register if any one tender price has had so many alterations that it cannot be readily read or understood.

- (ix) Incomplete tenders, i.e. those from which information necessary for the adjudication of the tender is missing, and amended tenders i.e., those amended by the tenderer upon his own initiative either orally or in writing after the due time for receipt, but prior to the opening of other tenders, should be dealt with in the same way as late tenders. (Standing Order No. 17.6.5) below).

8.6.4 Admissibility

- (i) If for any reason the designated officers are of the opinion that the tenders received are not strictly competitive (for example, because their numbers are insufficient or any are amended, incomplete or qualified) no contract shall be awarded without the approval of the Chief Executive.
- (ii) Where only one tender is sought and/or received, the Chief Executive and Director of Finance shall, as far practicable, ensure that the price to be paid is fair and reasonable and will ensure value for money for the HSCB.

8.6.5 Late tenders

- (i) Tenders received after the due time and date, but prior to the opening of the other tenders, may be considered only if the Chief Executive or his nominated officer decides that there are exceptional circumstances i.e. dispatched in good time but delayed through no fault of the tenderer. Where services are to be provided by a Centre of Procurement Expertise (CoPE), a duly authorised CoPE officer will act as nominated officer.
- (ii) Only in the most exceptional circumstances will a tender be considered which is received after the opening of the other tenders and only then if the tenders that have been duly opened have not left the custody of the Chief Executive or his nominated officer or if the process of evaluation and adjudication has not started. Where services are to be provided by a Centre of Procurement Expertise (CoPE), a duly authorised CoPE officer will act as nominated officer.
- (iii) While decisions as to the admissibility of late, incomplete or amended tenders are under consideration, the tender documents shall be kept strictly confidential, recorded, and held in safe custody by the Chief Executive or his nominated officer. Where services are to be provided by a Centre of

Procurement Expertise (CoPE), a duly authorised CoPE officer will act as nominated officer.

8.6.6 Acceptance of formal tenders (See overlap with SFI No. 8.7)

Prior to commencement of a tender process a group shall be constituted to evaluate and agree the award of contract. Nominees to the group shall be provided by the Chief Executive or his/her nominated officer and shall have the delegated authority to act on behalf of the HSCB in respect of the award of contract.

- (i) Prior to participation in an evaluation process those Officers participating in the evaluation will be required to complete a Declaration of Objectivity and Interests.
- (ii) Any discussions with a tenderer which are deemed necessary to clarify technical aspects of his tender before the award of a contract will not disqualify the tender. Such discussions must be carried out by or with the knowledge and approval of the Procurement Officer responsible for management of the tender process.
- (iii) The lowest tender, if payment is to be made by the HSCB, or the highest, if payment is to be received by the HSCB, shall be accepted unless there are good and sufficient reasons to the contrary. Such reasons shall be set out in either the contract file, or other appropriate record.

It is accepted that for professional services such as management consultancy, the lowest price does not always represent the best value for money. Other factors affecting the success of a project include:

- (a) experience and qualifications of team members;
- (b) understanding of client's needs;
- (c) feasibility and credibility of proposed approach;
- (d) ability to complete the project on time.

Where other factors are taken into account in selecting a tenderer, these must be clearly recorded and documented in the contract file, and the reason(s) for not accepting the lowest tender clearly stated.

- (iv) No tender shall be accepted which will commit expenditure in excess of that which has been allocated by the HSCB and which is not in accordance with these Instructions except with the authorisation of the Chief Executive or Director of Finance.
- (v) The use of these procedures must demonstrate that the award of the contract was:
 - (a) not in excess of the going market rate / price current at the time the contract was awarded;

(b) that best value for money was achieved.

- (vi) All Tenders should be treated as confidential and should be retained for inspection.

8.6.7 Tender reports to the Board

Reports to the Board will be made on an exceptional circumstance basis only.

8.6.8 List of approved firms (see SFI No. 8.5.5)

(a) Responsibility for maintaining list

A manager nominated by the Chief Executive shall on behalf of the HSCB maintain lists of approved firms from who tenders and quotations may be invited. These shall be kept under frequent review. The lists shall include all firms who have applied for permission to tender and as to whose technical and financial competence the HSCB is satisfied. All suppliers must be made aware of the Trust's terms and conditions of contract.

(b) Building and Engineering Construction Works

- (i) Invitations to tender shall be made only to firms included on the approved list of tenderers compiled in accordance with this Instruction or on the separate maintenance lists compiled in accordance with Estmancode guidance (Health Notice HN(78)147).
- (ii) Firms included on the approved list of tenderers shall comply with the N.I. Public Sector standard Equality Clause. ensure that when engaging, training, promoting or dismissing employees or in any conditions of employment, shall not discriminate against any person because of colour, race, ethnic or national origins, religion or sex, and will comply with the provisions of the Equal Pay Act 1970, the Sex Discrimination Act 1975, the Race Relations Act 1976, and the Disabled Persons (Employment) Act 1944 and any amending and/or related legislation.
- (iii) Firms shall conform at least with the requirements of the Health and Safety at Work Act (N.I. Order) and any amending and/or other related legislation concerned with the health, safety and welfare of workers and other persons, and to any relevant British Standard Code of Practice issued by the British Standard Institution. Firms must provide to the appropriate manager a copy of its safety policy and evidence of the safety of plant and equipment, when requested.

(c) Financial Standing and Technical Competence of Contractors

The Director of Finance or the HSCB's Centre of Procurement Expertise may make or institute any enquiries he deems appropriate concerning the financial standing and financial suitability of approved contractors. The Director with lead responsibility for clinical and social care governance will

similarly make such enquiries as is felt appropriate to be satisfied as to their technical / professional / medical competence.

8.6.9 Exceptions to using approved contractors

If in the opinion of the Chief Executive and the Director of Finance, or the Director with lead responsibility for clinical governance or the HSCB's Centre of Procurement Expertise, it is impractical to use a potential contractor from the list of approved firms/individuals (for example where specialist services or skills are required and there are insufficient suitable potential contractors on the list), or where a list for whatever reason has not been prepared, the Chief Executive should ensure that appropriate checks are carried out as to the technical and financial capability of those firms that are invited to tender or quote.

An appropriate record in the contract file should be made of the reasons for inviting a tender or quote other than from an approved list.

8.7 Quotations: Competitive and non-competitive

8.7.1 General Position on quotations

Quotations are required where formal tendering procedures are not adopted and where the intended expenditure or income exceeds, or is reasonably expected to exceed the current levels contained within the DHSSPS Mini-code Guidance.

8.7.2 Competitive Quotations

- (i) Quotations should be obtained in accordance with the DHSS&PS Mini-code based on specifications or terms of reference prepared by, or on behalf of, the HSCB.
- (ii) Quotations should be in writing unless the Chief Executive or his nominated officer determines that it is impractical to do so in which case quotations may be obtained by telephone (only for order value up to and including £2,000). Confirmation of telephone quotations should be obtained as soon as possible and the reasons why the telephone quotation was obtained should be set out in a permanent record.
- (iii) All quotations should be treated as confidential and should be retained for inspection.
- (iv) The Chief Executive or his nominated officer should evaluate the quotation and select the quote which gives the best value for money. If this is not the lowest quotation if payment is to be made by the HSCB, or the highest if payment is to be received by the HSCB, then the choice made and the reasons why should be recorded in a permanent record.

8.7.3 Non-Competitive Quotations

Non-competitive quotations in writing may be obtained in the following circumstances:

- (i) the supply of proprietary or other goods of a special character and the rendering of services of a special character, for which it is not, in the

opinion of the responsible officer, possible or desirable to obtain competitive quotations;

- (ii) the supply of goods or manufactured articles of any kind which are required quickly and are not obtainable under existing contracts;
- (iii) miscellaneous services, supplies and disposals;
- (iv) where the goods or services are for building and engineering maintenance the responsible works manager must certify that the first two conditions of this SFI (ie: (i) and (ii) of this SFI) apply.

Where quotations are obtained without formal competition being sought approval must be given by the Chief Executive or his/her appointed Officer.

8.7.4 Quotations to be within Financial Limits

No quotation shall be accepted which will commit expenditure in excess of that which has been allocated by the HSCB and which is not in accordance with Standing Financial Instructions except with the authorisation of either the Chief Executive or Director of Finance.

8.8 Authorisation of Tenders and Competitive Quotations

- 8.8.1 Providing all the conditions and circumstances set out in these Standing Financial Instructions have been fully complied with, formal authorisation and awarding of a contract may be decided by the officers nominated in the Chief Executive's Scheme of Delegation at Appendix 1
- 8.8.2 These levels of authorisation may be varied or changed and need to be read in conjunction with the Board's Scheme of Delegation.
- 8.8.3 Formal authorisation must be put in writing. In the case of authorisation by the Board this shall be recorded in their minutes.
- 8.8.4 Where the contract to be awarded is a multi-organisation or Regional Contract then the Chief Executive shall nominate in advance an HSCB employee(s) to participate in the tender evaluation and adjudicate the contract on behalf of the Trust. In doing so the Chief Executive shall delegate authority to that officer(s) to award the contract on behalf of the HSCB.

8.9 Instances where formal competitive tendering or competitive quotation is not required

Where competitive tendering or a competitive quotation is not required the HSCB should adopt one of the following alternatives:

- (a) the HSCB shall use the Regional Supplies Services (RSS) / Centre of Procurement Expertise (COPE) for procurement of all goods and services unless the Chief Executive or nominated officers deem it inappropriate. The decision to use alternative sources must be documented.
- (b) If the HSCB does not use the RSS / COPE - where tenders or quotations are not required, because expenditure is below **£2,000** the HSCB shall procure

goods and services in accordance with procurement procedures approved by the Director of Finance.

8.10 Private Finance for capital procurement (see overlap with SFI No. 14.2)

The HSCB should normally market-test for PFI (Private Finance Initiative funding) when considering a capital procurement. When the Board proposes, or is required, to use finance provided by the private sector the following should apply:

- (a) The Chief Executive shall demonstrate that the use of private finance represents value for money and genuinely transfers risk to the private sector.
- (b) Where the sum exceeds delegated limits, a business case must be referred to the appropriate DHSSPS for approval or treated as per current guidelines.
- (c) The proposal must be specifically agreed by the Board of the HSCB.
- (d) The selection of a contractor/finance company must be on the basis of competitive tendering or quotations.

8.11 Compliance requirements for all contracts

The Board may only enter into contracts on behalf of the HSCB within the statutory powers delegated to it by the Minister for HSSPS and shall comply with:

- (a) The HSCB's Standing Orders and Standing Financial Instructions;
- (b) EU Directives and other statutory provisions including N.I. Procurement Policy and DHSS&PS Guidance;
- (c) any relevant directions including the Capital Investment Manual and guidance on the Procurement and Management of Consultants;
- (d) such of the HSC Standard Contract Conditions as are applicable.
- (e) contracts with HSC Trusts must be in a form compliant with appropriate DHSSPS guidance.
- (f) Where appropriate contracts shall be in or embody the same terms and conditions of contract as was the basis on which tenders or quotations were invited.
- (g) In all contracts made by the Trust, the Board shall endeavour to obtain best value for money by use of all systems in place. The Chief Executive shall nominate an officer who shall oversee and manage each contract on behalf of the HSCB.

8.12 Personnel and Agency or Temporary Staff Contracts

The Chief Executive shall nominate officers with relevant delegated budgetary authority to enter into contracts of employment, regarding staff, agency staff or temporary staff service contracts.

8.13 Healthcare Services Agreements (see overlap with SFI No. 9)

Service agreements with HSC providers for the supply of healthcare services shall be drawn up in accordance with the NHS and Community Care Act 1990 and administered by the HSCB. Service agreements are not contracts in law and are not enforceable by the courts. However, a contract with an NHS Foundation Trust, being a PBC, is a legal document and is enforceable in law.

The Chief Executive shall nominate officers to commission service agreements with providers of healthcare in line with the joint commissioning plan approved by the Board.

8.14 Disposals (See overlap with SFI No. 16)

Competitive Tendering or Quotation procedures shall not apply to the disposal of:

- (a) any matter in respect of which a fair price can be obtained only by negotiation or sale by auction as determined (or pre-determined in a reserve) by the Chief Executive or his / her nominated officer;
- (b) obsolete or condemned articles and stores, which may be disposed of in accordance with the supplies policy of the HSCB;
- (c) items to be disposed of with an estimated sale value of less than £20,000, this figure to be reviewed on a periodic basis;
- (d) items arising from works of construction, demolition or site clearance, which should be dealt with in accordance with the relevant contract;
- (e) land or buildings concerning which DHSSPS guidance has been issued but subject to compliance with such guidance.

8.15 In-house Services

8.15.1 The Chief Executive shall be responsible for ensuring that best value for money can be demonstrated for all services provided on an in-house basis. The HSCB may also determine from time to time that in-house services should be market tested by competitive tendering.

8.15.2 In all cases where the Board determines that in-house services should be subject to competitive tendering the following groups shall be set up:

- (a) Specification group, comprising the Chief Executive or nominated officer/s and specialist.
- (b) In-house tender group, comprising a nominee of the Chief Executive and technical support.

- 8.15.3 All groups should work independently of each other and individual officers may be a member of more than one group but no member of the in-house tender group may participate in the evaluation of tenders.
- 8.15.4 The evaluation team shall make recommendations to the Board.
- 8.15.5 The Chief Executive shall nominate an officer to oversee and manage the contract on behalf of the HSCB.

9. HSC SERVICE AGREEMENTS FOR PROVISION OF SERVICES (see overlap with SFI No. 8.13)

9.1 Service and Budget Agreements (SBAs) (see overlap with SFI No. 12.3)

- 9.1.1 The Chief Executive, as the Accounting Officer, is responsible for ensuring the HSCB enters into suitable Service and Budget Agreements (SBA) with service providers for the provision of Health and social care services.

All SBAs should aim to implement the agreed priorities contained within the Joint Commissioning Plan and wherever possible, be based upon integrated care pathways to reflect expected patient experience. In discharging this responsibility, the Chief Executive should take into account:

- the standards of service quality expected;
- the relevant service framework (if any);
- the provision of reliable information on cost and volume of services;
- the Performance Assessment Framework;
- that SBAs build where appropriate on existing Joint Investment Plans;
- that SBAs are based on integrated care pathways.

9.2 Involving Partners and jointly managing risk

A good SBA will result from a dialogue of clinicians, social workers, users, carers, public health professionals, PAMs and managers. It will reflect knowledge of local needs and inequalities. This will require the Chief Executive to ensure that the HSCB works with all partner agencies involved in both the delivery and the commissioning of the service required. The SBA will apportion responsibility for handling a particular risk to the party or parties in the best position to influence the event and financial arrangements should reflect this. In this way the HSCB can jointly manage risk with all interested parties. Due consideration in all provider/purchaser arrangements must be observed as the HSC moves toward a 'Patient/Client-led HSC'.

9.3 A 'Patient/Client-led HSC and 'Local Commissioning''

A 'Patient/Client-led HSC'

Every aspect of the new system is designed to create a service which is Patient/Client-led, where:

- people have a far greater range of choices and of information and guidance to help make choices;
- there a stronger standards and safeguards for patients;
- HSC organisations are better at understanding patients and their needs, use new and different methodologies to do so and have better and more regular sources of information about preferences and satisfaction.

What services will look like

In order to be Patient/Client-led, the HSC will develop new service models which build on current experience and innovation to:

- give patients more choice and control wherever possible;
- offer integrated networks for emergency, urgent and specialist care to ensure that everyone throughout the country has access to safe, high quality care;
- make sure that all services and all parts of the HSC contribute to health promotion, protection and improvement.

Securing services

The HSC will develop the way it secures services for its patients. It will:

- promote more choice in acute care by offering choice to the patient both in number and type of provider;
- encourage development of new community and primary services alongside new practices;
- strengthen existing networks for emergency, urgent and specialist services;
- build on current practices in shared commissioning to create a far simpler contract management and administration system that can be professionally managed.

Changing the way the HSC works

The HSC needs a change of culture as well as of systems to become truly Patient/Client-led, where:

- everything is measured by its impact on patients and type of provider;
- the HSC is as concerned with health promotion and prevention as with sickness and injury;

- frontline staff have more authority and autonomy to better support the patient;
- barriers which create rigidity and inflexibility are tackled and codes of conduct and shared values are instilled into the culture.

Making the changes

A Patient/Client-led HSC needs effective organisations and incentives, with:

- a similar structured programme to support HSCBs in their development of 'Local Commissioning';
- further development of Payment by Results to provide appropriate financial incentives for all services;
- greater integration of all the financial and quality incentives along with full utilisation of new human resources and IT programmes.

9.4 Reports to Board on SBAs

The Chief Executive, as the Accounting Officer, will need to ensure that regular reports are provided to the Board detailing actual and forecast expenditure against the SBA.

10. COMMISSIONING

10.1 Role of the HSCB in Commissioning Health and Care Services

10.1.1 The HSCB has responsibilities for commissioning Health and Care services on behalf of the resident population. This will require the HSCB to work in partnership with the local HSC Trusts, users, carers and the voluntary sector to develop a Joint Commissioning Plan.

10.2 Role of the Chief Executive

10.2.1 The Chief Executive as the Accounting Officer has responsibility for ensuring Health and Care services are commissioned in accordance with the priorities agreed in the Joint Commissioning Plan. This will involve ensuring SBAs are put in place with the relevant providers, based upon integrated care pathways.

10.2.2 SBAs will be the key means of delivering the objectives of the PFA and therefore they need to have a wider scope. The HSCB Chief Executive will need to ensure that all SBAs;

- Meet the standards of service quality expected;
- Fit the relevant service framework (if any);
- Enable the provision of reliable information on cost and volume of services;

- Fit the Performance Assessment Framework;
- that SBAs build where appropriate on existing Joint Investment Plans;
- that SBAs are based upon cost-effective services;
- that SBAs are based on integrated care pathways.

10.2.3 The Chief Executive, as the Accounting Officer, will need to ensure that regular reports are provided to the Board detailing actual and forecast expenditure and activity for each SBA.

10.2.4 Where the HSCB makes arrangements for the provision of services by non-NHS providers it is the Chief Executive, as the Accounting Officer, who is responsible for ensuring that the agreements put in place have due regard to the quality and cost-effectiveness of services provided. Before making any agreement with non-NHS providers, the HSCB should explore fully the scope to make maximum cost-effective use of NHS facilities.

10.3 Role of Director of Finance

10.3.1 A system of financial monitoring must be maintained by the Director of Finance to ensure the effective accounting of expenditure under the SBA. This should provide a suitable audit trail for all payments made under the agreements, but maintains patient confidentiality.

10.3.2 The Director of Finance must account for Out of Area Treatments/Non Contract Activity financial adjustments in accordance with DHSSPS guidelines.

11. TERMS OF SERVICE, ALLOWANCES AND PAYMENT OF MEMBERS OF THE BOARD AND EMPLOYEES OF THE HSCB

11.1 Remuneration and Terms of Service (see overlap with SO No. 5)

11.1.1 In accordance with Standing Orders the Board shall establish a Remuneration and Terms of Service Committee, with clearly defined terms of reference, specifying which posts fall within its area of responsibility, its composition, and the arrangements for reporting.

11.1.2 The Committee will (in areas not already specified by the Department):

- (a) advise the Board about appropriate remuneration and terms of service for the Chief Executive, other officer members employed by the HSCB and other senior employees including:
 - (i) all aspects of salary (including any performance-related elements/bonuses);
 - (ii) provisions for other benefits, including pensions and cars;
 - (iii) arrangements for termination of employment and other contractual terms;

- (b) make such recommendations to the Board on the remuneration and terms of service of officer members of the Board (and other senior employees) to ensure they are fairly rewarded for their individual contribution to the HSCB - having proper regard to the HSCB's circumstances and performance and to the provisions of any national arrangements for such members and staff where appropriate;
 - (c) monitor and evaluate the performance of individual officer members of and other senior employees;
 - (d) advise on and oversee appropriate contractual arrangements for such staff including the proper calculation and scrutiny of termination payments taking account of such national guidance as is appropriate.
- 11.1.3 The Committee shall report in writing to the Board the basis for its recommendations. The Board shall use the report as the basis for their decisions, but remain accountable for taking decisions on the remuneration and terms of service of officer members in matters not already directed by the Department. Minutes of the Board's meetings should record such decisions.
- 11.1.4 The Board will consider and need to approve proposals presented by the Chief Executive for the setting of remuneration and conditions of service for those employees and officers not covered by either Departmental direction or by the Committee.
- 11.1.5 The HSCB will pay allowances to the Chairman and non-executive members of the Board in accordance with instructions issued by the Minister.
- 11.2 Funded Establishment**
- 11.2.1 The manpower plans incorporated within the annual budget will form the funded establishment.
- 11.2.2 The funded establishment of any department may not be varied without the approval of the Chief Executive.
- 11.2.3 The Finance Director will ensure that appropriate controls are in place to ensure the funded establishment is not exceeded without prior authority of the Chief executive.
- 11.3 Staff Appointments**
- 11.3.1 No officer or Member of the Board or HSCB employee 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:
- (a) unless authorised to do so by the Chief Executive or his/her nominated officer; and
 - (b) within the limit of their approved budget and funded establishment as confirmed by the Director of Finance.

- 11.3.2 The Board will approve procedures presented by the Chief Executive for the determination of commencing pay rates, condition of service, etc, for employees.

11.4 Processing Payroll

The DHSSPS has directed that the processing of HSCB payroll be outsourced to the Business Services Organisation. The HSCB Finance Director will ensure that there is an appropriate Service Level Agreement and monitoring arrangements in place with the BSO to ensure his responsibilities with regard to payroll processing are in place and operating effectively.

- 11.4.1 The Director of Finance is responsible for:
- (a) specifying timetables for submission of properly authorised time records and other notifications;
 - (b) the final determination of pay and allowances;
 - (c) making payment on agreed dates;
 - (d) agreeing method of payment.
- 11.4.2 The Director of Finance will agree and ensure the issue instructions by the BSO regarding:
- (a) verification and documentation of data;
 - (b) the timetable for receipt and preparation of payroll data and the payment of employees and allowances;
 - (c) maintenance of subsidiary records for superannuation, income tax, social security and other authorised deductions from pay;
 - (d) security and confidentiality of payroll information;
 - (e) checks to be applied to completed payroll before and after payment;
 - (f) authority to release payroll data under the provisions of the Data Protection Act;
 - (g) methods of payment available to various categories of employee and officers;
 - (h) procedures for payment by cheque, bank credit, or cash to employees and officers;
 - (i) procedures for the recall of cheques and bank credits;
 - (j) pay advances and their recovery;
 - (k) maintenance of regular and independent reconciliation of pay control accounts;

- (l) separation of duties of preparing records and handling cash; and
- (m) a system to ensure the recovery from those leaving the employment of the HSCB of sums of money and property due by them to the HSCB.

11.4.3 Appropriately nominated managers have delegated responsibility for:

- (a) submitting time records, and other notifications in accordance with agreed timetables;
- (b) completing time records and other notifications in accordance with the Director of Finance's instructions and in the form prescribed by the Director of Finance;
- (c) submitting termination forms in the prescribed form immediately upon knowing the effective date of an employee's or officer's resignation, termination or retirement. Where an employee fails to report for duty or to fulfill obligations in circumstances that suggest they have left without notice, the Director of Finance must be informed immediately.

11.4.4 Regardless of the arrangements for providing the payroll service, the Director of Finance shall ensure that the chosen method is supported by appropriate (contracted) terms and conditions, adequate internal controls and audit review procedures and that suitable arrangements are made for the collection of payroll deductions and payment of these to appropriate bodies.

11.5 Contracts of Employment

The DHSSPS has directed that the processing of HSCB payroll be outsourced to the Business Services Organisation.

11.5.1 The Board shall delegate responsibility to a nominated BSO officer (HR Director) for:

- (a) ensuring that all employees are issued with a Contract of Employment in a form approved by the Board and which complies with employment legislation;
- (b) dealing with variations to, or termination of, contracts of employment.

The HSCB Finance Director will ensure that there is an appropriate Service Level Agreement and monitoring arrangements in place to ensure proper control systems are in place and operating effectively.

12. NON-PAY EXPENDITURE

12.1 Delegation of Authority

- 12.1.1 The Board will approve the level of non-pay expenditure on an annual basis and the Chief Executive will determine the level of delegation to budget managers.
- 12.1.2 The Chief Executive will set out:
- (a) the list of managers who are authorised to place requisitions for the supply of goods and services;
 - (b) the maximum level of each requisition and the system for authorisation above that level.
- 12.1.3 The Chief Executive shall set out procedures on the seeking of professional advice regarding the supply of goods and services.

12.2 Choice, Requisitioning, Ordering, Receipt and Payment for Goods and Services (see overlap with Standing Financial Instruction No. 8)

12.2.1 Requisitioning

The requisitioner, in choosing the item to be supplied (or the service to be performed) shall always obtain the best value for money for the HSCB. In so doing, the advice of the HSCB's adviser on supply shall be sought. Where this advice is not acceptable to the requisitioner, the Director of Finance (and/or the Chief Executive) shall be consulted.

12.2.2 System of Payment and Payment Verification

The Director of Finance shall be responsible for the prompt payment of accounts and claims. Payment of contract invoices shall be in accordance with contract terms, or otherwise, in accordance with Public Sector Prompt Payment Policy.

12.2.3 The Director of Finance will through a Service Level Agreement and monitoring arrangements with the BSO:

- (a) advise the Board regarding the setting of thresholds above which quotations (competitive or otherwise) or formal tenders must be obtained; and, once approved, the thresholds should be incorporated in Standing Orders and Standing Financial Instructions and regularly reviewed;
- (b) prepare procedural instructions or guidance within the Scheme of Delegation on the obtaining of goods, works and services incorporating the thresholds;
- (c) be responsible for the prompt payment of all properly authorised accounts and claims;
- (d) be responsible for designing and maintaining a system of verification, recording and payment of all amounts payable. The system shall provide for:
 - (i) A list of Board members/employees (including specimens of their signatures) authorised to certify invoices.

(ii) Certification that:

- goods have been duly received, examined and are in accordance with specification and the prices are correct;
- work done or services rendered have been satisfactorily carried out in accordance with the order, and, where applicable, the materials used are of the requisite standard and the charges are correct;
- in the case of contracts based on the measurement of time, materials or expenses, the time charged is in accordance with the time sheets, the rates of labour are in accordance with the appropriate rates, the materials have been checked as regards quantity, quality, and price and the charges for the use of vehicles, plant and machinery have been examined;
- where appropriate, the expenditure is in accordance with regulations and all necessary authorisations have been obtained;
- the account is arithmetically correct;
- the account is in order for payment.

(iii) A timetable and system for submission to the BSO Director of Finance of accounts for payment; provision shall be made for the early submission of accounts subject to cash discounts or otherwise requiring early payment;

(iv) Instructions to employees regarding the handling and payment of accounts within the BSO Finance Department.

- (e) be responsible for ensuring that payment for goods and services is only made once the goods and services are received. The only exceptions are set out in SFI No. 12.2.4 below.

12.2.4 Prepayments

Prepayments are only permitted where exceptional circumstances apply. In such instances:

- (a) Prepayments are only permitted where the financial advantages outweigh the disadvantages (i.e. cash flows must be discounted to NPV using the National Loans Fund (NLF) rate plus 2%) and the intention is not to circumvent cash limits.
- (b) The appropriate officer member must provide, in the form of a written report, a case setting out all relevant circumstances of the purchase. The report must set out the effects on the HSCB if the supplier is at some time during the course of the prepayment agreement unable to meet his commitments;
- (c) The Director of Finance will need to be satisfied with the proposed arrangements before contractual arrangements proceed (taking into account

the EU public procurement rules where the contract is above a stipulated financial threshold);

- (d) The budget holder is responsible for ensuring that all items due under a prepayment contract are received and they must immediately inform the appropriate Director or Chief Executive if problems are encountered.

12.2.5 Official orders

Official Orders must:

- (a) be consecutively numbered;
- (b) be in a form approved by the HSCB Director of Finance or the BSO Director of Finance on his behalf;
- (c) state the HSCB's terms and conditions of trade;
- (d) only be issued to, and used by, those duly authorised by the Chief Executive.

12.2.6 Duties of Managers and Officers

Managers and officers acting for the HSCB must ensure that they comply fully with the guidance and limits specified by the Director of Finance and that:

- (a) all contracts (except as otherwise provided for in the Scheme of Delegation), leases, tenancy agreements and other commitments which may result in a liability are notified to the Director of Finance in advance of any commitment being made;
- (b) contracts above specified thresholds are advertised and awarded in accordance with EU rules on public procurement;
- (c) where consultancy advice is being obtained, the procurement of such advice must be in accordance with DHSSPS "Guidance on the Engagement of External Consultants" (HSS(F)20/06 and supplement 1 issued 28/10/08);
- (d) no order shall be issued for any item or items to any firm which has made an offer of gifts, reward or benefit to directors or employees, other than:
 - (i) isolated gifts of a trivial character or inexpensive seasonal gifts, such as calendars; or
 - (ii) conventional hospitality, such as lunches in the course of working visits;

(This provision needs to be read in conjunction with Standing Order No. 6 and the principles outlined in the HSCB's policy on "Standards of Business Conduct for Staff");

- (e) no requisition/order is placed for any item or items for which there is no budget provision unless authorised by the Director of Finance on behalf of the Chief Executive;
- (f) all goods, services, or works are ordered on an official order except works and services executed in accordance with a contract and purchases from petty cash;
- (g) verbal orders must only be issued very exceptionally - by an employee designated by the Chief Executive and only in cases of emergency or urgent necessity. These must be confirmed by an official order and clearly marked "Confirmation Order";
- (h) orders are not split or otherwise placed in a manner devised so as to avoid the financial thresholds;
- (i) goods are not taken on trial or loan in circumstances that could commit the HSCB to a future uncompetitive purchase;
- (j) changes to the list of members/employees and officers authorised to certify invoices are notified to the Director of Finance;
- (k) purchases from petty cash are restricted in value and by type of purchase in accordance with instructions issued by the Director of Finance;
- (l) petty cash records are maintained in a form as determined by the Director of Finance.

12.2.7 The Chief Executive and Director of Finance shall ensure that the arrangements for financial control and financial audit of building and engineering contracts and property transactions comply with the guidance contained within CONCODE and the Land transactions Handbook. The technical audit of these contracts shall be the responsibility of the relevant Director.

12.3 Finance Arrangements with HSC Organisations and Voluntary Bodies (see overlap with Standing Order No. 9.1)

12.3.1 Payments to HSC organisation and voluntary organisations shall comply with procedures laid down by the Director of Finance which shall be in accordance with DHSSPS guided best practice. (See overlap with Standing Order No. 9.1)

12.4 Grants and Other Bodies

12.4.1 Grants to other bodies for the provision of services to patients or clients shall, regardless of the source of funding, incorporate the principles set out in The Departmental Grants Manual, March 2005, issued by the DHSSPS. (See DHSSPS Website.)

12.4.2 The Manual aims to provide a guide to best practice in the management and administration of grant making. It is a procedures manual, setting out the basic accountability requirements for grant making and giving guidance on how these may be met in practice.

12.4.3 There are five main principles that apply to the management and administration of grant making. These are:

- **Regularity** – funds should be used for the authorised purpose;
- **Propriety** – funds should be distributed fairly, and free from undue influence;
- **Value for Money** – funds should be used in a manner that minimises costs, maximises outputs and always achieves intended outcomes
- **Proportionate Effort** – resources consumed in managing the risks to achieve and demonstrate regularity, propriety and value for money should be proportionate to the likelihood and impact of the risks materialising and losses occurring.
- **Clarity of responsibility and accountability** – within partnership working arrangements there should be clear documented lines of responsibility and accountability of each partner involved. Those who delegate responsibility should ensure that there are suitable means of monitoring performance.

12.4.4 For grants of up to £1,001 the Director responsible for the service may grant approval. For grants up to £5,001 the Chief Executive may grant approval. All other grants shall be considered by the Senior Management Team and must be consistent with the Joint Commissioning Plan approved by the HSCB at the outset of the year and be supported by an appropriate Business Case

13. HSC FINANCIAL GUIDANCE

13.1.1 The Director of Finance should ensure that members of the Board are aware of the extant finance guidance issued by DHSS&PS, (i.e. directions which the HSCB must follow regarding resource and capital allocation and funding to HSC organisations.) and that this direction and guidance is followed by the HSCB.

14. CAPITAL INVESTMENT, PRIVATE FINANCING, FIXED ASSET REGISTERS AND SECURITY OF ASSETS

14.1 Capital Investment

14.1.1 The Chief Executive:

- (a) shall ensure that there is an adequate appraisal and approval process in place for determining capital expenditure priorities and the effect of each proposal upon plans;
- (b) is responsible for the management of all stages of capital schemes and for ensuring that schemes are delivered on time and to cost;
- (c) shall ensure that the capital investment is not undertaken without confirmation of the availability of resources to finance all revenue consequences, including capital charges; and
- (d) is required to seek Department approval for:
 - All capital projects with expenditure of £500k and above (in accordance with the Capital Investment Manual and DHSSPS Circular HSS(F)13/06 and DAO(DFP) 06/05); and

- o All ICT projects with expenditure of £250k and above.

14.1.2 For every capital expenditure proposal the Chief Executive shall ensure:

- (a) that a business case (in line with the guidance contained within the *Capital Investment Manual*) is produced setting out:
 - (i) an option appraisal of potential benefits compared with known costs to determine the option with the highest ratio of benefits to costs;
 - (ii) the involvement of appropriate HSCB personnel and external agencies;
 - (ii) appropriate project management and control arrangements;
- (b) that the Director of Finance has certified professionally to the costs and revenue consequences detailed in the business case;
- (c) that Departmental approval is obtained for projects costing more than the HSCB's delegated limit for capital schemes; and
- (d) schemes requiring Departmental approval are re-submitted to the Department for re-consideration if any of the conditions specified in the *Capital Investment Manual* apply.

14.1.3 For capital schemes where the contracts stipulate stage payments, the Chief Executive will issue procedures for their management, incorporating the recommendations of the *Land Transactions Handbook*.

14.1.4 The Director of Finance shall assess on an annual basis the requirement for the operation of the construction industry tax deduction scheme in accordance with Inland Revenue guidance.

14.1.5 The Director of Finance shall issue procedures for the regular reporting of expenditure and commitment against authorised expenditure.

14.1.6 The approval of a capital programme shall not constitute approval for expenditure on any scheme.

The Chief Executive shall issue to the manager responsible for any scheme:

- (a) specific authority to commit expenditure;
- (b) authority to proceed to tender (see overlap with SFI No. 8.5);
- (c) approval to accept a successful tender (see overlap with SFI No. 8.6).

The Chief Executive will issue a scheme of delegation for capital investment management in accordance with the *Land Transactions Handbook* and the HSCB's Standing Orders.

14.1.7 The Director of Finance shall issue procedures governing the financial management, including variations to contract, of capital investment projects and valuation for accounting purposes. These procedures shall fully take into account the delegated limits for capital schemes included in DHSSPS circular HSS(F) 13/06.

14.2 Private Finance (see overlap with SFI No. 8.10)

14.2.1 The HSCB should normally test for PFI when considering capital procurement. When the HSCB proposes to use finance which is to be provided other than through its Allocations, the following procedures shall apply:

- (a) The Director of Finance shall demonstrate that the use of private finance represents value for money and genuinely transfers significant risk to the private sector.
- (b) Where the sum involved exceeds delegated limits, the business case must be referred to the DHSSPS or in line with any current guidelines.
- (c) The proposal must be specifically agreed by the Board.

14.3 HSC Organisations – Capital Proposals

14.3.1 The HSCB is required to confirm that it supports relevant capital investment proposals from other HSC organisations at Strategic Context stage, above certain delegated limits. It must also state that it is prepared to remit its share of any revenue resource consequences resulting from the scheme.

14.3.2 Circular HSS(PDD)4/95 directs that the Capital Investment Manual (CIM) for Northern Ireland published by the Management Executive of the DHSS on 10th July 1995 is to be implemented.

14.3.3 HSC organisations are required to obtain Departmental approval when costs are expected to exceed the following delegated limits:

- All capital projects with expenditure of £500k and above (in accordance with the Capital Investment Manual and DHSSPS Circular HSS(F)13/06 and DAO(DFP) 06/05).
- All IM and IT projects with expenditure of £250k and above.

14.3.4 The circular states that "... *the commitment of Commissioners must be secured from Strategic Context stage, before much of the detailed planning work is undertaken, and re-affirmed throughout the process*".

14.3.5 The CIM requires confirmation of Commissioner support at each phase of the Business Case:

- the Strategic Context (SC);
- Outline Business Case (OBC); and
- Full Business Case (FBC).

Approval of the Board shall be required at Strategic Context stage. Thereafter Senior Management Team is responsible for detailed consideration of Outline and Full Business Cases and shall report to the Board as required.

- 14.3.6 Consideration of HSC organisations capital proposals is to be undertaken by a Capital Investment Core Group consisting of officers from Planning and Finance enlarged as necessary to give consideration from both the care/treatment and business/finance perspectives.
- 14.3.7 Further guidance is provided in SOC Paper 166/95 dated 22nd August 1995. The requirement for all potential schemes to be tested for viability of private financing shall be particularly noted. The provisions of the Capital Investment Manual are to be followed in all cases above the delegated limits for HSC organisations.

14.4 Asset Registers

- 14.4.1 The Chief Executive is responsible for the maintenance of registers of assets, taking account of the advice of the Director of Finance concerning the form of any register and the method of updating, and arranging for a physical check of assets against the asset register to be conducted once a year.
- 14.4.2 The HSCB shall maintain an asset register recording fixed assets. The minimum data set to be held within these registers shall be as specified in the *Capital Accounting Manual* as issued by the DHSSPS.
- 14.4.3 Additions to the fixed asset register must be clearly identified to an appropriate budget holder and be validated by reference to:
- (a) properly authorised and approved agreements, architect's certificates, supplier's invoices and other documentary evidence in respect of purchases from third parties;
 - (b) stores, requisitions and wages records for own materials and labour including appropriate overheads;
 - (c) lease agreements in respect of assets held under a finance lease and capitalised.
- 14.4.4 Where capital assets are sold, scrapped, lost or otherwise disposed of, their value must be removed from the accounting records and each disposal must be validated by reference to authorisation documents and invoices (where appropriate).
- 14.4.5 The Director of Finance shall approve procedures for reconciling balances on fixed assets accounts in ledgers against balances on fixed asset registers.
- 14.4.6 The value of each asset shall be indexed to current values in accordance with methods specified in the *Capital Accounting Manual* issued by the DHSSPS.
- 14.4.7 The value of each asset shall be depreciated using methods and rates as specified in the *Capital Accounting Manual* issued by the DHSSPS.

14.5 Security of Assets

- 14.5.1 The overall control of fixed assets is the responsibility of the Chief Executive.
- 14.5.2 Asset control procedures (including fixed assets, cash, cheques and negotiable instruments, and also including donated assets) must be approved by the Director of Finance. This procedure shall make provision for:
- (a) recording managerial responsibility for each asset;
 - (b) identification of additions and disposals;
 - (c) identification of all repairs and maintenance expenses;
 - (d) physical security of assets;
 - (e) periodic verification of the existence of, condition of, and title to, assets recorded;
 - (f) identification and reporting of all costs associated with the retention of an asset;
 - (g) reporting, recording and safekeeping of cash, cheques, and negotiable instruments.
- 14.5.3 All discrepancies revealed by verification of physical assets to fixed asset register shall be notified to the Director of Finance.
- 14.5.4 Whilst each employee and officer has a responsibility for the security of property of the HSCB, it is the responsibility of Board members and senior employees in all disciplines to apply such appropriate routine security practices in relation to HPSS property as may be determined by the Board. Any breach of agreed security practices must be reported in accordance with agreed procedures.
- 14.5.5 Any damage to the HSCB's premises, vehicles and equipment, or any loss of equipment, stores or supplies must be reported by Board members and employees in accordance with the procedure for reporting losses.
- 14.5.6 Where practical, assets should be marked as HSCB property.
- 14.5.7 HSCB assets procured for the use of General Medical Practitioners and located in General Practice will also be included in the HSCB Fixed Asset Register. The Finance Director shall ensure that GPs understand their responsibility for the safe physical custody of such assets located in their practices.

15. STORES AND RECEIPT OF GOODS

15.1 General position

15.1.1 Stores, defined in terms of controlled stores and departmental stores (for immediate use) should be:

- (a) kept to a minimum;
- (b) subjected to annual stock take;
- (c) valued at the lower of cost and net realisable value.

15.2 Control of Stores, Stocktaking, Condemnations and Disposal

15.2.1 Subject to the responsibility of the Director of Finance for the systems of control, overall responsibility for the control of stores shall be delegated to an employee by the Chief Executive. The day-to-day responsibility may be delegated by him to departmental employees and stores managers/keepers, subject to such delegation being entered in a record available to the Director of Finance.

15.2.2 The responsibility for security arrangements and the custody of keys for any stores and locations shall be clearly defined in writing by the designated manager/officer. Wherever practicable, stocks should be marked as health service property.

15.2.3 The Director of Finance shall set out procedures and systems to regulate the stores including records for receipt of goods, issues, and returns to stores, and losses.

15.2.4 Stocktaking arrangements shall be agreed with the Director of Finance and there shall be a physical check covering all items in store at least once a year.

15.2.5 Where a complete system of stores control is not justified, alternative arrangements shall require the approval of the Director of Finance.

15.2.6 The designated Manager/officer shall be responsible for a system approved by the Director of Finance for a review of slow moving and obsolete items and for condemnation, disposal, and replacement of all unserviceable articles. The designated Officer shall report to the Director of Finance any evidence of significant overstocking and of any negligence or malpractice (see also overlap with SFI No. 16 Disposals and Condemnations, Losses and Special Payments). Procedures for the disposal of obsolete stock shall follow the procedures set out for disposal of all surplus and obsolete goods.

15.3 Goods supplied by Centres of Procurement Expertise (COPE) / HPSS Service Providers

15.3.1 For goods supplied via COPE central warehouses, the Chief Executive shall identify those authorised to requisition and accept goods from the store. The authorised person shall check receipt against the delivery note before forwarding this to the Director of Finance who shall satisfy himself that the goods have been received before accepting the recharge.

**16. DISPOSALS AND CONDEMNATIONS, LOSSES AND SPECIAL PAYMENTS
(see overlap with SFI No. 8.14 and 15.2.6)**

16.1 Disposals and Condemnations

16.1.1 Procedures

The Director of Finance must prepare detailed procedures for the disposal of assets including condemnations, and ensure that these are notified to managers.

16.1.2 When it is decided to dispose of an HSCB asset, the Head of Department or authorised deputy will determine and advise the Director of Finance of the estimated market value of the item, taking account of professional advice where appropriate.

16.1.3 All unserviceable articles shall be:

- (a) condemned or otherwise disposed of by an employee authorised for that purpose by the Director of Finance;
- (b) recorded by the Condemning Officer in a form approved by the Director of Finance which will indicate whether the articles are to be converted, destroyed or otherwise disposed of. All entries shall be confirmed by the countersignature of a second employee authorised for the purpose by the Director of Finance.

16.1.4 The Condemning Officer shall satisfy himself as to whether or not there is evidence of negligence in use and shall report any such evidence to the Director of Finance who will take the appropriate action.

16.1.5 Heads of Department will be responsible for ensuring that all data held on assets for disposal are dealt with appropriately and securely.

16.2 Losses and Special Payments

16.2.1 Procedures

The Director of Finance must prepare procedural instructions on the recording of and accounting for condemnations, losses, and special payments, in line with the requirements of Circular HSS(F)38/98.

16.2.2 Any employee or officer discovering or suspecting a loss of any kind must either immediately inform their Head of Department, who must immediately inform the Chief Executive and the Director of Finance or inform an officer charged with responsibility for responding to concerns involving loss. This officer will then appropriately inform the Director of Finance and/or Chief Executive. Where a criminal offence is suspected, the Director of Finance must immediately inform the police if theft or arson is involved. In cases of suspected fraud and corruption the Director of Finance must inform the relevant Local Counter Fraud Specialist (LCFS) and the DHSS&PS Counter Fraud Policy Unit in accordance with the HSCB's Fraud Response Plan.

The Director of Finance must notify the DHSS&PS Counter Fraud Policy Unit and the External Auditor of all frauds.

- 16.2.3 For losses apparently caused by theft, arson, neglect of duty or gross carelessness, except if trivial, the Director of Finance must immediately notify:
- (a) the Board,
 - (b) the External Auditor.
- 16.2.4 Within limits delegated to it by the DHSSPS, the Board shall approve the writing-off of losses.
- 16.2.5 The Director of Finance shall be authorised to take any necessary steps to safeguard the HSCB's interests in bankruptcies and company liquidations.
- 16.2.6 For any loss, the Director of Finance should consider whether any insurance claim can be made.
- 16.2.7 The Director of Finance shall maintain a Losses and Special Payments Register in which write-off action is recorded.
- 16.2.8 No special payments exceeding delegated limits shall be made without the prior approval of the DHSSPS.
- 16.2.9 All losses and special payments must be reported to the Audit Committee at least once per annum prior to the consideration of the draft Annual Accounts.

17. INFORMATION TECHNOLOGY

17.1 Responsibilities and duties of the Director of Finance

- 17.1.1 As well as the Director of Performance Management and Service Improvement's responsibility to ensure that Departmental ICT policy controls e.g. Gateway Reviews are complied with, the Director of Finance, who is responsible for the accuracy and security of the computerised financial data of the HSCB, shall:
- (a) devise and implement any necessary procedures to ensure adequate (reasonable) protection of the HSCB's data, programs and computer hardware for which the Director is responsible from accidental or intentional disclosure to unauthorised persons, deletion or modification, theft or damage, having due regard for the Data Protection Act 1998;
 - (b) ensure that adequate (reasonable) controls exist over data entry, processing, storage, transmission and output to ensure security, privacy, accuracy, completeness, and timeliness of the data, as well as the efficient and effective operation of the system;
 - (c) ensure that adequate controls exist such that the computer operation is separated from development, maintenance and amendment;

- (d) ensure that an adequate management (audit) trail exists through the computerised system and that such computer audit reviews as the Director may consider necessary are being carried out.

17.1.2 The Director of Finance shall need to ensure that new financial systems and amendments to current financial systems are developed in a controlled manner and thoroughly tested prior to implementation. Where this is undertaken by another organisation, assurances of adequacy must be obtained from them prior to implementation.

17.1.3 The Director responsible for Information and Communication Technology (ICT) shall publish and maintain a Freedom of Information (FOI) Publication Scheme, or adopt a model Publication Scheme approved by the Information Commissioner. A Publication Scheme is a complete guide to the information routinely published by a public authority. It describes the classes or types of information about our HSCB that we make publicly available.

17.2 Responsibilities and duties of other Directors and Officers in relation to computer systems of a general application

17.2.1 In the case of computer systems which are proposed General Applications (i.e. normally those applications which the majority of HSCB's in the Region wish to sponsor jointly) all responsible directors and employees will send to the Director of Finance:

- (a) details of the outline design of the system;
- (b) in the case of packages acquired either from a commercial organisation, from the HSC, or from another public sector organisation, the operational requirement.
- (c) a supporting business case

17.3 Contracts for Computer Services with other health bodies or outside agencies

The Director of Finance shall ensure that contracts for computer services for financial applications with another health organisation (e.g. BSO) or any other agency shall clearly define the responsibility of all parties for the security, privacy, accuracy, completeness, and timeliness of data during processing, transmission and storage. The contract should also ensure rights of access for audit purposes.

Where another health organisation (e.g. BSO) or any other agency provides a computer service for financial applications, the Director of Finance shall periodically seek assurances that adequate controls are in operation.

17.4 Risk Assessment

The Director responsible for ICT shall ensure that risks to the HSCB arising from the use of IT are effectively identified and considered and appropriate action taken to mitigate or control risk. This shall include the preparation and testing of appropriate disaster recovery plans.

17.5 Requirements for Computer Systems which have an impact on corporate financial systems

Where computer systems have an impact on corporate financial systems the Director of Finance shall need to be satisfied that:

- (a) systems acquisition, development and maintenance are in line with corporate policies such as an Information Technology Strategy;
- (b) data produced for use with financial systems is adequate, accurate, complete and timely, and that a management (audit) trail exists;
- (c) Director of Finance staff have access to such data;
- (d) such computer audit reviews as are considered necessary are being carried out.

18. ACCEPTANCE OF GIFTS BY STAFF AND LINK TO STANDARDS OF BUSINESS CONDUCT (see overlap with SO No. 7 and SFI No. 12.2.6 (d))

The Director of Finance shall ensure that all staff are made aware of the HSCB policy on acceptance of gifts and other benefits in kind by staff. This policy follows the guidance contained in the DHSSPS circular HSS(PDD) 8/94 'Codes of Conduct and Accountability' and is also deemed to be an integral part of these Standing Orders and Standing Financial Instructions (see overlap with SO No. 7).

19. PAYMENTS TO INDEPENDENT CONTRACTORS

19.1 Role of the HSCB

The HSCB will approve additions to, and deletions from, approved lists of contractors, taking into account the health needs of the local population, and the access to existing services. All applications and resignations received shall be dealt with equitably, within any time limits laid down in the contractor's HPSS terms and conditions of service.

19.2 Duties of the Chief Executive

The Chief Executive shall:

- (a) ensure that lists of all contractors, for which the HSCB is responsible, are maintained in an up to date condition;
- (b) ensure that systems are in place to deal with applications, resignations, inspection of premises, etc, within the appropriate contractor's terms and conditions of service.

19.3 Duties of the Director of Finance

The Director of Finance shall:

- (a) ensure that contractors who are included on an HSCB approved list receive payments;

- (b) maintain a system of payments such that all valid contractors' claims are paid promptly and correctly, and are supported by the appropriate documentation and signatures;
- (c) ensure that regular independent verification of claims is undertaken, to confirm that:
 - (i) rules have been correctly and consistently applied;
 - (ii) overpayments are detected (or preferably prevented) and recovery initiated in accordance with HPSS(F)38/98 circular, Guidance on Losses and Special Payments, Appendix B "Recovery of Overpayments;
 - (iii) suspicions of possible fraud are identified and subsequently dealt with in line with DHSSPS Directions on the management of fraud and corruption.
- (d) ensure that arrangements are in place to identify contractors receiving exceptionally high, low or no payments, and highlight these for further investigation; and
- (e) ensure that a prompt response is made to any query raised by the Business Services Organisation, Counter Fraud Unit regarding claims from contractors submitted directly to them.

20. RETENTION OF RECORDS

- 20.1 The Chief Executive shall be responsible for maintaining archives for all records required to be retained in accordance with DHSSPS guidelines, Good Management, Good Records.
- 20.2 The records held in archives shall be capable of retrieval by authorised persons.
- 20.3 Records held in accordance with DHSSPS guidance shall only be destroyed at the express instigation of the Chief Executive. Detail shall be maintained of records so destroyed.

21. RISK MANAGEMENT AND INSURANCE

21.1 Programme of Risk Management

The Chief Executive shall ensure that the HSCB has a programme of risk management, in accordance with current DHSSPS assurance framework requirements, which must be approved and monitored by the Board.

The programme of risk management shall include:

- a) a process for identifying and quantifying risks and potential liabilities;

- b) engendering among all levels of staff a positive attitude towards the control of risk;
- c) management processes to ensure all significant risks and potential liabilities are addressed including effective systems of internal control, cost effective insurance cover, and decisions on the acceptable level of retained risk;
- d) contingency plans to offset the impact of adverse events;
- e) audit arrangements including; internal audit, clinical and social care audit, health and safety review;
- f) a clear indication of which risks shall be insured;
- g) arrangements to review the risk management programme.

The existence, integration and evaluation of the above elements will assist in providing a basis to make a statement on the effectiveness of Internal Control (SIC) within the Annual Report and Accounts as required by current DHSSPS guidance.

21.2 Insurance arrangements with commercial insurers

21.2.1 There is a general prohibition on entering into insurance arrangements with commercial insurers. There are, however, **three exceptions** when HSC organisation's may enter into insurance arrangements with commercial insurers. The exceptions are:

- (1) HSC organisation's may enter commercial arrangements for **insuring motor vehicles** owned by the HSCB including insuring third party liability arising from their use;
- (2) where the HSCB is involved with a consortium in a **Private Finance Initiative** contract and the other consortium members require that commercial insurance arrangements are entered into; and
- (3) where **income generation activities** take place. Income generation activities should normally be insured against all risks using commercial insurance. If the income generation activity is also an activity normally carried out by the HSCB for an HPSS purpose the activity may be covered in the risk pool. In any case of doubt concerning an HSCB's powers to enter into commercial insurance arrangements the Finance Director should consult the DHSSPS.

APPENDICES

Appendix 1	Chief Executive's Scheme of Delegation	126 - 129
Appendix 2	Administrative Schemes of Delegation	130 - 143
Appendix 3	Financial Schemes of Delegation	144 - 147
Appendix 4	Governance and Audit Committee	148 -157
Appendix 5	Local Commissioning Groups	158 - 166
Appendix 6	Pharmacy Practices Committee	167 - 172
Appendix 7	Reference Committee	173 - 177
Appendix 8	Remuneration and Terms of Service Committee	178 - 182
Appendix 9	Review Panel	183 - 189
Appendix 10	Disciplinary Committee Interim Arrangements	190 - 194
Appendix 11	Standing Items on Board Agenda	195

SCHEDULES

Schedule 1	UMC 1 Form	196 - 198
Schedule 2	UMC 2 Form	199 - 201

Appendix 1

CHIEF EXECUTIVE'S SCHEME OF DELEGATION

This appendix refers to Section 3.2 of the Standing Orders

ITEMS	RESPONSIBILITY	CONTROLS	DELEGATED TO
4.2.1 Corporate Operational Matters	Matters which impact on the corporate operational performance of the Board.	Timely submission required from appropriate lead Director or joint submission.	Senior Management Team
4.2.2 Corporate Plan	An accessible statement of the Board's purpose, values and goals; and key actions to be undertaken by the Board to deliver.	To be prepared annually in line with Government proposals.	Senior Management Team
4.2.3 Multidisciplinary Planning and Commissioning and Monitoring proposals	Proposed matters which involve the planning and commissioning and monitoring of services including in year management of resources.	Proposals to be submitted for Senior Management Team approval and monitoring	Appropriate Planning or Commissioning Team
4.2.4 Lead and Manage Individual Directorates	The operational management of individual directorates including leadership and development.	Responsive to corporate needs.	Individual Directors
4.2.5 Financial Performance of Directorate Operations	Monitoring of individual Directorate performance to achieve overall corporate targets set by the Department of Health, Social Services and Public Safety.	Monthly reporting by Director of Finance to achieve overall targets.	Senior Management Team

ITEMS	RESPONSIBILITY	CONTROLS	DELEGATED TO
<p>4.2.6 Control Assurance Standards and Risk Management</p>	<p>Ensure Board-wide implementation and compliance with the requirements of Controls Assurance Standards.</p>	<p>To be reported through the Governance and Audit Committee to the Board</p>	<p>Programme Director for Corporate Management</p>
<p>4.2.7 Policy Approval Process to comply with Control Assurance Standards</p>	<p>New policy proposals requiring approval in accordance with the Controls Assurance Standards</p>	<p>Policies relating to internal management arrangements to be submitted to the Senior Management Team for approval. ALL other policies have approval reserved to the Board.</p>	<p>Senior Management Team</p>
<p>4.2.8 Operation of the Local Advisory and Investigative Panel/s (until 31 December 2010)</p>	<p>Assessing expressions of concern about under-performance of general medical practitioners. The Panel is empowered to act on behalf of the Health and Social Care for the management of Stages 1 and 2 of the local process.</p>	<p>Referral on to Stage 3 shall be decided by the Reference Committee or, where appropriate, the Chief Executive.</p>	<p>Local Advisory and Investigative Panel/s</p>

ITEMS	RESPONSIBILITY	CONTROLS	DELEGATED TO
<p>4.2.9 Referral of cases to other agencies</p>	<p>The Reference Committee is responsible for the referral of cases to Stage 3 of the process. Where this is not practicable the Chief Executive shall make a referral</p>	<p>Minutes of the Reference Committee to be submitted to the confidential section of the Board meeting.</p>	<p>Reference Committee and Chief Executive</p>
<p>4.2.10 Operation of the Regional Professional Panel from 1 January 2011</p>	<p>Assessing expressions of concern about under-performance of general medical, dental, pharmaceutical and ophthalmic practitioners. The Panel is empowered to act on behalf of the Health and Social Care Board for the management of Stages 2 of the local process</p>	<p>DHSSPS List Management Guidance</p>	<p>Director of Integrated Care</p>
<p>4.2.11 Management of the GMS Contract</p>	<p>The operation of the HPSS (General Medical Services Contracts) Regulations (Northern Ireland) 2004</p>	<p>Key proposals to be submitted to the Senior Management Team for approval and monitoring</p>	<p>Director of Integrated Care and appropriate Officers in the Directorate of Integrated Care</p>
<p>4.2.12 Operation of the NI Primary Medical Performers List</p>	<p>The operation of the HPSS (Primary Medical Performers Lists) Regulations (Northern Ireland) 2004, including the inclusion, conditional inclusion, contingent removal, suspension and removal of GP Performers from the NI PMPL List.</p>	<ul style="list-style-type: none"> • Regional Primary Medical Performers List Advisory Committee • Review Panel 	<p>Director of Integrated Care and appropriate Officers in the Directorate of Integrated Care</p>

ITEMS	RESPONSIBILITY	CONTROLS	DELEGATED TO
<p>4.2.13 Operation of the Responsible Officer role</p>	<p>The Medical Profession (Responsible Officers) Regulations (Northern Ireland) 2010</p>	<p>Responsible Officers Forum (DHSSPS) Policies relating to the operation of the Responsible Officer role to be submitted to the Senior Management Team for approval. The Responsible Officer reports to the Director of Integrated Care who is accountable to the Health and Social Care Board, through the Chief Executive, for this function.</p>	<p>Assistant Director of Integrated Care (Head of GMS) – Designated as the Responsible Officer</p>
<p>4.2.14 Operation of the Accountable Officer Role</p>	<p>The Controlled Drugs (Supervision and Management and Use) Regulations (Northern Ireland) 2009</p>	<p>The Accountable Officer reports to the Director of Integrated Care and is accountable, through the Chief Executive, to the Health and Social Care Board for this function.</p>	<p>Assistant Director of Integrated Care (Head of Pharmacy and Medicines Management) – Designated as the Accountable Officer)</p>
<p>4.2.15 Approval of settlements and Payments in respect of Clinical Negligence Claims</p>	<p>Circular HSC (SQSD) 5/10</p>	<p>Governance and Audit Committee. Approval and authorisation of settlements and payments up to £250,000 as noted in HSCB Policy on Handling of Clinical Negligence Claims</p>	<p>Head of Corporate Services</p>

Appendix 2

ADMINISTRATIVE SCHEMES OF DELEGATION

This appendix refers to Sections 3.3.5 – 3.3.9 of the Standing Orders

3.3.5 Delegation of Budgets for Board Administration

ITEMS	RESPONSIBILITY	CONTROLS	DELEGATED TO
<p>Authorisation and Approval of Non-Pay Expenditure for Board Administration</p>	<p>The authorisation and approval of non-pay expenditure for Board administration.</p> <p>Chief Executive further delegates these powers to Directors or nominated Officers within the budgets provided to them and the limits set out below.</p> <p>In turn, they may delegate them to named officers.</p>	<p>Within Limits set out below.</p> <p>The Finance Director will bring forward annual budgets within which each Director must manage their annual expenditure.</p>	<p>Directors or nominated Budget Holders</p>

Relates to Section 3.3 of STANDING ORDERS

Appendix 2

ADMINISTRATIVE SCHEMES OF DELEGATION

3.3.6 Procedure for Delegating Power to Authorise and Approve Non-Pay Expenditure For Board Administration

	<p>Authority to initiate expenditure and approve payments</p> <p>Authority to initiate expenditure and to approve the payment of invoices is delegated to the Chief Executive who delegates it to Directors or nominated Officers. They in turn may delegate these powers to named officers in their directorates.</p> <p>Each Director shall nominate appropriate officers and the Finance Directorate will compile a comprehensive list. The list (including specimen signatures) will be copied to the Business Services Organisation. A copy shall be retained in each directorate for reference. The list shall be amended as necessary and reviewed at least annually; a revised version will be distributed.</p> <p>Expenditure in each specified category is only permitted within the budget provided for it.</p> <p>The nominated officers shall observe the limits delegated to them on the list (see above), which shall not be exceeded without express approval of the Chief Executive. They must also note their responsibilities in authorising expenditure to be incurred by the Health and Social Care Board.</p> <p>Routine Expenditure</p> <p>Definition: This is expenditure on goods and services for which a budget is provided and which is usually initiated by requisition and repeated periodically. Examples would include office supplies and consumables together with the maintenance of equipment and other establishment costs.</p> <p>Expenditure Limits: None. Within budgets.</p>	
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Relates to Section 3.3 of STANDING ORDERS

**ADMINISTRATIVE SCHEMES OF DELEGATION
3.3.6 Procedure for Delegating Power to Authorise and Approve Non-Pay Expenditure For Board Administration**

<p>Non Routine Expenditure (Excluding ICT expenditure for which separate arrangements are in place Standing Order 3.3.9) Definition: This is expenditure which occurs on a once-only or occasional basis for which a budget may be provided. It may include books, periodicals, courses, travel, and equipment costing less than £5000.</p> <p>Expenditure limits: As provided by the Scheme of Delegation within the budget or approved funding.</p> <p>No Budget or Approved Funding: If no budget or specifically approved funding exists for any such proposed expenditure, a Director or nominated Officer is to consult the Director of Finance to identify a possible source of funds. A submission may then be prepared for the Senior Management Team seeking the authorisation of the Chief Executive for the proposed expenditure and its funding.</p> <p>Specific Items: Individual procedures applies to the: - Use of External Consultants</p> <p>Capital Expenditure</p> <p>Definition: Capital expenditure is defined in the HPSS Capital Accounting Manual. The essential elements are that there is a tangible asset capable of use for more than one year and that the expenditure exceeds £5,000. (under review)</p> <p>Expenditure Limits: As provided by the Scheme of Delegation within the budget or approved funding.</p>	
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Relates to Section 3.3 of STANDING ORDERS	
ADMINISTRATIVE SCHEMES OF DELEGATION	
3.3.6 Authorisation and Approval Of PAYROLL Expenditure for board administration	
Authority to Initiate and Approve Payroll Expenditure	<p>The power to authorise payroll expenditure is delegated to the Chief Executive as determined by the framework approved by the Remuneration and Terms of Service Committee on behalf of the Board.</p> <p>The power to appoint a member of staff is delegated to members of the relevant interview panel provided that approval has been obtained from the Chief Executive to initiate the recruitment process.</p> <p>This applies to new posts or replacement staff for both permanent and temporary appointments.</p> <p>Additional payroll costs such as overtime payments are delegated to Directors and nominated Officers to authorise, providing they remain within the total funds for the individual budget concerned.</p> <p>The processing of all supporting services will be outsourced to the Business Services Organisation through a Service Level Agreement mechanism.</p>

Relates to Section 3.3 of STANDING ORDERS

**ADMINISTRATIVE SCHEMES OF DELEGATION
3.3.6 Authorisation and Approval of Non-Pay Expenditure
For Board Administration**

FINANCIAL LIMITS	
	<p>The responsibility for the authorisation and approval of non-pay expenditure for Board administration is delegated to the Chief Executive. The Chief Executive further delegates these powers to Directors and nominated Officers within the budgets provided to them and the limits set out below. In turn, they may delegate them to named Officers.</p> <p>Routine Revenue Expenditure:</p> <p>Not required Within budget limits</p> <p>Non-Routine Revenue Expenditure: (excluding ICT where separate arrangements Standing Order 3.3.9)</p> <p>Limits may be varied Within budget or ear-marked funds:</p> <p>Up to £2,000 By authorised officers</p> <p>Over £2,000 By Director / nominated Officer</p> <p>Over £20,000 By Chief Executive</p> <p>No budget or ear-marked funds: Submission to the Senior Management Team</p> <p>Use of External Consultants (and Research Contracts)</p> <p>Authorisation of proposed use:</p> <p>Up to £20,000 Chair/Chief Executive and notify Policy and Accountability Unit</p> <p>£20,000 and above Chair/Chief Executive plus authorisation of Policy and Accountability Unit</p>

<p>Any amount</p> <p>Within projected financial Limit</p> <p>General Capital (excluding ICT)</p> <p>< £249,999</p> <p>> £250,000</p> <p>ICT</p> <p><£249,999</p> <p>>£250,000</p> <p>>£500,000</p> <p><£100,000</p> <p>>£100,000</p>	<p>Approval to pay:</p> <p>Chair/Chief Executive/Director</p> <p>Capital Expenditure</p> <ul style="list-style-type: none"> • ICT Strategy by Board • Support to Trust proposed Capital Investment at Strategic Outline Stage <ul style="list-style-type: none"> • Director • Chief Executive / Senior Management Team <ul style="list-style-type: none"> • Director • Board and DHSSPS approval • Board, DHSSPS and DFP approval <p>Disposal of Board Assets</p> <ul style="list-style-type: none"> • Chief Executive • Board 	
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Relates to Section 3.3 of STANDING ORDERS

ADMINISTRATIVE SCHEMES OF DELEGATION
3.3.7 Procedure for Quotations and Tendering of Non- Pay
Expenditure For Board Administration

Financial Limits* correct as at 6/10/10 but subject to change – please refer to the DHSSPS Guidance on Procurement Control Limits (DHSSPS mini-code) and current EU Thresholds for Public Procurement as defined in the Public Contracts Regulations 2006 and subsequent amendments

Order Value:		Requirement:
Up to and including £2,000*		Quotations not required
£* 2,000	£30,000*	Tenders or written quotations from four suppliers
£30,000*	£ 156,442*	Ten days public notice in at least two newspapers in N Ireland and in such other publications as considered necessary by the Board or by BSO
Goods -> £ £156,442*		Contracts for goods for more than £156,442 are subject to The Public Supply Contracts Regulations 1995 - requiring advertising in the Supplement to The Official Journal of the European Community.
Services -> £156,442		Contracts for services for more than £156,442 are subject to The Public Services Contracts Regulations 1993 - requiring advertising in the Supplement to The Official Journal of the European Community .

Placing of Orders

For orders falling within the financial limits above the Business Services Organisation shall order under contracts already negotiated by tendering procedures OR shall institute the tendering process on behalf of the requisitioning officer.

When selecting suppliers to be invited to submit a quotation or tender for procurements below £30,000, contracting authorities should provide opportunities for Small and Medium sized Enterprises (SMEs) to compete for business in line with Procurement Board's policy.

For orders falling within the final two financial limits above officers are advised to consult the Director of Finance. Reference shall also be made to:

- the Department's circular "Contract Procedure- Supplies";
- HSS(WS2)1/74 as amended by HSS(PPM)03/06; and
- Standing Financial Instructions paragraphs 11.1.4 and 11.2.3.

Relates to Section 3.3 of STANDING ORDERS

**ADMINISTRATIVE SCHEMES OF DELEGATION
3.3.8 Procedure for Use of Management Consultants and Research
Contracts for Non-Pay Expenditure for Board Administration**

	<p>Introduction: DHSSPS Circular HSS (F) 40/2009 provides extensively revised guidance on the engagement of external consultants by Health and Social Care organisations</p> <p>It applies to all contracts for 'consultancy services' and deals with the management and monitoring of such assignments. The Board has directed that the term 'consultancy services' shall be taken to include research carried out on its behalf by any body (NHS or non-NHS)</p> <p>Against this background the Board has drawn up the following procedure to ensure compliance with this guidance and to enable the Board's officers to carry out their delegated tasks with the assurance that they have achieved value for money, selected the best consultants for the job, followed Standing Orders and other procedures and managed the assignment in a professional manner.</p> <p>Delegation: The Board requires that all proposed use of management consultants or proposals for research must be submitted to the Chair or Chief Executive for authorisation, through the Director of Finance, BEFORE engaging or going out to tender. The authorisation framework and thresholds shall be applied as set out for non-pay expenditure.</p> <p>The sponsoring directorate(s) shall complete a Proposal to Engage Management Consultants Form (UMC1), (see Schedule 1), have it signed by the nominated Officer taking lead responsibility for the assignment and submit it for authorisation by the Chair, Chief Executive or Director of Finance.</p>	
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Relates to Section 3.3 of STANDING ORDERS

**ADMINISTRATIVE SCHEMES OF DELEGATION
3.3.8 Procedure for Use of Management Consultants and Research
Contracts for Non-Pay Expenditure for Board Administration**

	<p>Appropriate Senior Management Team members shall be consulted before making a decision on whether the relevant skills and expertise are available internally.</p> <p>Tendering: The use of consultants is subject to the normal contract procedures as referred to in Standing Orders, Administrative/Financial Schemes of Delegation for Non-Pay Expenditure, see above.</p> <p>The Procurement Control Limits applicable to the use of consultants are as follows:</p>	
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Thresholds		
Order Value:		Requirement:
Up to and including £1,500		2/3 Oral Quotations (fax or e-mail confirmation should be obtained).
£ £1,500	£10,000	4 Selected Tenders
>£10,000	<£30,000	5 Selected Tenders
>£30,000	<EU Thresholds	Publicly advertised tender competition

	<p>Where an exception is to be made under Circular HSS (F) 40/2009, this must have Accounting Officer approval and, if material, reported to the Audit Committee,</p>	
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Relates to Section 3.3 of STANDING ORDERS

**ADMINISTRATIVE SCHEMES OF DELEGATION
3.3.8 Procedure for Use of Management Consultants and Research
Contracts for Non-Pay Expenditure for Board Administration**

Liaison with Department of Health, Social Services and Public Safety:

The circular requires that the Department of Health, Social Services and Public Safety Policy and Accountability Unit is notified **in all instances** where there is a case for external consultants being employed. The Board has decided that in all cases the notification shall be directed via the Director of Finance, Accounts and Assurance who shall provide advice on the completion of forms and the notification to the Department of Health, Social Services and Public Safety.

The circular also requires the **approval** of the Department's Policy and Accountability Unit **before** going out to tender where the fees **are likely to exceed** £20,000. As above, the Director of Finance shall advise on the referral for approval and shall be the primary point of contact with the Department's Policy and Accountability Unit.

Evaluation:

The circular requires that the Board shall evaluate the proposals and it lists matters to be taken into account. Under the Board's Scheme of Delegation the evaluation shall be carried out by a project team or steering Committee set up by the sponsoring directorate(s). The Chair or Chief Executive must ratify the decision. The tender evaluation documents and records must be retained - see also "Records" section below.

Exceptional circumstances may justify departure from procedures. A record must be made of such special considerations and presented to the Chief Executive or Chair to receive authority to proceed.

Relates to Section 3.3 of STANDING ORDERS

**ADMINISTRATIVE SCHEMES OF DELEGATION
3.3.8 Procedure for Use of Management Consultants and Research
Contracts for Non-Pay Expenditure for Board Administration**

	<p>Engagement of External Consultants: The Health and Social Care Board's standard letter of contract shall be used. Where it is deemed necessary to depart from this, advice shall be sought from the Director of Finance.</p> <p>Monitoring: The sponsoring directorate or steering Committee must appoint an officer to manage the consultancy assignment.</p> <p>Fees and Expenses: For all expenditure an Approval of Payment Form (UMC2), (See Schedule 2), must be completed and approved by the Chair, Chief Executive, Director or nominated Officer.</p>	
	<p>Financial Monitoring: The Director of Finance is responsible for maintaining the records of expenditure on assignments completed and/or started during each year, which are required by the circular, and for submitting the annual return to the Department.</p> <p>The officer identified as the manager in the Monitoring section above is responsible for advising the Director of Finance of expenditure on the project.</p> <p>Report: The appointed Officer and/or the steering Committee/project team shall complete the report recording the assessment of the consultant, which the circular requires. It shall then be forwarded to the Director of Finance for onward submission to the Department of Health, Social Services and Public Safety.</p>	

Relates to Section 3.3 of STANDING ORDERS

**ADMINISTRATIVE SCHEMES OF DELEGATION
3.3.8 Procedure for Use of Management Consultants and Research
Contracts for Non-Pay Expenditure for Board Administration**

	<p>Records: The monitoring officer shall set up a contract file which includes:</p> <ul style="list-style-type: none"> • terms of reference / consultants brief; • evidence of Department of Health, Social Services and Public Safety notification and approval • evidence of notification to staff association; • evaluation criteria; • copies of all the consultants proposals; • details of the shortlisting and final selection process; • the letter of contract and any variations; • records of payments; • implementation plans, and • project evaluation details. 	
	<p>Consultation with Staff: DHSSPS Circular HSS (F) 40/2009 requires that before commissioning any consultancy work on an efficiency assignment which may impact on the organisational structure and for staffing, the organisation should notify the Trade Union side.</p> <p>Employment of IT Consultants: In addition, the Information Management Group of the NHS HSS Executive has produced a guide on "The Procurement and Management of Consultants within the NHS." The Department has issued this as a model of good practice. Volume One focuses on the general issues of which senior management shall be aware and Volume Two on the practical details for a manager purchasing consultancy services.</p>	

Any enquiries in connection with the above shall be addressed, in the first instance, to the Director of Finance.

Relates to Section 3.3 of STANDING ORDERS	
ADMINISTRATIVE SCHEMES OF DELEGATION	
3.3.9 Procedure for Delegating Power to Authorise and Approve ICT and ICT Related Investment & Expenditure for Board Administration	
	<p>The HSC Board is responsible for the preparation and implementation of a DHSSPS approved ICT strategy for the wider HSC, within the capital and revenue resources made available by the Minister. These resources may be supplemented by both capital and revenue resource transfers from general allocations available to HSC bodies.</p>
	<p>The approval of the HSC ICT Investment Strategy is reserved to the Board. The approval of Business Cases and associated capital investment and expenditure is delegated to the Chief Executive within the parameters of the approved strategy, Departmental directions and available capital and revenue allocations.</p> <p>The Chief Executive may delegate to the Director responsible for ICT expenditure authority to approve Business Cases up to £249,999, and the transfer of capital allocations to other HSC organisations up to £1,000,000, provided they are consistent with the priorities approved by the Board within the ICT Strategy and affordable within the budgetary allocations notified or indicated by the DHSSPS.</p> <p>The Director responsible for ICT expenditure will agree with the Finance Director his scheme of further delegation to nominated officers within the HSC Board ICT Department of powers to approve the transfer of capital allocations to other HSC organisations by the DHSSPS, approve business cases within the Board approved ICT strategy and budgets, approve requisitions for Board/GMS ICT assets and services and, separately, approve invoices for Board/GMS ICT assets within Board approved annual budgets. Board and DHSSPS approval is required for Business Cases in excess of £250,000 for ICT.</p>

Appendix 3

FINANCIAL SCHEMES OF DELEGATION

This appendix refers to Sections 3.4.1 – 3.4.2 of the Standing Orders

Relates to Section 3.4 of STANDING ORDERS
FINANCIAL SCHEMES OF DELEGATION
3.4.1 Procedure for Delegation of Budgets including Budgets for Commissioning of Care

<p>The Director of Finance under the authority of the Chief Executive may delegate the management of a budget to permit the performance of a defined range of activities. This delegation must be in writing and accompanied by a clear definition of:</p> <ul style="list-style-type: none"> • the amount of the budget; • the purpose of each budget heading; • individual and group responsibilities; • Authority to exercise virement within total revenue or total capital; • achievement of planned levels of service; and • the provision of regular reports. <p>Principles of Delegation:</p> <p>Control of a budget shall be set at a level at which budget management can be most effective.</p> <p>Whilst the Chief Executive retains overall responsibility for budgets, they may be delegated to Directors, Commissioning Groups or nominated Officers who may, in turn, delegate the management of a budget to officers under their span of control.</p> <p>A list of the officers so authorised shall be forwarded to the Director of Finance.</p> <p>General:</p> <p>All expenditure is to be included in the budgetary system and all items must be coded to a budget heading. Where additional funding is required outside the budgetary framework for prospective expenditure the relevant Director or nominated Officer shall prepare a submission to the Senior Management Team.</p>	<p>Standing Financial Instructions Section 10.2</p>
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Relates to Section 3.4 of STANDING ORDERS

FINANCIAL SCHEMES OF DELEGATION

3.4.1 Procedure for Delegation of Budgets including Budgets for Commissioning of Care

Timetable:

The Director of Finance shall have discussions with designated budget holders in February and March of each year and submit proposed budgets to the Chief Executive for approval in March of each year. The delegation of budgets shall be arranged before 1 April each year.

Virement:

The rules governing virement are important. Virement powers cannot be unlimited as otherwise the initial budgetary decisions of the Board could be nullified. Virement rules which are too restrictive, however, will not then allow the freedom to manage. The Board wishes to permit the optimum flexibility through virement, subject to its own priorities and plans.

Virement is permissible except where expressly excluded as below:-

- **no virement** between capital and revenue budgets is permitted except with the **written** permission of DHSSPS;
- no virement from a non-recurrent to a recurrent purpose is permitted;
- all non-recurrent virements must be agreed within a period of account and certainly no longer than one year;
- locally planned savings are available to the budget holder on a recurring basis at the discretion of the Director or nominated Officer involved;
- savings arising from Health and Social Care Board policy changes or from imposed cuts are not available to the budget holder;
- fortuitous savings are at the disposal of budget holders in the same way as planned savings;
- where timing delays, such as the late delivery of capital equipment, mean that expenditure is not incurred in one period of account, then the "savings" are not available for virement until the postponed expenditure in the following period of account has been committed;

Relates to Section 3.4 of STANDING ORDERS
FINANCIAL SCHEMES OF DELEGATION
3.4.1. Procedure for Delegation of Budgets

	<p>Both budget holders must confirm their agreement to the Director of Finance in writing and the proposed virement must then be submitted to the Senior Management Team to be approved by the Chief Executive.</p>	
	<p>Overspends and Underspends</p> <p>The consent of the Chief Executive must be obtained before incurring any overspends which cannot be met by approved virement.</p> <p>Any funds not required for their designated purpose(s) revert to the immediate control of the Chief Executive, subject to any authorised use of virement.</p>	

Relates to Section 3.4 of STANDING ORDERS

**FINANCIAL SCHEMES OF DELEGATION
3.5 Authority To Initiate And Approve Cash Advances To
HSC Bodies**

FUNCTION	
	<p>Cash Advances:</p> <p>The responsibility for the authorisation and approval of Cash Advances to Health and Social Care Bodies is reserved to the Department of Health Social Services and Public Safety.</p> <p>The Department of Health, Social Services and Public Safety retains responsibility for the reconciliation of overall Health and Social Care cash draw and reported Income and Expenditure positions of individual Health and Social Care organisations in Northern Ireland.</p> <p>Limits of Authority:</p> <p>There is no delegated authority, to the Health and Social Care Board from the Department of Health, Social Services and Public Safety for cash advances in any single financial year.</p>

Appendix 4**GOVERNANCE AND AUDIT COMMITTEE****Contents****1.0 Remit and Constitution**

- 1.1 Introduction
- 1.2 Role
- 1.3 Terms of Reference
- 1.4 Composition of Governance and Audit Committee
- 1.5 Establishment of a Governance and Audit Committee
- 1.6 Relationship with Governance Officer Group
- 1.7 Relationship with Internal Audit
- 1.8 Relationship with External Audit

2.0 Conduct of Business

- 2.1 Attendance
- 2.2 Frequency of Meetings
- 2.3 Complaints Matters

GOVERNANCE AND AUDIT COMMITTEE

1 REMIT AND CONSTITUTION

1.1 Introduction

The Health and Social Care (Reform) Act (Northern Ireland) 2009 applies.

- 1.1.1 The Code of Conduct and Code of Accountability specified the requirement for an Audit Committee to be established by HSS Boards and Circular HSS(PDD)8/94 set out detailed guidance on how this shall be done.
- 1.1.2 Circular HSS (PPM) 6/2002 announced that the Department of Health, Social Services and Public Safety, in recognition of the importance of a sound system of risk management, had entered into a license agreement with Standards Australia for the use of their internationally recognised risk management standard AS/NZS 4360:1999 (now updated to 2004 model). The application of this internationally recognised approach to risk management would be seen as an important piece of evidence in support of a Statement of Internal Control.
- 1.1.3 The application of Controls Assurance standards within the HPSS, was announced in Circular HSS (PPM) 8/2002. This process enables individual HPSS organisations to provide evidence that they are doing their reasonable best to protect users, staff, the public and other stakeholders against risk of all kinds. It is a means by which Chief Executives as Accounting Officers can discharge their responsibilities and provide assurances to the Department of Health, Social Services and Public Safety, the Assembly and the public.
- 1.1.4 DHSSPS Circular HSS (PPM) 10/2002 contains guidance specific to clinical and social care governance, which enabled HPSS organisations to formally begin the process of developing and implementing such arrangements within their respective organisations and set a framework for action which highlighted the roles, responsibilities, reporting and monitoring mechanisms that are necessary to ensure delivery of high quality health and social care.
- 1.1.5 The circular also stipulated the requirement that this new guidance should be read in the context of previous guidance already issued on the implementation of a common system of risk management and the

development of controls assurance standards for financial and organisational aspects of governance.

- 1.1.6 The Health and Personal Social Services (Quality Improvement and Regulation) (Northern Ireland) Order 2003 imposed a 'statutory duty of quality' on HPSS Boards and Trusts. To support this legal responsibility, the Quality Standards for Health and Social Care have been issued by the Department of Health, Social Services and Public Safety and are used by the Regulation and Quality Improvement Authority to assess the quality of care provided by the HPSS.

The Board of the Health and Social Care Board has agreed the following process, which is reviewed in light of any subsequent guidance.

The remit of the Audit Committee has been extended to include an integrated governance approach encompassing financial governance, clinical and social care governance and organisational governance, all of which are underpinned by sound systems of risk management.

A group of Board Officers who are representative of all of the functional areas of the Board of the Health and Social Care Board shall form a Governance Officer Group and be chaired by a nominated Executive Director.

A designated senior manager shall serve as secretary to the Committee.

1.2 Role

1.2.1 The Board is responsible for:

- management of its activities in accordance with laws and regulations; and
- the establishment and maintenance of a system of internal control designed to give reasonable assurance that:
 - assets are safeguarded;
 - waste and inefficiency are avoided;
 - reliable financial information is produced; and
 - value for money is continuously sought.

1.2.2 The Committee assists the Board in these functions by providing an independent and objective review of:

- all control systems;

- the information provided to the Board;
- compliance with law, guidance and codes of conduct and accountability; and
- Governance processes within the Board.

1.2.3 The Committee shall give an assurance to the Board of the Health and Social Care Board each year on the adequacy and effectiveness of the system of internal control in operation within the Health and Social Care Board.

1.2.4 The Chair of the Committee should report to the Board on a regular basis on the work of the Committee.

1.3 Terms of Reference

To be kept under review in light of any emerging or changing accountability arrangements for the Health and Social Care Board.

1.3.1 The Committee shall undertake the following tasks:

- Review and recommend the Board approve the Governance Strategy and Governance Assurance Framework.
- Review and approve the Annual Governance Implementation Plan in accordance with the Governance Strategy.
- Review the monitoring reports of the Governance Officer Group.
- Provide assurance to the Board that governance is being appropriately managed in line with the Governance Strategy.
- Review verification reports and assurance reports from internal audit assignments and management's responses.
- Prior to the external audit, discuss the audit plan with the auditor including the reliance to be placed on internal audit.
- Review the external auditor's report to those charged with Governance and management's response.
- Seek annual assurance of the independence of the Board's external and internal auditors.
- Consider any report of the Public Accounts Committee or the Comptroller and Auditor General involving the Board and review management's proposed response before presentation to the Board.
- Bring to the Board's attention Value For Money studies that have been done elsewhere which might be relevant and review the work of the Health and Social Care Board in this area.

- Review the Board Officer responses and actions in respect of Regulation and Quality Improvement Authority assessments and recommendations, where applicable.
 - Review Board Officer responses and actions in respect of other regulatory and supervisory bodies.
- 1.3.2 The responsibility for internal control rests with management. The Governance and Audit Committee shall review its scope and effectiveness.
- 1.3.3 The Governance and Audit Committee shall also:
- review proposed changes to Standing Orders and Standing Financial Instructions;
 - examine the circumstances associated with each instance when Standing Orders are waived;
 - review all proposed losses for write-off and compensation payments and make recommendations to the Board;
 - approve accounting policies and subsequent changes to them;
 - monitor the implementation of the Codes of Conduct and Accountability thus offering assurance to the Board of probity in the conduct of business; and
 - monitor and review the effectiveness of the Board's Counter Fraud programme.
- 1.4 Composition of the Governance and Audit Committee**
- 1.4.1 The Committee shall comprise four Non-Executive Directors with a quorum of three. Lay Advisors may be appointed and shall attend meetings of the Committee and shall participate fully in the discussions but shall not be able to vote.
- 1.4.2 None of these Non-Executive Directors shall be the Chair of the Board although he may be invited to attend meetings that are discussing issues pertinent to the whole Board.
- 1.4.3. The Director of Finance of the Health and Social Care Board, the internal and external auditors and the Lead Officer for Governance/Chair of the Governance Officer Group may attend the Committee by invitation and others may also be required to attend as necessary.
- 1.4.4. In accordance with MMCB 167 "Oversight of DHSSPS Arm's Length Bodies: Departmental Attendance at Audit Committees" a Department

of Health, Social Services and Public Safety representative shall be invited to attend one Audit Committee meeting per year.

- 1.4.5 Where possible, at least one Member of the Committee shall have financial expertise and if possible, the remaining Members shall include representation from clinical and social care backgrounds.
- 1.4.6 The Members shall select a Chair of the Committee from among their number.

1.5 Establishment of a Governance and Audit Committee

- 1.5.1 The Governance and Audit Committee is to be constituted as a Committee of the Board with the Health and Social Care Board to act with independence. The terms of reference of the Committee are to be approved by the Board and recorded in the Board minutes.
- 1.5.2 Governance and Audit Committee meetings shall be conducted formally and minutes submitted to the Board at its next meeting in accordance with Standing Order 5.2.21.
- 1.5.3 The Committee shall expect to meet at least four times per year. Agendas and briefing papers shall be prepared and circulated in sufficient time for members to give them due consideration.
- 1.5.4 As part of one of the meetings, members shall consider the internal and external audit plans and at another meeting, shall review the annual report of the External Auditor. There shall be an opportunity for the Committee to meet the External Auditor once a year without the Chair of Board, the Executives and Officers being present.
- 1.5.5 If the Committee is of the view that there is evidence of an ultra vires transaction or the committing of improper acts, the Chair of the Governance and Audit Committee shall present the facts to a full meeting of the Board. Exceptionally, the matter may need to be referred to the Department of Health, Social Services and Public Safety (to the Director of Finance in the first instance).

1.6 Relationship with Governance Officer Group*

- 1.6.1 The responsibilities of the Governance Officer Group are:
- to advise/report to the Senior Management Team and Governance and Audit Committee on Board-wide Governance issues, including policies and procedures, quality improvement,

trends, sharing lessons learnt and ensuring mechanisms are in place to prevent re-occurrence;

- to develop a clear Governance Strategy and Governance Assurance Framework;
- to develop and maintain a live Risk Register at both Corporate and Functional levels across the Health and Social Care Board, highlighting areas of concern for the Board and to recommend action to Board Officers, and the Governance and Audit Committee;
- to develop the annual governance implementation plan in accordance with the governance strategy;
- to put in place mechanisms to assess and monitor compliance with Quality, Controls Assurance and any other relevant standards and recommend action plans by Officers and the Governance and Audit Committee; and
- to compile regular reports and an annual report to the Senior Management Team and to the Governance and Audit Committee on Governance and advise on the Statements of Internal Control.

- 1.6.2 The Governance and Audit Committee shall review the work of the Governance Officer Group in order to give assurance to the Board that governance has been effectively managed, and to allow the Chief Executive to sign the bi-annual Statements of Internal Control.

***NB: The Governance Officer Group will be re-convened in 2010 once the Health and Social Care Board Structures to Tier 5 Level have been established**

1.7 Relationship with Internal Audit

- 1.7.1 The Governance and Audit Committee must obtain the necessary information to assure the Board that the systems of internal control are operating effectively and for this they shall rely on the work of Internal Audit together with the External Auditor and on the work of the Board's Governance Officer Group.
- 1.7.2 The Governance and Audit Committee shall receive reports of findings on internal control. These reports shall form the basis of the Committee's conclusions and recommendations. The Director of Finance is responsible for the management of internal audit arrangements. The Committee shall participate in the selection process when an internal audit service provider is changed.
- 1.7.3 A nominated officer is responsible for securing an internal audit service. A direct reporting line, independent of the Chief Executive

and other Executive Directors, shall be available to the Chair of the Governance and Audit Committee.

1.8 Relationship with External Audit

- 1.8.1 The Governance and Audit Committee shall rely upon the certification of the accuracy, probity and legality of the Annual Accounts provided by the External Auditor, combined with the more detailed internal audit review of systems and procedures and Governance Officer Group monitoring, in discharging its responsibilities for ensuring sound internal control systems and accurate accounts and providing such assurances to the Board.
- 1.8.2. The External Auditor shall provide an independent assessment of any major activity within his remit and a mechanism for reporting the outcome of value for money or regularity studies. Non-Executive Directors shall raise any significant matters which cause them concern.
- 1.8.3 The Northern Ireland Comptroller and Auditor General is the appointed External Auditor. He may appoint independent companies as external auditor. The Governance and Audit Committee has a duty to ensure that an effective External Audit service is provided. Officers shall offer advice to the Committee in their annual assessment of the performance of the External Audit Service. The Committee shall also monitor the extent and scope of co-operation and joint planning between external and internal audit. Any problems shall be raised with the External Auditor.

2 CONDUCT OF BUSINESS

2.1 Attendance

- 2.1.1 Only the members of the Committee, any Lay Advisors and the nominated senior manager (who acts as secretary to the Committee), shall attend meetings as a matter of course together with appropriate administrative support staff.
- 2.1.2 The Board's Chair and other Executive or Non-Executive Board Members may be invited to attend as required. The Lead Officer for Governance/Chair of the Governance Officer Group and the Director of Finance shall have a standing invitation to attend all meetings except the annual meeting with the External Auditor when it is stipulated that no Officers shall attend (see 2.1.3).
- 2.1.3 The External Auditor shall be invited to attend any meeting of the Committee. Once a year the Committee shall meet the External Auditor without the presence of Officers.
- 2.1.4 A nominated senior manager is responsible for securing the internal audit service for the Board. He / she shall ensure the management respond promptly to Internal Audit reports and shall monitor the performance of the Internal Audit Service on behalf of the Committee.
- 2.1.5 Any member of staff of the Board may be required to attend a meeting of the Committee as necessary.
- 2.1.6 A Department of Health, Social Services and Public Safety representative shall be invited to attend one Audit Committee Meeting per year.
- 2.1.7 A Corporate Business Officer shall service the Committee.

2.2 Frequency of Meetings

- 2.2.1 Routine meetings are to be held four times per year with a specific remit as the core of each meeting, although any appropriate matters may be considered at any meeting. Further meetings may be arranged at the discretion of the Chair as necessary.
- 2.2.2 The following is an outline timetable illustrating suggested content of each meeting:

Meeting	Month	Core Content
1	January	Governance Monitoring Report Governance Annual Report Internal and External audit plans for following year. Governance Implementation Plan. Review of Value for Money work of Board. Annual Counter Fraud Reports and Plans.
2	March	Governance Monitoring Report. Internal audit reports. External Auditor Audit Plan Review of Value for Money work of the Board. Audit report on Board's Annual Accounts for previous year presented by External Auditor. Assurance on the adequacy of the system of internal control.
3	May/June	Governance Monitoring Report. Clinical and Social Care Governance Draft Statement on Internal Control Annual Accounts Report to those charged with Governance by External Auditor
4	October	Internal audit reports. Mid Year Assurance Statement Governance and Risk Management Monitoring Report. Value for Money Annual Report and Plan. Annual Review of Standing Orders

2.3. Complaints Matters

Two Officer groups will consider complaints matters and advise the Governance and Audit Committee accordingly:

- HSCB/PHA Serious Adverse Incident and Learning Group and
- Regional Complaints Group

Appendix 5

LOCAL COMMISSIONING GROUPS (LCGS)

Contents

1 Remit and Constitution

- 1.1 Introduction
- 1.2 Role
- 1.3 Terms of Reference
- 1.4 Relationship with and reporting to the Board
- 1.5 Composition of Local Commissioning Groups
- 1.6 Establishment of Local Commissioning Groups

2 Conduct of Business

- 2.1 Attendance at Meetings
- 2.2 Procedures for Meetings

3. Scheme of Delegation

LOCAL COMMISSIONING GROUPS (LCGs)

1 REMIT AND CONSTITUTION

1.1 Introduction

The Health and Social Care Board will exercise its functions with the aim of:

- improving the performance of HSC Trusts, by reference to such indicators of performance as the Department of Health, Social Services and Public Safety may direct; and
- establishing and maintaining effective systems:
 - for managing the performance of HSC Trusts;
 - for commissioning health and social care; and
 - for ensuring that resources are used in the most economic, efficient and effective way in commissioning such care.

Section 9 of the Health and Social Care (Reform) Act (Northern Ireland) 2009 requires the Board to appoint a prescribed number of Local Commissioning Groups as committees of the Health and Social Care Board. Local Commissioning Groups have responsibility for addressing the needs of their local populations, working within regional policy and strategy frameworks, available resources and performance targets.

Local Commissioning Groups will have responsibility to commission services for the populations they cover, as set out in the Scheme of Delegation (see 3.0).

Each Local Commissioning Group shall comply with the Standing Orders and Standing Financial Instructions of the Health and Social Care Board.

The Local Commissioning Groups will initially be co-terminous with the five HSC Trusts, subject to review when the outcome of Local Government reform is known. However, individual Local Commissioning Group commissioning is likely to cross Trust boundaries in keeping with patient movement and care pathways.

The five Local Commissioning Groups are as follows:

- Belfast
- Northern

- South Eastern
- Southern
- Western

1.2 Role

Local Commissioning Groups are the point of local leadership in commissioning health and social care. The framework of the Board's Commissioning Plan will articulate the vision, purpose and control of the commissioning function for Local Commissioning Groups to deliver effective and efficient commissioning in their areas. They will need to understand, interact with, respond and adapt to their own situation and the external environment. Each Local Commissioning Group will be required to contribute to the Health and Social Care Board's strategic planning process to improve health and wellbeing, provide high quality health outcomes and reduce inequalities in its local population.

1.2.1 Each Local Commissioning Group shall exercise its functions as regards such area of Northern Ireland as may be prescribed.

1.2.2 Each Local Commissioning Group shall exercise:

- such functions with respect to the commissioning of health and social care as may be prescribed and;
- such other functions as the Health and Social Care Board may, with the agreement of the Department of Health, Social Services and Public Safety, determine.

1.2.3 Each Local Commissioning Group:

- must exercise its functions in accordance with the provisions of the Health and Social Care (Reform) Act (Northern Ireland) 2009 and in accordance with any scheme for the time being having effect under Article 18 of the Order of 1972 and;
- in connection with the exercise of its functions, must:
 - work in collaboration with the Public Health Agency and have due regard to any advice or information provided by it and;
 - undertake such consultation as the Department of Health, Social Services and Public Safety may direct.

1.3. Terms of Reference

To be kept under review in light of any emerging or changing accountability arrangements for the Health and Social Care Board

1.3.1 Each Local Commissioning Group must exercise its functions with the aim of:

- improving the health and social well-being of people in the area as regards which the Local Commissioning Group exercises its functions;
- planning and commissioning health and social care to meet the needs of people in that area;
- securing the delivery to people in that area of health and social care that is efficient, co-ordinated and cost-effective; and
- improving the availability and quality of health and social care in that area.

1.3 Relationship with and Reporting to the Board

The Health and Social Care Board has approved a scheme of delegation within which Local Commissioning Groups will operate. (See 3.0)

The Local Commissioning Group Chairs will be accountable to the Chair and Chief Executive of the Health and Social Care Board for discharging their responsibilities.

The Assistant Directors of Commissioning, leading the staff supporting the Local Commissioning Groups, will report to the Health and Social Care Board's Director of Commissioning.

Local Commissioning Groups will be subject to the Code of Practice on Openness referred to in Standing Order 5.2.1 of these Standing Orders.

1.4 Composition of Local Commissioning Groups

The membership of Local Commissioning Groups has been set as follows by the Department of Health, Social Services and Public Safety:

- 2 Voluntary sector/Community sector representatives
- 4 local elected representatives
- 4 General medical Practitioners

- 1 Community Pharmacist
- 1 General Dental Practitioner
- 2 Social Workers (Health and Social Care Board)
- 1 Public Health Specialist (Public Health Agency)
- 1 Nursing Professional (Public Health Agency)
- 1 Allied Health Professional (Public Health Agency)

No decisions may be taken at a meeting unless 50% of members appointed are present.

1.6. Establishment of Local Commissioning Groups

- 1.6.1 Local Commissioning Groups are to be constituted as Committees of the Health and Social Care Board in accordance with the Act. Their terms of reference must be approved by the Board of the Health and Social Care Board and recorded in the Board minutes.
- 1.6.2 Local Commissioning Groups meetings shall be conducted formally and minutes submitted to the Board at its next meeting in accordance with section 5.2.21 of the Standing Orders.

2 CONDUCT OF BUSINESS

2.1 Attendance at Meetings

- 2.1.1 Only the Members of the Committee, supported by the designated Assistant Director of Commissioning and such other senior staff as determined by the Local Commissioning Group Chair, shall attend meetings as a matter of course.
- 2.1.2 Other Officers of the Health and Social Care Board, Public Health Agency, Patient and Client Council, Business Services Organisation and HSC Trusts may be invited to attend as required. The Director of Commissioning shall have a standing invitation to attend all meetings.
- 2.1.3 A Corporate Business Officer shall service the Committee

2.2 Procedures for Meetings

- 2.2.1 Local Commissioning Groups should normally meet at least **nine** times per year. Further meetings may be arranged at the discretion of the Chair as necessary.

Meetings of Local Commissioning Groups will be held in public, although certain issues may be taken in a confidential section of the meeting, and the procedures for meetings will be in accordance with Health and Social Care Board Standing Orders 5.2.2 – 5.2.24, the exception being the provisions within Standing Order 5.2.23 which relate to the "Appointment of the Chair and Members and Terms of Office".

3.0 SCHEME OF DELEGATION

The Health and Social Care Board is a single organisation with accountability to its Board through the Chief Executive as Accounting Officer. The Local Commissioning Groups, as part of the corporate organisation, are subject to the Board's accountability and governance framework.

Local Commissioning Groups have a lead role in the strategic commissioning process, in particular helping to shape strategic thinking and applying it locally. They have responsibility for assessing health and social care needs in their areas, planning to meet current and emerging needs and securing the delivery of a comprehensive range of services to meet the needs of their populations. They have full delegated authority and the devolved ability to discharge these responsibilities, including a significant ability to direct resources.

In advance of each year the Board will determine in consultation with Local Commissioning Groups the range of services to be commissioned locally by the Local Commissioning Groups and regionally; and identify the corresponding budgets within which such services will be commissioned. Local Commissioning Groups will not be responsible for the operational management of service delivery.

Local Commissioning Group Principal Functions

The principal functions of Local Commissioning Group Members, collectively, will be:

- To take ownership and control of their local commissioning agenda; and
- To set the commissioning direction and priorities in their areas and exercise effective oversight and management

Local Commissioning Groups will be required to engage their respective local populations and will explain to them how they plan, oversee investment and manage performance to improve health and well-being outcomes on their behalf. Within the context of the agreed

Commissioning Plan, they will make care commissioning decisions having due regard for:

The identified needs of their population;
Available resources and;
The advice of the Public Health Agency

In forming their views, Local Commissioning Groups will take account of:

Care needs of their populations;
Ministerial and Regional Priorities;
Views of service users, carers and the wider public;
Views of, and performance by, service providers; and
Available evidence and best practice

General Responsibilities and Accountabilities

Local Commissioning Groups will have:

- Identified funds within which they will develop Commissioning Plans as part of the Board's Commissioning Plan.
- Flexibility to introduce initiatives to involve primary and community care practitioners and community and voluntary groups at a local level, to actively engage in designing and reshaping services to better meet the needs of their local communities;
- As Committees of the Health and Social Care Board, a statutory duty to pay due regard to the views of the Public Health Agency in addressing the wider determinants of health and well-being; and
- Arrangements in place for regular and meaningful engagement with elected representatives in Local Government Councils and with advocacy groups, patients, carers, and the wider public, consistent with Ministerial policy on "Personal and Public Involvement".

Local Commissioning Groups will be required to:

- Adopt an inclusive approach to decision-making, recognising the distinctive contribution of all professional groups, lay representatives, patients, carers, the community and voluntary sector, locally elected representatives and the wider public;
- Play a critical role in relation to the improvement of public health and well-being. They will forge partnerships with other

appropriate bodies, including the Public Health Agency, to commission programmes of health improvement and to address health inequalities;

- Manage and undertake robust and regular needs assessments that establish a full understanding of current and future health and social care needs and requirements;
- Prioritise investment according to local needs, service requirements and Ministerial policy and objectives;
- Be agents of innovation and continuous improvement;
- Work in partnership with service providers, seeking to realise all opportunities to secure delivery of significantly higher standards for safe good quality care and improved health and well-being;
- Pursue all opportunities to secure enhanced value for money and improved resource utilisation while contributing to the maintenance of sound financial stability of the local health and care economies.

In addition, Local Commissioning Groups will contribute to shaping commissioning decisions which affect populations extending beyond their own geography. As such, Local Commissioning Groups must work collaboratively on areas of mutual interest to ensure that, across the region, consistent approaches underpin needs assessment, service planning, procurement and performance management.

A Service Level Agreement will be developed between the Health and Social Care Board and the Public Health Agency to ensure appropriate professional support to Local Commissioning Groups to enable them to fulfil their responsibilities. In fulfilling their responsibilities, Local Commissioning Groups will also draw appropriately on other professional and support services provided within the Health and Social Care Board.

Financial Governance and Stewardship

Local Commissioning Groups must ensure that their annual expenditure remains within the resources allocated by the Board. They must also ensure that this expenditure is undertaken consistent with Department of Health, Social Services and Public Safety and Health and Social Care Board policy and established best practice.

The Health and Social Care Board Finance Director will make available necessary professional advice and support to Local

Commissioning Groups to enable them to fulfil their responsibilities in this regard.

The Health and Social Care Board will adopt an approach to the allocation of funds which reflects the new financial regime directed by the Department of Health, Social Services and Public Safety and is based on the following principles:

- It must be consistent, fair and transparent, taking account of capitation;
- It must be consistent with Department of Health, Social Services and Public Safety and Health and Social Care Board budget-setting plans for 2010/11 onwards;
- It should not adversely impact on the financial stability of the Health and Social Care Board and;
- It must be simple and understandable.

The approach to the allocation of funds to Local Commissioning Groups will use "fair shares" principles, using the current Department of Health, Social Services and Public Safety "needs weighted capitation funding" approach, subject to ongoing refinement for resource allocation and any decisions by the Minister in relation to transition arrangements to "full capitation" funding should the distance of specific Local Commissioning Groups from full capitation shares be significant.

PHARMACY PRACTICES COMMITTEE

Contents

1 Remit and Constitution

- 1.1 Introduction
- 1.2 Role
- 1.3 Terms of Reference
- 1.4 Relationship with and Reporting to the Board
- 1.5 Composition of the Pharmacy Practices Committee
- 1.6 Area Panels
- 1.7 Establishment of a Pharmacy Practices Committee

2 Conduct of Business

- 2.1 Attendance
- 2.2 Oral Representations
- 2.3 Declaration of Interest
- 2.4 Quorum
- 2.5 Voting
- 2.6 Notification of Decisions

PHARMACY PRACTICES COMMITTEE

1 REMIT AND CONSTITUTION

1.1 Introduction

The Health and Social Care (Reform) Act (Northern Ireland) 2009 applies.

1.2 Role

The primary role of the Pharmacy Practices Committee is to exercise the functions of the Board under Regulation 6(9) of the Pharmaceutical Services Regulations (Northern Ireland) 1997 on behalf of the Board and in accordance with Schedule 4 of the same Regulations.

1.3 Terms of Reference

The main function of the Committee is:

- to make recommendations to the Board on an application made by a person:
 - who wishes to be included in the pharmaceutical list for the provision of pharmaceutical services, or;
 - whose name is already included in the pharmaceutical list but who intends to open additional premises from which to provide pharmaceutical services or;
 - who wishes to relocate the premises from which they provide pharmaceutical services and the move does not meet the criteria for a "minor" relocation or;
 - who wishes to provide domiciliary oxygen as an additional pharmaceutical service

1.4 Relationship with and Reporting to the Board

The Committee shall report, in writing to the Board, its decisions.

1.5 Composition of the Pharmacy Practices Committee

The Committee shall comprise seven members of whom:

- two shall be the Chairperson and Vice-Chairperson respectively and be appointed as such by the Board. The Chairperson shall be a member of the Board and neither shall be a doctor, dentist, ophthalmic optician, pharmacist or a person, or the employee of a person whose name is included in the pharmaceutical list;
- three shall be pharmacists of whom:
 - one shall be a pharmacist whose name is not included on the pharmaceutical list and who is not an employee of a person whose name is included in that list, and they shall be appointed by the Board from persons nominated by the Pharmaceutical Society of Northern Ireland; and
 - two shall be pharmacists, each of whom is included in the pharmaceutical list or is an employee of a person whose name is included in the pharmaceutical list and each shall be appointed by the Board from persons nominated by the Northern Ireland Pharmaceutical Contractors Committee or such organisation which is, in the opinion of the Board, representative of the general body of pharmacists; and
 - two shall be non-pharmacist/lay members appointed by the Board, neither of whom shall be a person, or employee of a person, whose name is included in the pharmaceutical list, or be a doctor who is required to supply drugs or appliances in terms of Part III of the above regulations.

Persons to act as deputies for each of those categories of person appointed as above shall, provided they satisfy the criteria specified above, be appointed by the Board, and in the absence of any of those persons a deputy from the appropriate category shall be entitled to act in their place.

If a nomination is sought for a pharmacist member as above, and is not made before such date as the Board may determine, the Board may appoint as a member a person who satisfies the above criteria.

1.6. Area Panels

The membership for each meeting will be drawn from four area panels, mapped to the legacy HSS Board areas, in order to reflect the location of the application(s) being considered, where possible. The composition of each area panel will mirror the membership of the Pharmacy Practices Committee, with deputies as required.

The Board shall determine the nominating arrangements for the non-pharmacist/lay members. It shall prepare and maintain lists of the persons who have been appointed as above and who currently serve on the Committee and shall provide this to the Department of Health, Social Services and Public Safety.

1.7 Establishment of a Pharmacy Practices Committee

The Committee shall be constituted as a Committee of the Health and Social Care Board with the power to make decisions in accordance with its Terms of Reference. The Terms of Reference shall be approved by the Board and recorded in the Board minutes.

Committee meetings shall be conducted formally and minutes submitted to the Board at its next meeting.

The Committee shall expect to meet routinely as required to ensure prompt response to requests from pharmacists. Agenda and briefing papers shall be prepared and circulated in sufficient time for members to give them due consideration. Corporate Business Officers in each Local Office shall service the Committee.

2 CONDUCT OF BUSINESS

2.1 Attendance

2.1.1 Only the members of the Committee shall attend meetings as a matter of course. Corporate Business Officers shall be in attendance to record the business of the meetings.

2.1.2 A designated senior Board Pharmacist shall be in attendance at meetings to advise on procedural and professional issues. The Assistant Director of Medicines and Pharmacy Management shall have a standing invitation to attend meetings.

- 2.1.3 Any member of staff of the Board may be required to attend a meeting of the Committee, as necessary.

2.2 Oral Representations

- 2.2.1 Where the Committee decides to hear oral representations at a meeting, it shall give reasonable notice to the applicant and to any other person who was notified of the application and who submitted written representations within the allowed consultation period.
- 2.2.2 These persons shall be invited to make oral representations at the meeting in accordance with the procedures determined by the Committee on behalf of the Board.
- 2.2.3 The Chair may permit, where appropriate, the applicant and those who have submitted written representations to be assisted in making oral representations by another person, but that person shall not be entitled to be heard in the capacity of counsel or solicitor.

2.3 Declaration of Interest

- 2.3.1 Before any meeting of the Pharmacy Practices Committee begins the Chairperson or Vice Chairperson, if acting as Chairperson, shall ask the members intending to be present whether, in respect of any matter to be considered at the meeting, any of them has an interest to declare or is associated with a person who has such interest, and any such member who has or, as the case may be, is associated with a person who has any such interest shall declare it accordingly.
- 2.3.2 Any member who has declared an interest, or who, in the opinion expressed to the meeting of the Chairperson or Vice Chairperson if acting as Chairperson, shall have declared such an interest, shall not be present at the consideration or discussion of that matter or the voting on it, and a deputy who has no such interest may act in their place.

2.4 Quorum

- 2.4.1 The Quorum is five members. No business shall be transacted at a meeting of the Pharmacy Practices Committee unless the Chairperson, or Vice Chairperson acting as chairperson, one member appointed as a pharmacist not on the pharmaceutical list; one member appointed as a pharmacist on the pharmaceutical list and two lay members are present.

2.5 Voting

- 2.5.1 Every application shall be considered by all members present, but be determined only by a majority of votes of members present who are entitled to vote.
- 2.5.2 The Chairperson or Vice Chairperson, if acting as Chairperson, shall not be entitled to vote except in the case of an equality of votes of the other persons present and voting, in which case they shall have a casting vote.
- 2.5.3 A member appointed as a pharmacist on the pharmaceutical list shall not be entitled to vote and shall withdraw immediately before a decision on an application by voting takes place.
- 2.5.4 The proceedings shall not be invalidated by any vacancy in its membership or any defect in a member's appointment.

2.6 Notification of Decisions

- 2.6.1 The Pharmacy Practices Committee shall within 14 days of the meeting give written notice of its decision and the reasons to the applicant and to those who were invited to respond to the original consultation letter
- 2.6.2 These persons shall be advised of their right to appeal against the decision within 21 days from the date on which the notification of the decision was sent.

REFERENCE COMMITTEE

Contents

1 Remit and Constitution

1.1 Introduction

1.2 Terms of Reference

1.3 Composition of the Reference Committee

1.4 Establishment of a Reference Committee

1.5 Frequency of Meetings

REFERENCE COMMITTEE

1 REMIT AND CONSTITUTION OF BUSINESS

1.1 Introduction

The Health and Social Care (Reform) Act (Northern Ireland) 2009 applies.

1.1.1 In its letter of April 1996 (Revised Disciplinary Arrangements for Practitioners - Disciplinary Procedures Regulations) HSS Executive directed that the Board may wish to create a Committee of the Board named the Reference Committee which would exercise the Board's function with respect to the referral of disciplinary matters relating to family health service practitioners (General Medical, Dental, Pharmaceutical and Ophthalmic Practitioners).

1.1.2 The Committee shall be serviced by appropriate administrative support staff.

1.2 Terms of Reference

To be kept under review in light of any emerging or changing accountability arrangements for the Health and Social Care Board.

1.2.1 The role of the Committee is to exercise the Health and Social Care Board's function under the Disciplinary Procedures Regulations (NI) 1996 with respect to the referral of disciplinary matters.

1.2.2 Where an appropriate Reference Committee receives information which it considers could amount to an allegation that a practitioner has failed to comply with his/her terms of service, it shall decide to either take no further action or to take one or more of the courses of action set out below:

- To refer the matter for appropriate investigation.
- To refer the information to, as it considers appropriate, a HSC tribunal, the relevant professional body or to the police.
- To refer to the appropriate Professional Officer of the Health and Social Care Board for a remedy without a Disciplinary Investigation.

- To take action as appropriate under current regulations.

1.2.3 In the decision on which course of action to be taken by the Reference Committee, it shall adhere to the regulations as detailed in both the revised Disciplinary Procedures for FHS practitioners (April 1996) and to the guidelines (September 1996) issued by the HSS Executive.

1.3 Action under General Medical Services Contract (2004)

1.3.1 Under the GMS Contract the options for the Reference Committee when considering a serious concern raised against a general medical practice now include:

- a) Take no further action
- b) Referral to the General Medical Council
- c) Referral to the HSC Tribunal
- d) Referral to the Police
- e) Request Board Officers to take and complete further investigation / action
- f) Request Board Officers to instigate the proceedings for breach of contract under the GMS Contracts Regulations
- g) Determine the content of sanctions and terminations for breach of conditions of contract.

For actions (a) to (e) the arrangements of the Health and Social Care Board's Local Advisory and Investigative Panel will be followed.

For actions (f) to (g) Board Officers will also bring to the Reference Committee those cases where a contractor has not taken the required steps to remedy a breach of contract, following the issuing of a remedial or breach notice; or where conditions specified in the Regulations are not satisfied. (Regulation 4 (1) (2) (3); Regulation 5; Paragraphs 103-106 refer)

1.4 Composition of Reference Committee

1.4.1 The Reference Committee shall consist of three Members. One Member must be an executive director. In addition two Non-Executive Directors shall also be appointed. A minimum of two Lay Advisors may be appointed and shall attend meetings of the Committee and shall participate fully in the discussions but shall not be able to vote.

- 1.4.2 Where possible one Member of the Committee shall have a legal background.
- 1.4.3 The Members shall select a Chair of the Committee from among their number.
- 1.4.4 The Reference Committee shall have a quorum of two one of which should be an Executive Director.
- 1.4.5 Appropriate HSC officers (including relevant professional advisers from Integrated Care Directorate) shall attend the meetings as required.

1.5 Establishment of a Reference Committee

- 1.5.1 The Reference Committee is to be constituted as a Committee of the Health and Social Care Board and as such may exercise the Health and Social Care Board's powers under the Regulations with respect to the referral of disciplinary matters.
- 1.5.2 Reference Committee meetings shall be conducted formally and minutes (in accordance with Standing Order 5.2.21) submitted to the confidential session of the Health and Social Care Board at its next meeting.
- 1.5.3 Agenda and briefing papers shall be prepared and circulated in sufficient time for members to give them due consideration.
- 1.5.4 The Committee Chair shall request fuller explanatory information in papers put before them, if there are any doubts or uncertainties and the issues discussed shall be summarised in the minutes.
- 1.5.5 A Corporate Business Officer shall service the Committee

1.6 Frequency of Meetings

- 1.6.1 Frequency of meetings of the Reference Committee shall be determined by the Chairperson of the Committee when information is received concerning possible breaches by practitioners of terms of service and by the time limits for referral stipulated by the regulations. All referrals to the Committee shall be processed through the Health and Social Care Board's Committee Support mechanisms to the Chair of the Committee.
- 1.6.2 The Reference Committee may also meet to consider the recommendations of the Local Advisory and Investigative Panel or

any similar panels existing or which may be established in the future in relation to Family Practitioners.

- 1.6.3 The Committee shall meet at least once per year to review its working arrangements and advise the Health and Social Care Board Chair.

Appendix 8**REMUNERATION AND TERMS OF SERVICE COMMITTEE****Contents:****1 Remit and Constitution**

- 1.1 Introduction
- 1.2 Background
- 1.3 Role
- 1.4. Terms of Reference
- 1.5. Relationship with and Reporting to the Board
- 1.6 Composition of the Remuneration and Terms of Service Committee
- 1.7 Establishment of a Remuneration and Terms of Service Committee

2. Conduct of Business

- 2.1. Attendance
- 2.2. Frequency of Meetings

REMUNERATION AND TERMS OF SERVICE COMMITTEE

1 REMIT CONSTITUTION AND CONDUCT OF BUSINESS

1.1 Introduction

The Health and Social Care (Reform) Act (Northern Ireland) 2009 applies.

The Code of Conduct and Code of Accountability set out in Circular HPSS PDD 8/94 requires that a Remuneration and Terms of Service Committee be established.

1.2 Background

All staff, with the exception of Senior Executives, are on the Nationally agreed terms and conditions of service. The work of the Committee must take place within this context.

1.3 Role

The primary responsibility of the Remuneration and Terms of Service Committee is to advise the Board about appropriate remuneration and terms of service for the Chief Executive and other Senior Executives.

1.4 Terms of Reference

The main functions of the Committee are:

- to make decisions on behalf of the Board of the Health and Social Care Board on the total remuneration and terms of service package for Executive Directors and Senior Executives to ensure that they are fairly rewarded for their individual contribution to the organisation. This would include having proper regard to the organisation's circumstances and performance.

The Remuneration Committee shall also ensure that Board Members' total remuneration can be justified as reasonable in accordance with the Department of Health, Social Services and

Public Safety and in the light of general practice in the public sector in Northern Ireland;

- to oversee the proper functioning of performance and appraisal systems including Knowledge and Skills Framework;
- to oversee appropriate contractual arrangements for all staff. This would include a proper calculation and scrutiny of termination payments, taking account of such national guidance as is appropriate;
- to agree and monitor a remuneration strategy that reflects national agreements and Department of Health, Social Services and Public Safety policy; and
- to monitor the application of the remuneration strategy to ensure adherence to all equality legislation.

1.5 Relationship with and Reporting to the Board of the Health and Social Care Board

The Committee shall report, in writing, to the Board of the Health and Social Care Board the basis for its decisions. Minutes of the Board meeting shall record such decisions.

1.6 Composition of the Remuneration and Terms of Service Committee

The Committee shall comprise the Health and Social Care Board Chair and at least two Non-Executive Directors. A quorum shall be two Members.

The Committee shall be chaired by the Health and Social Care Board Chair.

The Chief Executive and other Senior Executives shall not be present for discussions about their own remuneration and terms of service. However, they can be invited to attend meetings of the Committee to discuss other staffs' terms as required.

The Chief Executive, a nominated Human Resources Officer, from the Business Services Organisation and the Director of Finance, shall provide advice and support to the Committee.

1.7 Establishment of a Remuneration and Terms of Service Committee

The Committee shall be constituted as a Committee of the Board with the power to make decisions on behalf of the Board of the Health and Social Care Board and where appropriate make recommendations to the Board of the Health and Social Care Board. The Terms of Reference are to be approved by the Board and recorded in the Board minutes.

Committee meetings shall be conducted formally and minutes submitted to the Board at its next meeting in accordance with the Policy set out in Standing Order 5.2.21.

The Committee shall expect to meet a minimum of once per annum. Agenda and briefing papers shall be prepared and circulated in sufficient time for members to give them due consideration.

A Corporate Business Officer shall service the Committee.

2 CONDUCT OF BUSINESS

2.1 Attendance

2.1.1 Only the members of the Committee, the Chief Executive, the Director of Finance and a nominated Human Resources Officer from the Business Services Organisation shall attend the meetings as a matter of course.

A Corporate Business Officer shall be in attendance to record the business of the meetings.

2.1.2 Other Executive or Non-Executive Board Members and Officers may be invited to attend as required. The Director of Finance shall have a standing invitation to attend all meetings.

2.1.3 A nominated Human Resources Officer from the Business Services Organisation will be responsible for the implementation of remuneration and terms and conditions of service in the Health and Social Care Board. He/she shall deal with all matters affecting terms and conditions of service. He/she shall be present at every meeting.

2.1.4 Any member of staff of the Health and Social Care Board may be required to attend a meeting of the Committee, as necessary.

2.1.5 The Committee Chair shall request fuller explanatory information in papers put before them, if there are any doubts or uncertainties and the issues discussed shall be summarised in the minutes

2.2 Frequency of Meetings

2.2.1 Meetings should be held as a minimum, once per year to review remuneration matters or deal with specific matters. Further meetings may be arranged at the discretion of the Chair, as necessary.



Review Panel

Contents

1. **Remit and Constitution** 11
 - 1.1 Introduction
 - 1.2 Role
 - 1.3 Composition of the Review Panel
 - 1.4 Establishment of a Review Panel

2. **Conduct of Business**
 - 2.1 Quorum
 - 2.2 Attendance
 - 2.3 Review Panel's Proceedings
 - 2.4 Frequency of Meetings

Background

- 1.1 "The HPSS (Primary Medical Services Performers List) Regulations (Northern Ireland) 2004 were amended by Amendment Regulations which came into effect in December 2008 (the Amendment Regulations). Under the Amendment Regulations the Board may;
- (i) Conditionally register the Performer, ie the General Practitioner, in accordance with Regulation 8A. For example when admitting a Doctor on to the Performers List he or she could be required to undergo a health assessment if necessary;
 - (ii) Contingently remove the Performer in accordance with Regulation 10A. For example a GP who is already on the Performers List may be required to successfully complete a training package in order to remain on the list;
 - (iii) Suspend a GP from the Performers List in certain circumstances, where the Board is satisfied that it is necessary to do so for the protection of members of the public or otherwise in the public interest, in accordance with Regulation 12A. For example a GP may be suspended whilst the Board determines whether to remove the Performer from the Primary Medical Services Performers List, or contingently remove him, or while it awaits a decision of "*a Court anywhere in the world, or a licensing or regulatory body, which affects the Performer*".
 - (iv) remove the Performer in accordance with Regulation 10 (4).

Please note that under the 2004 Regulations the Board is entitled to remove a Performer from the Performers List, in accordance with Regulation 9: for example where the Performer is no longer a General Medical Practitioner.

- 1.1.2 Under Regulation 12B of the Amendment Regulations the Board is required to review the following decisions if requested in writing to do so by the Performer;
- (i) to impose or vary conditions imposed under Regulation 8A;
 - (ii) to impose or vary conditions imposed under Regulation 10A;
 - (iii) to suspend the Performer under Regulation 12A, but please note that under Regulation 12B (11) the Board may not review a decision to suspend a Performer in the following two circumstances;

- (a) where the Board has decided to remove the Performer but before that decision takes effect, or
- (b) pending an appeal under the Amendment Regulations.

1.1.3 A Performer may not request a review of the Board's decision until the expiry of a 3 month period beginning with the date of that decision or where a Performer has been conditionally included in the list under Regulation 8A, beginning with the date of the inclusion of the Performer's name in the Performers List.

The Regulations permit the Board to review a decision it has taken at any time regardless of whether a Performer seeks a review.

1.1.4 In March 2009 the Department of Health and Social Services and Public Safety issued guidance entitled "*Primary Medical Services Performers List – Advice for Health and Social Services Boards on List Management*". The guidance refers to "a review hearing", and convening a Panel to consider Doctors' Representations: Panel Proceedings are proposed at paragraph 1.5 of this paper.

1.1.5 Paragraph 17.2 of the guidance states: "*if the Board decides to review its decision, it must give the suspended Doctor notice, and the opportunity to make written representations and request a hearing if so desired*". It also states at paragraph 17.3:

"when a suspended Doctor asks for a review, the Board must review the suspension if the request for review is made after:

- *3 months from the initial decision to suspend; or*
- *6 months from the decision on any previous review.*

The above time limits should not prevent a Doctor with new evidence from seeking a review at any time".

1.1.6 At paragraph 26.1 of the guidance it is stated:
"if a Doctor is notified that the Board is proposing conditional inclusion, contingent removal or suspension, and seeks to make a case at a hearing, the Board must convene a Panel to consider the Doctor's representations. Membership of the Panel is decided by the Board".

The guidance goes on to state that Panel Proceedings are for the Board to determine, although any proceedings should be "*formal and transparent*". (See paragraph 27.1).

1.1.7 To consider representations from a Doctor who is the subject of conditional inclusion in the Performers List, contingent removal or suspension. The Panel would also hear the case made by the Board's Investigating Officer, who is responsible for conducting any investigations into allegations or concerns about a Doctor, establishing the facts on which any decision may be based and put the case for conditional inclusion, contingent removal or suspension. The Review Panel shall also perform the functions of the committee referred to at Regulation 10 (4).

1.2 Role of the Review Panel

To hear representations from a doctor where the Board is proposing conditional inclusion in the Performers' List, contingent removal, suspension and also removal under Regulation 10 (4) from the PMPL to hear the case put forward by the Board's Investigating Officer: and make a determination.

1.3 Composition of the Review Panel

The Review Panel is to be composed of a General Medical Practitioner, and a lay Non-Executive Member of the Health and Social Care Board.

1.4 Establishment of a Review Panel

The Review Panel is to be constituted as a Committee of the Health and Social Care Board and as such may exercise the functions of the Health and Social Care Board in these matters.

Review Panel meetings shall be conducted formally and minutes submitted to the confidential section of the Board at its next meeting.

4 | Agenda and briefing papers shall be prepared and circulated in sufficient time for members to give them due consideration.

The Panel Chair shall request fuller explanatory information in papers put before the Panel and whether there are any doubts or uncertainties. The issues discussed and decisions made shall be recorded in the minutes.

2. **Conduct of Business**

2.1 **Quorum**

The Panel shall have a quorum of its two Members.

2.2 **Attendance**

Appropriate HSC Officers e.g. professional clinical advisers shall attend the meeting as required.

The Chair shall be selected by the Members and membership should change every 3 years.

Medical members may be drawn from the Health and Social Care Board Directors or Members and from Local Commissioning Group Members.

Medical members should be General Medical Practitioners.

2.3 **Review Panel's Proceedings**

Panel proceedings should be formal.

The Panel ought to have written procedures, which will provide a framework for the decision-making process and help to justify the manner in which decisions are reached.

Panels should not meet in public.

Witnesses who have made statements that may be used during the hearing may be asked to attend. However any decision to call witnesses should rest solely with the Chair, and they ought to be asked to attend when the Chair is satisfied that their attendance will add materially to the decision-making process. Witnesses are not under any legal obligation to attend and, generally speaking, their written statements should be sufficient. If a witness is asked to attend it will be to give direct evidence. They may be questioned by the Panel, but not by the Investigating Officer or by the doctor who is making representations. The Chair should have an absolute right of adjudication if there is any question about admissibility. If, exceptionally, a witness wishes to be accompanied, their companion will be unable to play any part in the proceedings.

The Investigating Officer will normally put the case for suspension, conditional inclusion, or contingent removal. The practitioner should then be given the opportunity of making representations. A companion of the practitioner's choice may accompany the practitioner (who may be a representative of the Local Professional Committee or a defence organisation). However since these are internal proceedings and not a quasi-judicial hearing, there will be no right to legal representation on the part of either the Board or the practitioner. Some practitioners may prefer to have a legally qualified person present to advise them on questions of procedure, on the validity of any allegations or actions proposed during the hearing, or to take notes for the purpose of any right of appeal that is available. However such a person should not be permitted to question or cross-examine witnesses or address panel members directly.

Except in circumstances when a panel has to be convened at short notice to consider a suspension, it would be good practice for:

- the Panel to meet within twenty-eight days of receiving the practitioner's representations;
- the full details of the Board's proposed action (including any written evidence) and its grounds to be sent to the practitioner no less than seven days before the date set for the hearing;
- any late documents to be sent to the practitioner as soon as possible, with an offer to put back the hearing, if the practitioner wishes, to maintain the seven day principle;
- an alternative date, within seven days of the original date set where possible, to be offered to the practitioner if the Board itself needs to postpone the hearing. Such postponements ought to be necessary only in exceptional circumstances and for good reason; or
- the Panel to have a reserve power to deal with any matter in a practitioner's absence if it is satisfied that it had made adequate arrangements to ensure the practitioner knew of the arrangements for the hearing and had failed to attend without good reason.

If a practitioner's ill health prevents a hearing from taking place, the Board ought to consider at what point the practitioner is referred to the occupational health service. After a reasonable period, depending on the nature of the incapacity, it should consider holding a hearing in the

practitioner's absence unless there are compelling reasons for further postponement.

Clinical Input

Relevant clinical input should be provided and presented to the Panel if the investigation deals with clinical issues. The input should come from someone with relevant experience of the clinical issues involved. An assessment report from an organisation such as the NPSA may also be provided.

2.4 Frequency of Meetings

Frequency of meetings of the Review Panel shall be determined by the Chairperson when information is received. All referrals to the Panel shall be processed through the Health and Social Care Board's committee support mechanisms to the Chairperson of the Committee.

The Panel shall meet at least once per year to review its working arrangements and advise the Health and Social Care Board Chairperson.

Appendix 10**DISCIPLINARY COMMITTEE – INTERIM ARRANGEMENTS**

The following Interim Arrangements were approved at the HSC Board Meeting on 24th September 2009

1. BACKGROUND

With the establishment of the HSC Board, there is a need to amend the "Health and Personal Social Services (Disciplinary Procedures) Regulations (Northern Ireland) 1996" to reflect the role of the HSC Board and to empower local offices of the HSC Board (representing the same jurisdiction as the former area Boards) to investigate Practitioners referred to them by another local office.

It is recommended that there should also be a fundamental review of the Disciplinary Procedure, focusing on the nature of offences that should be referred to disciplinary, the time limits within which action should be taken, representation at Disciplinary Hearings and the sanctions that may be imposed by the Disciplinary Committee. Such a review may take some time and it is therefore necessary to consider transitional arrangements.

2. INTERIM ARRANGEMENTS

- a) HSC Board agreed to establish five Disciplinary Committees embracing each of the four Family Practitioner Services (Medical, Dental, Optometry and Pharmacy) plus a Joint Committee;
- b) HSC Board has the authority to appoint such Committees as it sees fit under Paragraph 7 (1) of Schedule 1 of the Health and Social Care (Reform) Act (Northern Ireland) 2009, subject to a current requirement that all members of such Committees who are not members of the Board have to be approved by the Department. Committees that were in existence at 1 April 2009 may continue to exist until the conclusion of all proceedings commenced before 1 October 2009, pursuant to the Health and Social Care (Reform) (2009 Act) (Transitional Provisions) Order

(Northern Ireland) 2009. It is therefore necessary for the Board to put in place arrangements for Disciplinary Committees with effect from 1 October 2009

- c) Each Committee shall be comprised of members of each geographical area covered by each of the four Local Offices of the Board
- d) There shall be three laypersons appointed by the Board for each Local Office and there should be three professional persons, representing each of the four professions appointed by the Board for each Local Office
- e) In addition, the Board is required to appoint a chair: the Board accepted the recommendation that, in the interests of continuity, Mr Patrick Cross be reappointed.

3. WIDER REVIEW

The Board agreed that a paper be prepared setting out proposals in relation to how the Reference Committee, future Professional Advisory Investigation Panels and Disciplinary Committees as well as work carried out in relation to Probity, would fit together within an overall governance framework.

The Board further agreed to establish a Review Group, comprising relevant stakeholders to examine governance arrangements in general and disciplinary committee arrangements in particular (including any changes to legislation that may be required) and to report by the end of November.

A final submission will be made to the Board in December 2009.

ANNEXE 1

The statutory arrangements for disciplinary procedures are set out in The "Health and Personal Social Services (Disciplinary Procedures) Regulations (Northern Ireland) 1996 ("The Regulations"). Those Regulations relate to the four Boards that existed prior to the establishment of the HSC Board on 1 April 2009.

Regulation 3(1) required each Board to establish:

- (a) a Medical Disciplinary Committee
- (b) a Dental Disciplinary Committee
- (c) an Ophthalmic Disciplinary Committee
- (d) a Pharmaceutical Disciplinary Committee
- (e) a Joint Disciplinary Committee

In addition Regulation 3(3) gave each Board the discretion to establish a Reference Committee which must include one member who is both an officer and a member of the board and which may exercise the Board's functions under the Regulations with respect to the referral of disciplinary matters.

Under Regulation 4, where a Board receives information which it considers could amount to an allegation that a Practitioner has failed to comply with his terms of service it can, inter alia, refer the matter to another Board for investigation in accordance with Regulation 5(1). Furthermore where a Board considers that a payment has been made to a Practitioner which was not due and the Practitioner does not admit the overpayment, the Board may refer the overpayment for investigation by another Board, again under Regulation 5(1).

The Board in whose jurisdiction the Practitioner practises had to refer the matter to another HSC Board for investigation which is no longer possible as there is now one HSC Board.

Regulation 6 sets out the time limits for pursuing a disciplinary matter: in the case of a Doctor, Ophthalmic Medical Practitioner, Optician or Chemist the Board must refer the matter to another Board within 13 weeks of the event which is the subject matter of the allegation having occurred. In the case of a Dentist, where the matter concerns the treatment of a patient, the time limit is six months after the completion of the course of treatment. The timescales are extremely tight and consideration of any future arrangement must review those timescales.

Under Regulation 7(3), whether a disciplinary matter concerns an alleged overpayment to a Practitioner, the Board may refer that matter to another Board at any time.

Schedule 1 of the Regulations determines the constitution of Disciplinary Committees, namely a Chair who shall be a Solicitor or Barrister appointed by the Board, no more than three laypersons appointed by the Board and no more than three professional persons appointed by the Board from a list of nominees provided by the relevant local representative Committee for the Board's area.

Schedule 2 of the Regulations sets out the procedure for the investigation by the Disciplinary Committee. The referring Board is required to send notice of the referral to the Practitioner who is the subject of the investigation within two working days of the referral; that Board is then required to submit a statement of case to the Disciplinary Committee and the Practitioner within 28 days of that referral. The statement of case shall include details of each provision of the Practitioner's terms of service with which it is alleged he has failed to comply, copies of all relevant documentary evidence and the name and address of any witness the Board intends to call to give evidence at the hearing before the Disciplinary Committee.

Where the Practitioner wishes to respond to the statement of case he shall send to the Board and the Disciplinary Committee his response within 28 days of the date on which the statement of case was sent to him.

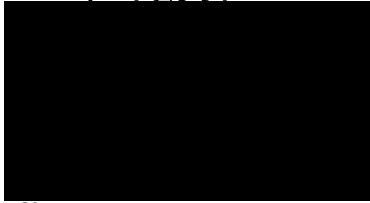
In relation to the hearing, the Disciplinary Committee shall give the parties not less than 21 days notice in writing of the time, date and place of hearing. The hearing itself shall be in private and whilst any party may be accompanied at the hearing by one other person to assist him in the presentation of his case, if that other person is a Barrister or Solicitor he shall not address the Committee or put questions to witnesses. Essentially there is no legal representation at these Disciplinary Hearings, although a lawyer may be present and may assist either party ie., the Practitioner or the Board, but has not right to be heard.

Under Regulation 8, once the Disciplinary Committee has made its determination it shall provide a report to the referring Board: that Board shall accept as conclusive the findings of facts made by the Committee. The Board may also determine that no further action should be taken in relation to the report or that action should be taken against the Practitioner: the Board may determine that an amount of money shall be recovered from the Practitioner whether by way of deduction from remuneration or otherwise or determine that the Practitioner should be warned to comply more closely with his terms of service in the future. Where a Practitioner is a Dentist the Board may determine that he should be required to submit estimates for prior approval.

Under Regulation 9 the Practitioner has the right of appear to the DHSSPS.

At an oral hearing before the Department, the Practitioner or Board may be represented by a Solicitor or Barrister.

~~Currently the administrative arrangements for the Disciplinary Committee are managed by an officer of the Business Services Organisation, who liaises with the Chair of the Disciplinary Committee~~



Appendix 11

HSC BOARD AGENDA : STANDING ITEMS

1. Chief Executive's Report
2. Financial Report
3. Performance Report

Schedule 1

**ANNEX 2A (UMC1)**TO: *Chief Executive***DHSS MANAGEMENT CONSULTANCY****PROPOSAL TO ENGAGE EXTERNAL CONSULTANT****1.0 NAME OF ORGANISATION**

Health & Social Care Board Tele No : 028 90321313

1.1 Responsible Officer (Ref. Para. 7.3 of Guidance)**1.2 Contact Details Tel No:-**

E-mail:-

2.0 ASSIGNMENT DETAILS :**2.1 Assignment Title :****2.2 Proposed Contract Procurement Route (To Be Determined On Basis Of:**

- ◆ CoPE (Tender through RSS)
- ◆ Continuation of previous contract because:

(Estimate of additional work: + ... % of original contract.)

- ◆ Single Tender (Only firm capable of carrying out work because:

NB: Provide copies of previous contracts and any other supporting documentation

ANNEX 2A (UMC1)Contd

2.3 Proposed Management Consultants to be engaged :

2.4 Period of Assignment:

Expected Start Date

Expected Completion
Date

Post Project
Evaluation Due Date

**2.3 Terms of Reference
(attach separate page if necessary)**

2.5 Summary of other options considered?

2.6 Anticipated Cost : (NB Source of funding must be identified)

£

Total Fees
Total Expenses

TOTAL COST:

ANNEX 2A (UMC1)Contd

2.7 Source of Funds :-

3.0 BUSINESS CASE

Has a Business case been prepared? **Y/N**
If Yes please attach.

N.B. For assignments over £10,000 a Business Case is required.

5.0 ADDITIONAL INFORMATION

Any other relevant information to support the use of Management Consultants:

6.0 APPROVAL OF PROPOSAL

6.1 Prepared By : _____ **Date**

6.2 I request approval for the above assignment :

Signature of
Head of Department _____ **Date**

Signature of
Chief Executive or
Director of Finance _____ **Date**

N.B. THIS PROFORMA MUST BE SUBMITTED TO HSCB FINANCE DIRECTORATE

The form will be forwarded from Finance Directorate to Finance Policy And Accountability Unit, D3, Castle Buildings, Stormont, Belfast Bt4 3sq Or fpau@dhsspsni.gov.uk

Schedule 2



UMC2

TO: Director of Finance

DHSS MANAGEMENT CONSULTANCY

APPROVAL OF PAYMENT

1.0 ASSIGNMENT DETAILS :

1.1 Assignment Title :

1.2 Management Consultants Engaged :

1.3 Period of Assignment:

Start Date

Completion Date

Post Project
Evaluation Due Date

1.4 Terms of Reference

**As Per UMC1 previously approved by Chief Executive on
_____ 2010**

1.5 Cost Quoted and Approved:

£

Total Fees

Total Expenses

TOTAL COST:

UMC2 (cont.)

2.0 APPROVAL OF EXPENDITURE

2.1 I approve the payment of the enclosed invoice No.....
dated.....from.....

2.2 The assignment is on time and should be completed within the total
cost agreed as per the Record of Payments made:

	£
Total Cost Agreed	
Paid to Date	_____
Less this Invoice	_____
BALANCE	_____

NB If this (2.2 above) is not the case please advise as follows:

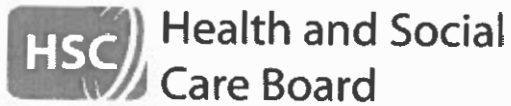
- ◆ Likely variation in timing:
- ◆ Likely variation in cost:
- ◆ Reasons:
- ◆ Proposals for seeking supplementary approval and funding:

Signed: _____

Title:

Date:

**N.B. THIS FORM MUST BE ATTACHED TO THE INVOICE AND FORWARDED TO:
BSO, HSCB FINANCIAL PAYMENTS, 3RD FLOOR 12-22 LINENHALL STREET**



Standing Orders

Including Standing
Financial Instructions

FOR THE HEALTH AND
SOCIAL CARE BOARD

DECEMBER 2011

TABLE OF CONTENTS

	PAGE
Index	
Foreword	5
1. Introduction	6
2. Powers Reserved to the Board	16
3. Powers Delegated by the Board	39
4. Board Committees	48
5. Conduct of Board Business	50
6. Code of Conduct and Code of Accountability	66
7. Powers and Duties	77
8. Standing Financial Instructions : Contents	80
1. Introduction	87
2. Audit	90
3. Resource Limit Control	96
4. Allocations, Financial Strategy, Joint Commissioning Plan, Budgetary Control and Monitoring	97
5. Annual Accounts and Reports	101
6. Bank Accounts	102
7. Income, Fees and Charges and Security of Cash, Cheques and Other Negotiable Instruments	103
8. Tendering and Contracting Procedure	105

9. NHS Service Agreements for Provision of Services	120	
10. Commissioning	121	
11. Terms of Service, Allowances and Payment of Members of the Board and employees of the Health and Social Care Board	123	
12. Non-pay Expenditure	127	
13. Financial Framework	133	
14. Capital Investment, Private Financing, Fixed Asset Registers and Security of Assets	133	
15. Stores and Receipt of Goods	139	
16. Disposals and Condemnations, Losses and Special Payment	140	
17. Information Technology	142	
18. Acceptance of Gifts by Staff and Link to Standards of Business Conduct	144	
19. Payments to Independent Contractors	144	
20. Retention of Records	146	
21. Risk Management and Insurance	146	

APPENDICES:

Contents

1. Chief Executive's Scheme of Delegation	150
2. Administrative Schemes of Delegation	154
3. Financial Schemes of Delegation	167
4. Assessment Panel	171
5. Audit Committee	179
6. Disciplinary Committee	188
7. Governance Committee	191
8. Local Commissioning Groups	198
9. Pharmacy Practices Committee	209
10. Reference Committee	216
11. Remuneration and Terms of Service Committee	221
12. Review Panel	226
13. Standing Items on Board Agenda	235

The Regional Health and Social Care Board, the statutory body established by Section 7 (1) of the Health and Social Care (Reform) Act (Northern Ireland) 2009 needs to have Standing Orders and Schedules on:

- Powers reserved to the Board and;
- Powers delegated by the Board.

The Standing Orders reserved and delegated powers and Standing Financial Instructions provide a comprehensive business framework for the Health and Social Care Board and enables the organisation to discharge its functions.

These documents fulfil the dual role of protecting the Health and Social Care Board's interests ensuring, for example, that all transactions maximise the benefit to the Health and Social Care Board and protecting staff from any possible accusation that they have acted less than properly (provided that staff have followed the correct procedures outlined in the relevant documents).

Chair, Board Members, Directors and all members of staff shall be aware of the existence of these documents and, where necessary, be familiar with the detailed provisions required to comply fully with the regulations.

The Health and Social Care Board is committed to conducting its business and its meetings as publicly and openly as possible. It is intended that people shall be able to know about the services commissioned by the Health and Social Care Board and to contribute to discussion about changes, which may affect them or their dependants.

The Health and Social Care Board is required to comply with all existing legislation, Department of Health, Social Services and Public Safety (DHSSPS) Framework Document, Management Statement/Financial Memorandum, Circulars and Regulations insofar as these impact upon Health and Social Care Board functions, activities and conduct. Where these are replaced or updated throughout the year, the new provision shall apply.

The Standing Orders and Standing Financial Instructions were approved by the Board at its meeting on _____ and subsequently submitted to the Department of Health, Social Services and Public Safety for information.



Chair

Chief Executive

Dated

1 INTRODUCTION

- 1.1 Statutory Framework
 - 1.1.1 Functions of the Health and Social Care Board
 - 1.1.2 Local Commissioning Groups
- 1.2 Health and Social Care Framework
- 1.3 Financial and Performance Framework
- 1.4 Delegation of Powers
- 1.5. Health and Social Care Board
- 1.6 Interpretation of Terms used

1.1 Statutory Framework

The Regional Health and Social Care Board is the statutory body established by Section 7 (1) of the Health and Social Care (Reform) Act (NI) 2009.

The Health and Social Care Board is subject to the provisions within Statutory Instruments including: HPSS (NI) Order 1972 (S.I. 1972/1265 N.I.14), the HPSS (NI) Order 1991 (S.I. 1991/194 N.I.1), the Audit and Accountability (NI) Order 2003 (S.I. 2003/418 N.I.5). It is also subject to the provisions within the Health and Social Care (Reform) Act (Northern Ireland) 2009(c.1). Their provisions are incorporated in these Standing Orders.

As a statutory body, the Health and Social Care Board has specific powers to act as a regulator, to contract in its own name and to act as a corporate trustee. In the latter role, it is accountable to the Minister responsible for Health, Social Services and Public Safety for all funds allocated to it for the purposes of carrying out its core functions. The Health and Social Care Board is also accountable to the Charity Commission for those funds deemed to be charitable.

1.1.1 Functions of the Health and Social Care Board

The Health and Social Care Board has a range of statutory duties and shall, as a body corporate, exercise the functions assigned to it by the Department of Health, Social Services and Public Safety, including those set out in Article 8 (1-8) of Health and Social Care (Reform) Act (Northern Ireland) 2009 and such other functions (including functions imposed under an oath of any court) with respect to the administration of health and social care as the Department of Health, Social Services and Public Safety may direct, including the Government Resources and Accounts Act (Northern Ireland) 2001.

The Health and Social Care Board has three main functions:

- To commission a comprehensive range of modern and effective health and social care for the 1.7 million people who live in Northern Ireland;
- To performance manage the delivery by HSC Trusts of care services to ensure that these achieve optimal quality and value for money, in line with relevant government targets;
- To effectively deploy and manage its annual funding from the Northern Ireland Executive to ensure that this is targeted upon need and reflects the aspirations of local communities and their representatives.

The Health and Social Care Board must exercise its functions with the aim of:

- improving the performance of HSC Trusts, by reference to such indicators of performance as the Department of Health, Social Services and Public Safety may direct;
- establishing and maintaining effective systems for: managing the performance of HSC Trusts; commissioning health and social care and; for ensuring that resources are used in the most economic, efficient and effective way in commissioning such care.

The Health and Social Care Board must, in respect of each financial year, prepare and publish a document (the Commissioning Plan) setting out such details as the Department of Health, Social Services and Public Safety may direct concerning:

- the health and social care which the Health and Social Care Board is to commission in that year and;
- the costs to be incurred in that regard.

In drawing up the Commissioning Plan, the Health and Social Care Board must consult with the Public Health Agency and have due regard to any advice or information provided by it, and must not publish a Commissioning Plan unless it has been approved by the Public Health Agency.

1.1.2 Local Commissioning Groups

In accordance with Paragraph 7 of Schedule 1 of the Health and Social Care (Reform) Act (Northern Ireland) 2009, the Health and Social Care Board has appointed five Committees called Local Commissioning Groups (see section 4.2 and Appendix 8 of Standing Orders).

Each Local Commissioning Group shall exercise such functions with respect to commissioning health and social care as may be prescribed by the Health and Social Care Board and such other functions the Health and Social Care Board may, with the agreement of the Department of Health, Social Services and Public Safety, determine.

Each Local Commissioning Group must exercise its functions in accordance with any scheme, for the time being, having effect under Article 18 of the HPSS (NI) Order 1972, and in connection with the exercise of its functions, work in collaboration with the Public Health Agency and have due regard to any advice or information provided by it, and undertake such consultation as the Department of Health, Social Services and Public Safety may direct.

1.2 Health and Social Care Frameworks

In addition to the statutory requirements, the Minister, through the Department of Health, Social Services and Public Safety, issues instructions and guidance. Where appropriate, these are incorporated within the Standing Orders of the Health and Social Care Board or other Corporate Governance documentation.

In accordance with Section 5 (1) of the Health and Social Care (Reform) Act (NI) 2009, the Department of Health, Social Services and Public Safety has produced a Framework Document (September 2011) which sets out in relation to each health and social care body:

- The main priorities and objectives of the body in carrying out its functions and the process by which it is to determine further priorities and objectives;
- The matters for which the body is responsible;

- The manner in which the body is to discharge its functions and conduct its working relationship with the Department of Health, Social Services and Public Safety and with any other body specified in the document and;
- The arrangements for providing the Department of Health, Social Services and Public Safety with information to enable it to carry out its functions in relation to the monitoring and holding to account of HSC bodies.

The Codes of Conduct and Accountability requires the Board of the Health and Social Care Board (Board) to adopt Standing Orders for the regulation of its proceedings and business and also to adopt Standing Financial Instructions as an integral part of Standing Orders setting out the financial responsibilities of budget-holders and individuals. It also specifies that the Board shall draw up a Schedule of Powers Reserved to the Board, and a Scheme of Delegation to enable responsibility to be clearly delegated to Senior Executives. The Code of Accountability further requires the establishment of Audit and Remuneration Committees with formally agreed terms of reference.

The Code of Conduct and Code of Accountability draw attention to the public service values required by all staff and specifically defines measures to deal with possible conflicts of interest of Board members, and makes various requirements concerning such possible conflicts of interest of members.

The Code of Practice on Openness in the HPSS sets out the requirements for public access to information on the HPSS and for the conduct of Board meetings. The Health and Social Care Board is required to ensure appropriate compliance with the Freedom of Information Act (2000).

1.3 Financial and Performance Framework

A Management Statement establishes the framework agreed with the Department of Health, Social Services and Public Safety within which the HSC Board operates.

The associated Financial Memorandum sets out certain aspects of the financial provisions which the HSC Board observes.

A copy of the Management Statement/Financial Memorandum will be tabled for the information of Board Members at least annually at a full meeting of the Board, Amendments to the Management

Statement/Financial Memorandum will be brought to the attention of the full Board on a timely basis.

The Health and Social Care Board's performance framework is determined by the Department of Health, Social Services and Public Safety in light of its wider strategic aims and of current Public Service Agreement objectives and targets. The Health and Social Care Board's key targets, standards and actions are defined by the Department of Health, Social Services and Public Safety within "Priorities for Action" and approved by the Minister.

The Department of Health, Social Services and Public Safety defines the format and broad content of the "*Commissioning Plan*" which is drawn up by the Health and Social Care Board in accordance with Section 8 of the Health and Social Care (Reform) Act (NI) 2009, in consultation with the Public Health Agency, having due regard for any advice or information provided by the Public Health Agency and published only with its approval.

Consistent with the timetable for the Northern Ireland Executive budgets, the Health and Social Care Board shall submit annually to the Department of Health, Social Services and Public Safety, a draft of the Health and Social Care Board *Corporate Plan* covering up to three years ahead. The *Corporate Plan* shall be published by the Health and Social Care Board and made available on its website. www.hscboard.hscni.net.

The *Financial Memorandum* sets out in detail certain aspects of the financial provisions which the Health and Social Care Board shall observe: Income and Expenditure (General); HSCB Income; Expenditure on Staff; Non-Staff Expenditure; Management and Disposal of Fixed Assets; Budgeting Procedures; Banking; Compliance with Instructions and Guidance and; Review of Financial Memorandum.

The terms and conditions set out in the combined *Management Statement* and *Financial Memorandum* may be supplemented by guidelines or directions issued by the Department of Health, Social Services and Public Safety/Minister in respect of the exercise of any individual functions, powers and duties of the Health and Social Care Board.

The Health and Social Care Board shall satisfy the conditions and requirements set out in the combined document, together with such other conditions as the Department of Health, Social Services and Public Safety/Minister may from time to time impose.

After the end of each financial year the Health and Social Care Board 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 Health and Social Care Board.

The Health and Social Care Board has a number of financial targets and policies within which it is obliged to operate. These are as follows:

- To break even on its Income and Expenditure Account year on year and to maintain its Net Current Assets;
- To maintain annual management and administration costs at or below limits set by the Department of Health, Social Services and Public Safety;
- To stay within its cash limit for the year;
- To promote financial stability in Health and Social Care;
- To operate within the Resource Limits, both Capital and Revenue set by the Department of Health, Social Services and Public Safety; and
- To comply with the Confederation of British Industry “Better Payments Practice Code” which advocates:
 - Explaining payment procedures to suppliers;
 - Agreeing payment terms at the outset and adhering to these;
 - Paying bills in accordance with agreed terms, or as agreed by law;
 - Telling suppliers without delay when an invoice is contested; Settling quickly when a contested invoice gets a satisfactory response and;
 - Payment must be made within 30 days of the receipt of goods or valid invoice.

1.4 Delegation of Powers

The Health and Social Care Board is given powers as follows:

Subject to such directions as may be given by the Department of Health, Social Services and Public Safety, the Board may make arrangements for the exercise, on behalf of the Health and Social Care Board, of any of its functions by a Committee, sub-Committee or joint Committee, appointed by virtue of Standing Order 4.1, or by an Officer of the Board, in each case subject to such restrictions and conditions as the Board thinks fit."

Delegated Powers are covered in separate sections of this document entitled Powers Reserved to the Board (Standing Order 2) and Powers Delegated by the Board (Standing Order 3).

1.5 Health and Social Care Board

The Headquarters of the Health and Social Care Board is at 12-22 Linenhall Street, Belfast, BT2 8BS and the four local Offices of the Health and Social Care Board are located as follows:

- Eastern Office, 12/22 Linenhall Street, Belfast;
- Northern Office, County Hall, 180 Galgorm Road, Ballymena;
- Southern Office, Tower Hill, Armagh;
- Western Office, Gransha Park House, Clooney Road, Derry.

1.6 Interpretation of Terms Used

Save as permitted by law, at any meeting the Chair of the Board shall be the final authority on the interpretation of Standing Orders on which he shall be advised by the Chief Executive and/or Secretary to the Board.

Any expression to which a meaning is given in the Health and Personal Social Services Orders of 1972 and 1991 and the Health and Social Care (Reform) Act (Northern Ireland) 2009 shall have the same meaning in this interpretation and in addition:

"Accounting Officer" shall be the Chief Executive who is personally responsible for safeguarding the public funds of which he has charge; for ensuring propriety and regularity in the handling of those funds; and for the day to day operations and management of the Health and Social Care Board. In addition, he should ensure that the Health and Social

Care Board, as a whole, is run on the basis of the standards (in terms of governance, decision-making and financial management) as set out in *Managing Public Money Northern Ireland*.

"Board" shall mean the Chair, and Non Executive (or non-officer) Directors, appointed by the Minister with responsibility for Health, Social Services and Public Safety and the Executive (or officer) members appointed by the Board.

"Budget" means a resource, expressed in financial terms, approved by the Board for the purpose of carrying out, for a specific period, any or all of the functions of the Board.

"Chair" is the person appointed by the Minister to lead the Board and to ensure that it successfully discharges its responsibility for the Health and Social Care Board as a whole. The expression 'Chair of the Board' shall be deemed to include the member of the Board deputising for the Chair if he is absent from the meeting or is otherwise unavailable.

"Chief Executive" means the Chief Officer of the Health and Social Care Board.

"Commissioning" is an 'end to end' process comprising assessment of need, prioritising need within available resources, building capacity of the population to improve their own health and wellbeing, engaging with stakeholders, securing – through service and budget agreements – the delivery of value for money services that meet standards and service frameworks for safe quality care: safeguarding the vulnerable and using investment, performance management and other initiatives to develop and reform services.

"Contracting and procurement" means the systems for obtaining the supply of goods, materials, manufactured items, services, building and engineering services, works of construction and maintenance and for disposal of surplus and obsolete assets.

"Committee" shall mean a Committee established by the Board either for its own good governance or by Department of Health, Social Services and Public Safety direction or by legislation.

"Committee Members" shall be persons formally appointed by the Board to sit on or to chair specific Committees.

"Director" – there are three categories: Executive Director means an officer member of the Board; Non Executive Director means a non-officer member of the Board and; the term "Director" will be applied to a functional Director of the Organisation.

"HSC" refers to Health and Social Care (This was previously known as HPSS and references to HPSS relate to previously published documents).

"Information Communication Technology (ICT) Policy" refers to the Health and Social Care Board ICT Security Policy and applies to all staff. The ICT Security Policy mandates the minimum ICT Security standards to be applied to all HSC organisations.

"Local Commissioning Groups" means committees of the Health and Social Care Board established to exercise such functions to the commissioning of health and social care as may be prescribed by the Department of Health, Social Services and Public Safety or the Health and Social Care Board.

"Member" shall mean Non Executive Director (Non-Officer member) or Executive Director (Officer Member) of the Board but does not include its Chair.

"Nominated Officer" means an Officer charged with the responsibility for discharging specific tasks within Standing Orders and Standing Financial Instructions.

"Non-Officer Member" means a member of the Board appointed under the Health and Social Care (Reform) Act (Northern Ireland) 2009.

"Observer status" means someone who attends Board meetings and may participate in Board discussions, but does not have the ability to vote on matters.

"Officer" shall mean employee of the HSC organisation. In certain circumstances, officer may include a person who is employed by another HSC organisation or by Third Party contracted to or by the organisation who carries out functions on behalf of the organisation.

"Officer Member" means a member of the Board who is a member by virtue of or appointed under the Health and Social Care (Reform) Act (Northern Ireland) 2009.

“Performance Management and Service Improvement” is a process of developing a culture of continuous improvement in the interests of patients, clients and carers 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.

“Public” means any person who is not a Board member or a member of staff servicing the Board meeting.

“Secretary” means a person who is independent of the Board’s decision making process and who shall be appointed, by the Board, to have responsibility for the administration of the Board of the Health and Social Care Board.

“Senior Management Team” comprises the Chief Executive, Director of Commissioning, Director of Finance, Director of Performance Service Improvement, Director of Social Care and Children, Director of Integrated Care, Head of Corporate Services and any other Officer whom the Chief Executive determines should be a member of the Senior Management Team.

“Standing Financial Instructions” set out the financial responsibilities of budget-holders and individuals

“Sub-Committee” means a committee of a committee established by the Board.

“Vice-Chair” means a Non Executive Director who may be appointed by the Board to take on the Chair’s duties if the Chair is absent for any reason.

2. POWERS RESERVED TO THE BOARD

2.1 Introduction

2.2 Key Functions of the Board

2.2.1 Set strategic direction

2.2.2 Monitoring performance

2.2.3 Financial Stewardship

2.2.4 Corporate Governance, Personal Behaviour and Conduct

2.2.5 Appointment, Appraisal and Remuneration of Senior Executives

2.2.6 Dialogue with local community

2.2.7 Additional Functions

2.1 Introduction

The matters reserved to the Board of each HSC organisation are derived from the Code of Conduct and Code of Accountability issued by the Health and Personal Social Services Management Executive and guidance on implementation given in Circular HSS (PDD) 8/94 under cover of a letter dated 15 November 1994.

Section 6 of the Code directs that:

“Boards have six key functions for which they are held accountable by the Department of Health, Social Services and Public Safety on behalf of the Minister:

- To set the *strategic direction* of the organisation within the overall policies and priorities of the HPSS, define its annual and longer term objectives and agree plans to achieve them.
- To oversee the delivery of planned results by *monitoring performance* against objectives and ensuring corrective action is taken as necessary.

- To ensure effective *financial stewardship* through value for money, financial control and financial planning and strategy.
- To ensure that high standards of *corporate governance* and personal behaviour are maintained in the conduct of the business of the whole organisation.
- To put in place systems to *appoint, appraise and remunerate senior executives*.
- To ensure that there is *effective dialogue between the organisation and the local community* on its plans and performance and that these are responsive to the community's needs.

2.2 Key Functions of Board of Directors of the Health and Social Care Board

The 'Schedule of Powers Reserved to the Board' is sub-divided to correspond with the six key functions specified above.

These matters are to be regarded as a guideline to the minimum requirement and shall not be interpreted so as to exclude any other issues which it might be appropriate, because of their exceptional nature, to bring to the Board.

The Chair, in consultation with the Chief Executive, shall determine whether other issues outwith the following schedules of reserved powers shall be brought to the Board for consideration. The current list of Additional Functions is noted at Section 2.2.7

The following 'Schedule of Powers Reserved to the Board' is highlighted in the yellow section of the Decision Tree Flowchart in Section 3.1.4.

**STANDING ORDERS
RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

**STANDING ORDERS
RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
<p>2.2.1 Set Strategic Direction To set the <i>strategic direction</i> of the Health and Social Care Board within the overall policies and priorities of the HSC, define its annual and longer term objectives and agree plans to achieve them.</p>	<p>Approve annual Commissioning Plan to achieve the priorities and objectives as set out in the Minister's Commissioning Plan Direction</p>	<p>The Board, with its Local Commissioning Groups to agree, with the Public Health Agency, by 31 March each year or as soon as practicable thereafter.</p>	<p>Chief Executive/Director of Commissioning</p>
<p>Programme for Government</p>	<p>Approve response to consultation</p>	<p>Response to be determined by the Board with its Local Commissioning Groups, and within timescale set by Government.</p>	<p>Director of Commissioning</p>
<p>Northern Ireland Budget proposals</p>	<p>Approve response to consultation</p>	<p>Response to be determined by the Board, with its Local Commissioning Groups, and within timescale set by Government</p>	<p>Director of Finance</p>

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	ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
	HSC Board Financial Plan (consistent with DHSSPS principles of promoting "Financial Stability")	Approve capital investment and recurrent expenditure proposals annually	Following receipt of the Capital Resource Limit and Revenue Resource Limit each year, consistent with DHSSPS principles of 'Promoting Financial Stability'	Director of Finance
	HSC Trust Delivery Plans	HSC Board Commissioning Plan provides the framework for each HSC Trust to develop its Trust Delivery Plan.	DHSSPS Framework Document (Sept 2011) Consideration and approval by HSC Board of HSC Trust Delivery Plans on an annual basis.	Director of Commissioning
	DHSSPS Strategic Proposals	Approve response to DHSSPS consultation proposals	As determined by consultative documents and prepared by Board with appropriate Local Commissioning Groups.	Appropriate Executive Director
	Other DHSSPS proposals which relate to Health and Well-Being	Approve response to consultative proposals, in conjunction with the Public Health Agency	As determined by consultative documents and prepared by Board with its Local Commissioning Groups.	Appropriate Executive Director
	Strategic processes identified within the Board on specific programme of care issues.	Approve the strategy and agree action plans and monitoring arrangements.	The Board with its Local Commissioning Groups, as they arise.	Director of Commissioning

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ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
Trust Proposals for Capital Expenditure	Confirm support for Trust's capital investment proposals above delegated limits (£500,000) and the extent to which the Board is prepared to remit its share of any revenue consequences resulting from the scheme	The Board, with its Local Commissioning Groups, and in accordance with Capital Investment Manual limits at the Strategic Context stage for NI (1995)	Director of Commissioning
Approval of New / Revised Board Policies, as appropriate	Consider the implications of any proposals to introduce new or revised policy including the identification of any significant financial risk	The Board, and relevant Committee. Also, affordability within DHSSPS expenditure limits and other statutory controls	Appropriate Executive Director to identify all significant financial and other implications

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
<p>2.2.2 Monitoring Performance To oversee the delivery of planned results by <i>monitoring performance</i> against objectives and ensuring corrective action is taken as necessary.</p>			
<p>Ministerial Priorities and Objectives</p>	<p>Monitor performance across a range of areas consistent with the priorities and objectives set out in the Minister's Commissioning Plan Direction 2011/12 and ensure corrective action is taken.</p>	<p>Periodic reports as prescribed by the Department of Health, Social Services and Public Safety</p>	<p>Director of Performance Management and Service Improvement/Director of Commissioning</p> <p style="text-align: right;">MAHI STM - 097 - 629</p>
<p>Service Agreement Performance</p>	<p>Monitor performance of providers against service agreements, ensure corrective action is taken and ensure appropriate action plans are pursued with providers</p>	<p>Monthly and quarterly reports supplemented by additional monitoring of specific issues on an "as needs" basis</p>	<p>Director of Performance Management and Service Improvement/Director of Commissioning</p>

Specific DHSSPS monitoring	To monitor trends and identify critical issues for DHSSPS	Annual/periodic as specified by the Department of Health, Social Services and Public Safety	Appropriate Executive Director
<p>Staffing Levels</p> <p>Section 75: Statutory Duties/ Responsibilities</p> <p>Complaints Monitoring</p>	<p>Monitor staffing levels and approve submission to Equality Commission</p> <p>Statement of the Board's commitment to fulfilling its Section 75 statutory duties, including procedures for measuring performance</p> <p>Annual report on the monitoring of complaints activity within the HSC Board, Family Practitioner Services and HSC Trusts in accordance with the HSC Complaints Procedure guidelines and accompanying regulations.</p>	<p>Article 55 Reviews</p> <p>Submission of three yearly returns to Equality Commission Schedule 9 N.I. Act 1998</p> <p>Annual Report to Equality Commission by 31 August</p> <p>Annual report to Governance Committee</p>	<p>Chief Executive/Head of Corporate Services</p> <p>Chief Executive/Head of Corporate Services</p> <p>Chief Executive/Head of Corporate Services</p>

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**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

	ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
2.2.3	Financial Stewardship To ensure effective <i>financial stewardship</i> through value for money, financial control and financial planning and strategy.			
	Financial Performance Framework	To ensure that the Health and Social Care Board achieves its financial performance targets.	Health and Social Care Board Management Statement/Financial Memorandum	Director of Finance
	Annual Financial Plan including Commissioning Plan and Commissioner costs	Approve plan within Department of Health, Social Services and Public Safety expenditure limits	By 31 March each year, or as soon as practicable thereafter	Director of Finance
	Monitoring	Consider monthly monitoring reports covering HSCB and HSC Trust Financial Position	Monthly Report to Public Board Meeting	Director of Finance
	Health and Social Care Board Capital Expenditure in excess of £250,000	Approve ICT Investment Strategy Capital Expenditure Proposals	Within Department of Health, Social Services and Public Safety indicative financial parameters Health and Social Care Board approval. DHSSPS/DFP approval may be required dependent upon type of expenditure	Director of Performance Management and Service Improvement Director of Finance/Head of Corporate Services

	Disposal of Health and Social Care Board Assets in excess of £100,000	Consider submissions, approve decision and means of disposal	Net book value in excess of £100,000 Health and Social Care Board approval	Director of Finance
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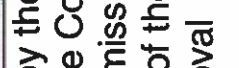

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
Governance and Audit Arrangements			
Assurances on Internal Control	Adoption of a Health and Social Care Board Governance Framework which identifies the key components that underpin the HSC Board's system of internal control Approval of Health and Social Care Board Assurance Framework to provide assurances on the effectiveness of the system of internal control which strengthens the Governance Statement and Mid Year Statement	Governance Committee Approval by Governance Committee Reports to HSC Board, Committees of the Board, Senior Management team and other groups/fora	Chief Executive/Head of Corporate Services Chief Executive/Head of Corporate Services

	<p>Statements on Internal Control</p>	<p>Establish and maintain a sound system of internal control that supports the achievement of the organisation's policies, aims and objectives whilst safeguarding public funds and assets</p> <p>Annual Statement on Internal Control</p> <p>Mid-Year Assurance Statement on Control</p>	<p>Considered by the Audit Committee as part of the Annual Accounts and submitted for approval to the Health and Social Care Board.</p> <p>Approval by the Governance and Audit Committees.</p> <p>Submission to DHSSPS</p>	<p>Chief Executive</p>
	<p>Health and Social Care Board Risk Register</p>	<p>Production of a fully functioning risk register at both Directorate and Corporate levels</p> <p>Approve for submission to Department of Health, Social Services and Public Safety and for inclusion in the Health and Social Care Board Annual Report</p>	<p>Review report submitted to the Governance Committee on a quarterly basis</p>	<p>Head of Corporate Services/Appropriate Director</p>
	<p>Annual Accounts (and supporting Financial excerpt in the Health and Social Care Annual Report)</p>	<p>Approve for submission to Department of Health, Social Services and Public Safety and for inclusion in the Health and Social Care Board Annual Report</p>	<p>Recommended for approval by Audit Committee. To include detailed scrutiny of reconciliation to Board approved Financial Plan</p>	<p>Chief Executive/ Director of Finance</p>

	<p>External Audit Management Letter</p>	<p>Consider recommendations and approve requisite action plan and response to External Auditor</p>	<p>Each year following recommendation by Audit Committee</p>	<p>Director of Finance</p>
	<p>Corporate Plan</p>	<p>Production of a Corporate Plan covering up to three years ahead. Twice yearly Monitoring Report</p>	<p>Health and Social Care Board Management Statement Corporate Plan to be submitted to DHSSPS on an annual basis. Submitted to Senior Management Team and Governance Committee</p>	<p>Chief Executive/Head of Corporate Services</p>
	<p>Fraud Prevention and Detection</p>	<p>Review of the management of potential, suspected or actual fraud within the Health and Social Care Board</p>	<p>Report to each meeting of the Audit Committee</p>	<p>Director of Finance</p>

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
<p>2.2.4 Corporate Governance, Personal Behaviour and Conduct To ensure that high standards of <i>corporate governance</i> and personal behaviour are maintained in the conduct of the business of the whole organisation.</p>			
<ul style="list-style-type: none"> • Annual Review of HSC Board Standing Orders and Standing Financial Instructions • Schedule of Matters Reserved to the Board 	Approve new or revised versions 	Consideration by the Audit and Governance Committees for onward submission to a public meeting of the HSC Board for approval	Chief Executive/Head of Corporate Services/Director of Finance
<ul style="list-style-type: none"> • Scheme of Delegation of Powers 	Approve new or revised versions 	Consideration by the Audit and Governance Committees for onward submission to a public meeting of the HSC Board for approval	Chief Executive/Head of Corporate Services/Director of Finance
<ul style="list-style-type: none"> • Standing Financial Instructions 	Approve new or revised versions	Consideration by the Audit Committee for onward submission to a public meeting of the HSC Board for approval	Director of Finance
<ul style="list-style-type: none"> • Conduct of Board Meetings 	Approve new or revised versions	Consideration by the Audit and Governance Committees for onward submission to a public meeting of the HSC Board for approval	Chief Executive/Head of Corporate Services/Director of Finance

<p>Scheme of Delegation of Specific Statutory Functions</p>	<p>Approve new or revised versions and submission to DHSSPS for approval</p>	<p>Within 3 months of new legislation being implemented Consideration by the Governance Committee for onward submission to a public meeting of the HSC Board for approval</p>	<p>Appropriate Director</p>
<p>Board Committees</p>	<p>Approve establishment, terms of reference, membership and reporting arrangements of Board Committees:</p> <ul style="list-style-type: none"> • Audit Committee • Governance Committee • Local Commissioning Groups 	<p>Following recommendation for approval Audit Committee</p> <p>Circular HPSS PDD 8/94</p> <p>Circular HPSS PPM 10/2002</p> <p>Section 9 Health and Social Care (Reform) Act NI 2009 & Article 18 of the 1972 Order</p>	<p>Chief Executive/ Appropriate Director</p>

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
Board Committees	<ul style="list-style-type: none"> • Remuneration and Terms of Service Committee • Pharmacy Practices Committee • Reference Committee • Disciplinary Committee (Interim Arrangements to 31 December 2010) • Review Panel • Assessment Panel 	<p>Circular HPSS PDD 8/94</p> <p>Pharmaceutical Services Regulations (NI) 1997</p> <p>Disciplinary Procedures Regulations (NI) 1996 (3. (3))</p> <p>Paragraph 7 (1) Health and Social Care (Reform) Act (NI) 2009</p> <p>HPSS (PMPL) (Amendment) Regulations 2008</p> <p>Part 2, Regulation 31, Health and Personal Social Services (General Medical Services Contracts) Regulations (Northern Ireland) 2004</p>	Chief Executive/ Appropriate Director

	<p>Appointment of Members to Board Committees</p>	<p>Approval of Appointment of Members to Board Committees where such persons are not members of the Regional Board for onward submission to DHSSPS for final approval.</p>	<p>Paragraph 7 (1) (3), Schedule 1 of the Health and Social Care (Reform) Act (NI)</p>	<p>Head of Corporate Services/Director of Integrated Care</p>
	<p>Board Sub Committees (defined as a committee of a Committee)</p>	<p>Approve establishment, terms of reference, membership and reporting arrangements of Board Committees</p>	<p>Section 8 of Health and Social Care (Reform) Act (NI) 2009.</p>	<p>Chief Executive/ Head of Corporate Services</p>
	<p>Advisory and Other Committees</p>	<p>There may be a range of Committees that advise the Board. These may be set up by statute or regulation but are not delegated a power reserved to the Board eg, Governance Officer Group.</p>	<p>Appropriate advice notified to Board</p>	<p>Appropriate Executive Director</p>

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
<p>Declaration of Chair and Members' Interests</p>	<p>Board Members' Interests to be declared and recorded in minutes within 4 weeks of a change or addition; to be entered in Register available for scrutiny by public in HSCB offices, at Board meetings and on HSCB website.</p>	<p>Code of Conduct and Code of Accountability (1994)</p>	<p>Board Members</p>
<p>Implementation of measures to ensure authorised officers behave with propriety eg. withdrawal from discussion where there is a potential/perception of conflict of interest</p>	<p>Approve measures to ensure that all Directors and staff are aware of the public service values which must underpin their conduct.</p>	<p>Code of Conduct and Code of Accountability 1994</p>	<p>Chief Executive</p>
<p>Concerns of Staff and Others</p>	<p>Ensure arrangements are in place to enable staff to raise concerns about issues of public interest either internally or externally at an early stage.</p>	<p>Approval of HSC Board Whistleblowing Policy by Governance Committee. The policy complies with the requirements of The Public Interest Disclosure (NI) Order 1998 (Whistleblowing) and is aligned with DHSSPS Circular HSS (F) 07/2009 "Whistleblowing"</p>	<p>Chief Executive/ Appropriate Director</p>

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
<p>2.2.5 Appoint, Appraise and Remunerate Senior Executives To put in place systems to <i>appoint, appraise and remunerate senior executives</i></p>			
Executive Director Appointments	Ensure that proper arrangements are in place for the composition of interview panels for the appointment of Executive Directors	Panel composition in accordance with Health and Social Care Board selection and recruitment policies.	Chief Executive
Terms and Conditions	Scrutinise terms and conditions of service for the Chief Executive and other Senior Executives	Approval by Remuneration and Terms of Service Committee	Chair of Board
Remuneration	Scrutinise decision in respect of the total remuneration for Executive Directors and Senior Executives to assure compliance with Ministerial/DHSSPS direction	Approval by Remuneration and Terms of Service Committee annually in line with current approved terms including salary review and Performance Related Pay arrangements including any termination payments	Chair of Board

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
<p>2.2.6 Dialogue with Local Community To ensure that there is <i>effective dialogue between the organisation and the local community</i> on its plans and performance and that these are responsive to the community's needs.</p>			
Board Meetings	To hold meetings in public	Monthly or as agreed by Board. Only exceptional categories of items to be considered in a section of the meeting not open to the public	Chair
Meeting with Patient and Client Council	To convene, jointly with PHA, a meeting with PCC	Annually or to be determined	Chair
Personal and Public Involvement: Requirement to introduce a consultation scheme	For submission to DHSSPS	Section 19 and 20 Health and Social Care (Reform) Act (NI) 2009	Director of Social Care and Children
Consultation	Invite and receive views from the public on proposals for strategic change	HSC Board Consultation Process (July 2010)	Appropriate Executive Director

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
Annual Report	After the end of each financial year, the Health and Social Care Board shall publish, as a single document, an annual report of its activities together with relevant extracts from its audited annual accounts.	Considered by Audit Committee for onward submission to a public Board Meeting for approval. To be signed by Chair and Chief Executive and submitted to the Department of Health, Social Services and Public Safety by due date	Chief Executive
Monitoring of Services	Ensure dissemination of service monitoring and other relevant reports to a cross section of interest groups and community organisations	Reports and follow up of specific issues on an "as needs" basis.	Chief Executive/ appropriate Executive Directors

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD OF DIRECTORS OF THE HSCB**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
2.2.7 Additional Functions			
<p>Safety and Quality</p> <p>Safety and Quality Report</p>	<p>Establish, maintain and report upon arrangements for the purpose of monitoring and improving the quality of the health and personal social services provided to individuals and the environment in which these are provided.</p>	<p>Article 34 Health and Personal Social Services (Quality, Improvement and Regulation) (NI) Order 2003</p> <p>DHSSPS Framework Document (2011)</p> <p>Report to Governance Committee and HSC Board</p>	<p>Head of Corporate Services and Appropriate Executive Director</p>
<p>Pharmacy</p> <p>Minor and temporary relocations of pharmacy premises</p>	<p>Granting of applications</p>	<p>Pharmaceutical Services Regulations (NI) 1997</p> <p>Approval of applications by Board</p>	<p>Director of Integrated Care</p>

<p>Social Services Children and Young People's Plan</p>	<p>Prepare and publish , with copy to DHSSPS</p>	<p>Triennial Report to Health and Social Care Board</p>	<p>Director of Social Care and Children</p>
<p>Review of Children and Young People's Plan</p>	<p>Prepare and publish, with copy to DHSSPS</p>	<p>Annual Report to Health and Social Care Board</p>	<p>Director of Social Care and Children</p>
<p>Area Child Care Partnership Plan</p>	<p>Prepare and publish, with copy to DHSSPS/Department of Education.</p>	<p>Triennial Report to Health and Social Care Board</p>	<p>Director of Social Care and Children</p>

**STANDING ORDERS
SCHEDULE OF POWERS RESERVED TO THE BOARD**

ITEMS	RESPONSIBILITY/TASK	CONTROLS	LEAD PERSON
Corporate Parenting Report	Prepare and publish 6 monthly report with copy to DHSSPS	Article 18 Children (NI) Order 1995 DHSSPS Circular CC3/02 Report to Health and Social Care Board	Director of Social Care and Children
Area Child Protection Committee (ACPC) report	Scrutinise and approve for submission to DHSSPS	Annual Report to Health and Social Care Board	Director of Social Care and Children
Delegated Statutory Functions Report	Prepare and publish report with copy to the DHSSPS	Annual submission to Governance Committee	Director of Social Care and Children
NI Adult Safeguarding Partnership Report	Prepare and publish report with copy to the DHSSPS	Annual Report to Health and Social Care Board	Director of Social Care and Children

3. POWERS DELEGATED BY THE BOARD

3.1 Arrangements for Delegation by the Board

- 3.1.1. Introduction
- 3.1.2. Delegation to Committees
- 3.1.3. Delegation to Officers
- 3.1.4. Decision Tree Flowchart

3.2 Chief Executive

3.3 Chief Executive's Scheme of Delegation

3.4 Administrative Schemes of Delegation

- 3.4.1. Custody of Seal
- 3.4.2. Sealing of Documents
- 3.4.3. Register of Sealing
- 3.4.4. Signature of Documents
- 3.4.5. Delegation of Budgets for Board Administration
- 3.4.6. Procedure for Delegating Power to Authorise and Approve Administrative Expenditure
- 3.4.7. Procedure for Tendering and Contracting
- 3.4.8. Use of External Consultants
- 3.4.9. ICT and ICT Related Investment and Expenditure

3.5 Financial Schemes of Delegation

- 3.5.1. Procedure for Delegation of Care Budgets
- 3.5.2. Procedure for Care Commissioning

3.6 Cash Management Reserved to DHSSPS

3.1 Arrangements for Delegation by the Board

3.1.1 Introduction

The HPSS (NI) Order 1972, the HPSS (NI) Orders 1991 and 1994 and the Health and Social Care (Reform) Act (Northern Ireland) 2009 allow for the functions of the Board to be carried out on behalf of the Board by other people and bodies.

Subject to such directions as may be given by the Department of Health, Social Services and Public Safety, the Health and Social Care Board may make arrangements for the exercise, on its behalf, of any of its functions by a Committee, sub-Committee or joint Committee, appointed by virtue of Standing Order 4.1 or the Chief Executive in each case subject to such restrictions and conditions as the Board thinks fit.

Where functions are delegated, this means that, although the carrying out of the function (i.e. day to day running) is delegated to another body, the Board retains the responsibility for the service.

The Board of the Health and Social Care Board may also delegate statutory functions to HSC Trusts in accordance with the provisions of the HPSS (NI) Order 1994.

3.1.2 **Delegation to Committees**

The Board shall, in accordance with Paragraph 7 of Schedule 1 of the Health and Social Care (Reform) Act (NI) 2009 appoint a number of committees.

The Health and Social Care Board has established the following Committees:

- Assessment Panel
- Audit
- Disciplinary Committee (Interim Arrangements)
- Governance
- Local Commissioning Groups
 - Belfast
 - Northern
 - Southern
 - South Eastern
 - Western
- Pharmacy Practices Committee
- Reference Committee
- Remuneration and Terms of Service
- Review Panel

The Board shall approve the constitution and Terms of Reference of these Committees, or sub-Committees, or Joint Committee, and their specific executive powers.

The Terms of Reference pertaining to each are set out in the appendices to the Standing Orders.

The Board shall agree any amendment to the delegation of executive powers to be exercised by Committees, or sub-Committees, or Joint Committee, which it has formally constituted, as part of the annual review of Standing Orders, or as required.

The Board may also establish other Committees or sub-Committees as appropriate, including a Joint Committee or a Joint sub-Committee between the Health and Social Care Board and the Public Health Agency to facilitate inter-organisational working.

3.1.3 Delegation to Officers

The Chief Executive shall prepare a Scheme of Delegation identifying arrangements and who will be responsible for affecting these arrangements through the Senior Management Team and to ensure appropriate training for Board Officers.

Nothing in the Scheme of Delegation shall impair the discharge of the direct accountability to the Board by the Director of Finance, the Director of Commissioning, Director of Social Care and Children, Director of Performance Management and Service Improvement, or any other Director or Officer to provide information and advise the Board in accordance with statutory requirements. Outside these statutory requirements, the roles of the Director of Finance, Director of Commissioning, Director of Social Care and Children, Director of Performance Management and Service Improvement, and all other Directors and Officers shall be accountable to the Chief Executive for operational matters.

The arrangements made by the Board as set out in the "Powers Reserved to the Board and Powers Delegated by the Board" (Sections 2 and 3) shall have effect as if incorporated in these Standing Orders.

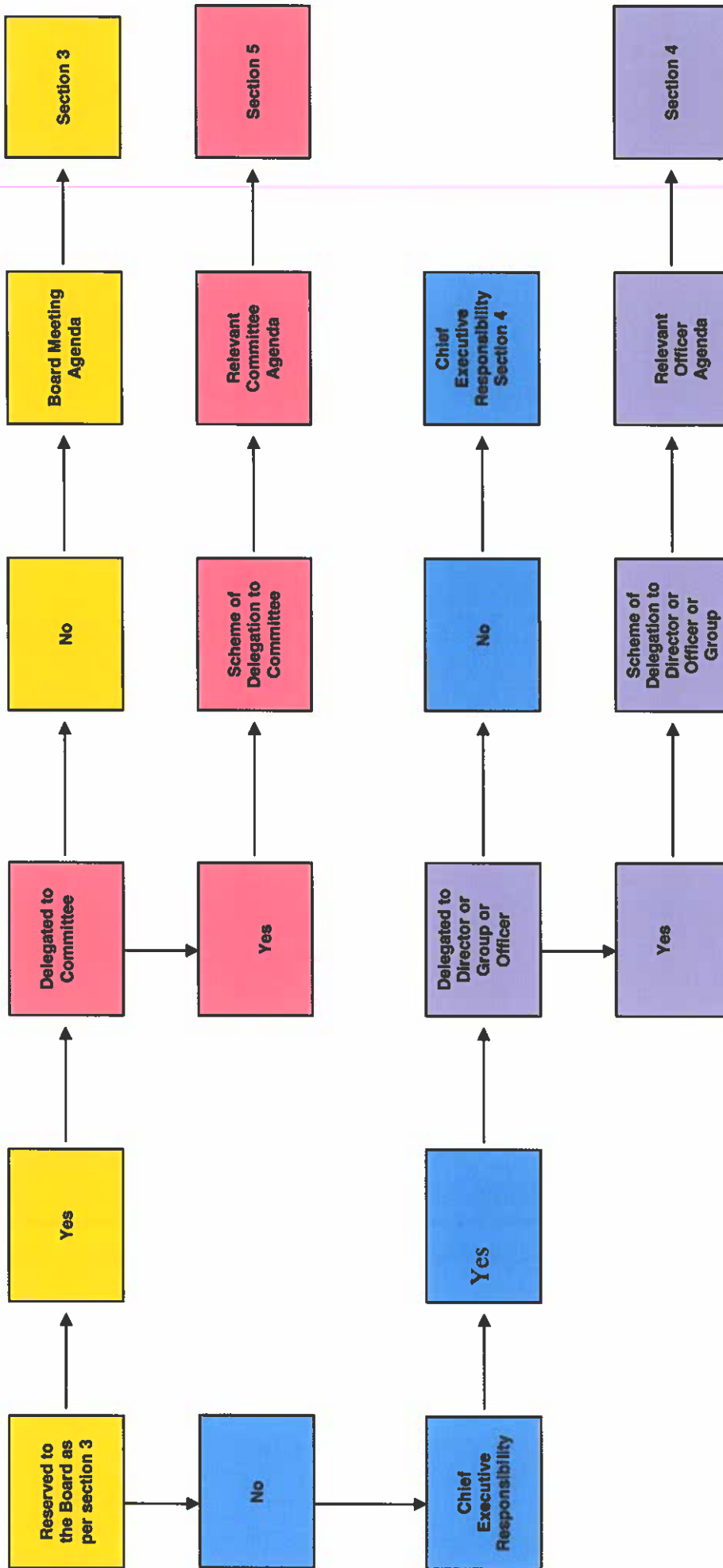
3.1.4 Decision Tree - Flowchart

The flowchart overleaf seeks to show the decision tree for the powers and responsibilities that are:

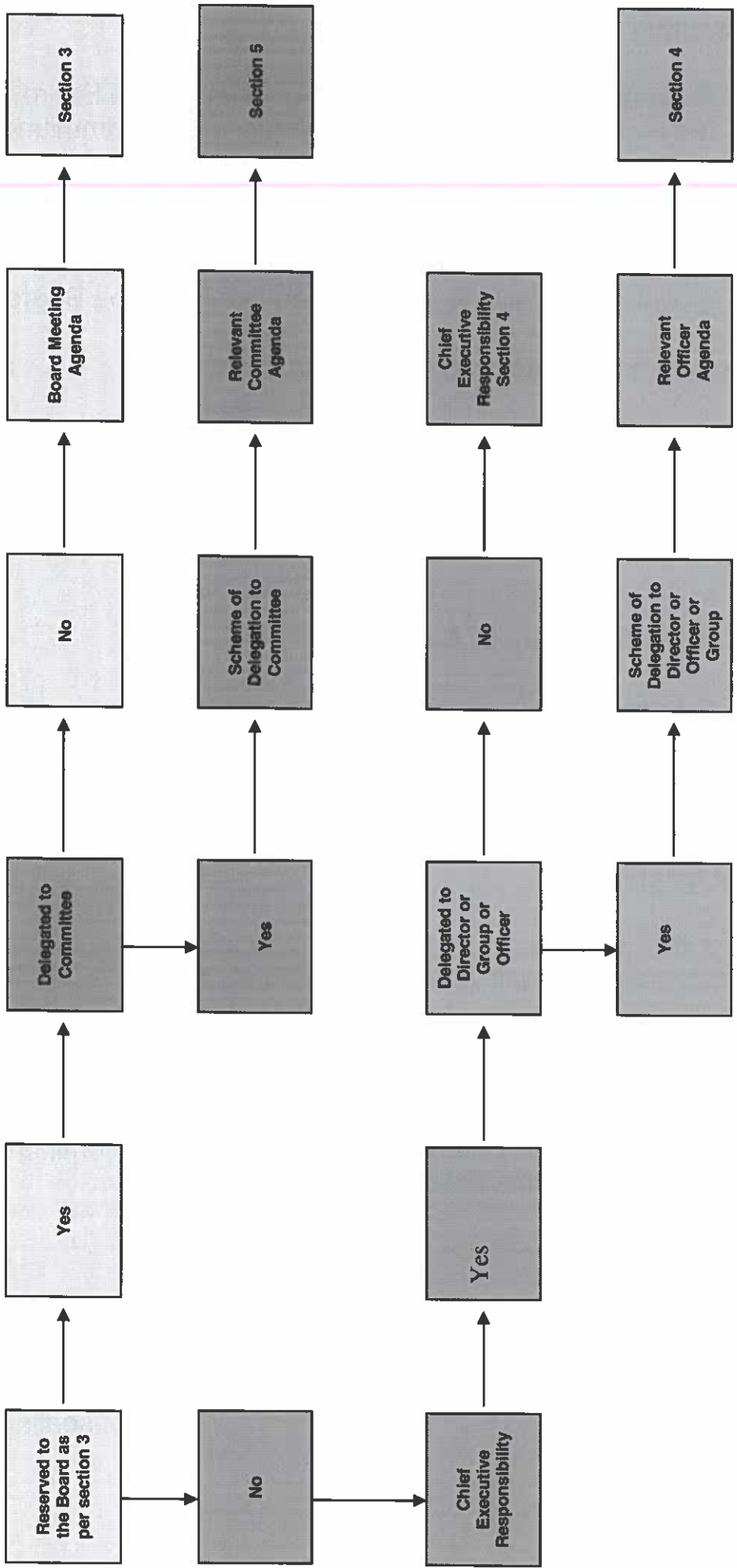
- reserved to the Board;
- delegated by the Board to Committees;
- exercised by the Chief Executive for which he is personally accountable to the Board;
- delegated by the Chief Executive to nominated officers;

- specific Officer Responsibility, for example Director of Social Care and Children.

3.1.4 Decision Tree Flowchart



3.1.4 Decision Tree Flowchart



3.2 Chief Executive

The Chief Executive shall exercise those functions of the Board, which are not reserved to the Board or delegated to a Committee, sub-Committee or Joint Committee, on behalf of the Board.

The Chief Executive shall determine which function he shall perform personally and shall delegate to nominated officers the remaining functions for which he shall still retain accountability to the Board.

3.3 Chief Executive's Scheme of Delegation

The Chief Executive will delegate specific areas of the Board's responsibilities which are not reserved to the Board and may be delegated to a Director, Group or Officer. The Scheme of Delegation is at Appendix 1 and follows the purple section of the Decision Tree Flowchart.

3.4 Administrative Schemes of Delegation

3.4.1 Custody of Seal

The Common Seal of the Health and Social Care Board shall be kept by the Chief Executive [or Secretary] in a secure place.

3.4.2 Sealing of Documents

The Seal of the Health and Social Care Board shall not be fixed to any documents unless the sealing has been authorised by a resolution of the Board or of a Committee thereof, or where the Board has delegated its powers. Before any building, engineering, property or capital document is sealed, it must be approved and signed by the Director of Finance (or an officer nominated by him) and authorised and countersigned by the Chief Executive (or an officer nominated by him who shall not be within the originating directorate).

3.4.3 Register of Sealing

An entry of every sealing shall be made and numbered consecutively in a book provided for that purpose. A report of all sealings shall be made to the Board annually. The report shall contain details of the seal number, the description of the document and date of sealing.

3.4.4 **Signature of Documents**

Where the signature of any document shall be a necessary step in legal proceedings involving the Health and Social Care Board, it shall be signed by the Chief Executive, unless any enactment otherwise requires or authorises, or the Board shall have given the necessary authority to some other person for the purpose of such proceedings.

The Chief Executive or nominated officers shall be authorised, by resolution of the Board, to sign on behalf of the Board any agreement or other document not requested to be executed as a deed, the subject matter of which has been approved by the Board or any Committee, sub-Committee or standing Committee thereof, or where the Board has delegated its powers on its behalf.

3.4.5 **Delegation of Budgets for Board Administration**

Each year, on behalf of the Chief Executive, the Director of Finance will bring forward, for consideration and approval by the Senior Management Team, a schedule of budgetary delegation to individual Directors of the Board's budget for management and administration expenditure within the financial limits specified by the Department of Health, Social Services and Public Safety.

3.4.6 **Procedure for Delegating Power to Authorise and Approve Administrative Expenditure**

Each year, on behalf of the Chief Executive, the Finance Director will bring forward for consideration and approval by the Senior Management Team, a schedule of delegated authority for authorisation and approval of specific expenditure by Director - nominated individuals and their associated authorisation and approval limits. Following approval, these will be shared with the Business Services Organisation to ensure only authorised individuals commit the Board to expenditure within approved monetary limits

3.4.7 **Procedure for Tendering and Contracting**

Procedures for tendering and contracting are set out in section ⁸~~17~~ of the Standing Financial Instructions. The tendering and contracting for most services and supplies to the Health and Social Care Board will be undertaken by the Procurement and Logistics Service (PaLs) of the Business Services Organisation in its role as a recognised centre of procurement expertise. Certain specified areas of procurement, eg

care service commissioning/procurement will be reserved to the Board/Chief Executive and delegated to nominated committees/officers of the Board.

3.4.8 Use of External Consultants

External consultancy services, including the widely used term “Management Consultants” are provided by an external supplier/provider, individual, agency, or firm for a limited period of time to carry out a specific or “one off” task or project. DHSSPS Circular HSS (F) 40/2009 and Supplements (1) and (2) provide extensive guidance on the engagement of External Consultants for Revenue Expenditure.

Procurement Guidance Note 03/10 states that:

- Single Action Tenders of any value require Departmental Accounting Officer approval;
- Competitive Tenders above £10,000 require prior approval of the Minister and above £75,000 also require approval by the Department of Finance and Personnel.
- Competitive Tenders below £10,000 require approval by Health and Social Care Board Chief Executive and must be notified to the DHSSPS in advance.

3.4.9 ICT and ICT Related Investment and Expenditure

The Health and Social Care Board is responsible for the preparation and implementation of a Department of Health, Social Services and Public Safety approved ICT strategy for the wider HSC, within the capital and revenue resources made available by the Minister. These resources may be supplemented by both capital and revenue resource transfers from general allocations available to HSC bodies.

The approval of the Health and Social Care ICT Investment Strategy is reserved to the Board. The approval of Business Cases and associated capital investment and expenditure is delegated to the Chief Executive within the parameters of the approved strategy, Department of Health, Social Services and Public Safety directions and available capital and revenue allocations.

The Administrative Schemes of Delegation for Sections 3.4.5 – 3.4.9 are in Appendix 2 and follow the purple section in the Decision Tree Flowchart.

3.5 Financial Schemes of Delegation

3.5.1 Procedure for Delegation of Care Budgets

Each year, on behalf of the Health and Social Care Board, the Director of Finance will bring forward for consideration and approval by the Senior Management Team, a scheme of budgetary delegation to Local Commissioning Groups of the Health and Social Care Board's budget for health and social care commissioning, consistent with the Health and Social Care Board's Commissioning Plan and any Department of Health, Social Services and Public Safety earmarked or capitation funding requirements

3.5.2 Procedure for Care Commissioning

Procedures for commissioning of health and social care services are set out in sections 18 & 19 of the Standing Financial Instructions. Each year, on behalf of the Health and Social Care Board, the Director of Commissioning will prepare for consideration and approval of the Senior Management Team, a schedule of health and social care services, distinguishing between those where commissioning is delegated to Local Commissioning Groups and those which are commissioned regionally on behalf of Local Commissioning Groups.

The Director of Commissioning is responsible to the Chief Executive for the establishment and maintenance of a strategic framework for the Health and Social Care System, which reflects Ministerial policy and priorities and ensures the effective and meaningful engagement of key stakeholders, both internal and external, in the HSC Board's planning and commissioning processes.

The Director of Commissioning is responsible for the development and implementation of coherent commissioning arrangements which will ensure the delivery of the annual commissioning plan and drive continuous improvement in performance and standards.

The Financial Schemes of Delegation for Sections 3.5.1 – 3.5.2 are in Appendix 3 and follow the purple section in the Decision Tree Flowchart.

3.6

Cash Management Reserved to DHSSPS

The responsibility for the authorisation and approval of Cash Advances to HSC bodies is reserved to the Department of Health, Social Services and Public Safety.

4. BOARD COMMITTEES

The arrangements for Powers Delegated to Committees on behalf of the Board are outlined in the pink section of the Decision Tree Flowchart.

4.1 Appointment of Committees

4.2 Committees

4.1 Appointment of Committees

Subject to such directions as may be given by the Minister, the Board shall, if directed by the Department of Health, Social Services and Public Safety, appoint Committees of the Board, or together with one or more other bodies appoint a joint Committee consisting, in either case, wholly or partly of the Chair and members of the Board or other bodies or wholly of persons who are not members of the Board or other bodies in question.

A Committee or joint Committee appointed under this Standing Order may, subject to such directions as may be given by the Minister, the Board or other bodies, appoint sub-Committees consisting wholly or partly of members of the Committee or joint Committee (whether or not they are members of the Board or other bodies in question) or wholly of persons who are not members of the Board or other bodies or the Committee of the Board or other bodies in question.

The Standing Orders of the Health and Social Care Board shall apply, as appropriate, to meetings of Committees established by the Board.

Each Committee shall have such terms of reference and powers, membership and be subject to such reporting back arrangements as the Board shall decide. The Terms of Reference for each Committee are incorporated as Appendices to the Standing Orders.

Where Committees are authorised to establish sub-Committees, they may not delegate executive powers to the sub-Committee unless expressly authorised by the Board.

Paragraph 7 (1) (3) of Schedule 1 of the Health and Social Care (Reform) Act (Northern Ireland) 2009 seeks Department of Health, Social Services and Public Safety approval to appointments to Board Committees if such persons are not members of the Regional Board. The Board shall define the powers of such appointees and shall agree the terms of their remuneration and/or reimbursement for loss of earnings and/or expenses.

Where the Board is required to appoint persons to a Committee and/or to undertake statutory functions as required by the Minister, and where such appointments are to operate independently of the Board, such appointment shall be made in accordance with the regulations laid down by the Minister.

4.2 Committees

Board Committees	Refer to Appendix
• Assessment Panel	4
• Audit	5
• Disciplinary Panel (Interim Arrangements)	6
• Governance	7
• Local Commissioning Groups	8
• Pharmacy Practices Committee	9
• Reference Committee	10
• Remuneration and Terms of Service Committee	11
• Review Panel	12

Sub Committees

Joint Committees

- To be determined

5. CONDUCT OF BOARD BUSINESS

5.1 Constitution and Remit of Health and Social Care Board

- 5.1.1. Constitution
- 5.1.2. Remit
- 5.1.3. Composition of the Board
- 5.1.4. Senior Management Team

5.2 Procedures for Meetings

5.1 Constitution and Remit of Health and Social Care Board

5.1.1 Constitution

All business shall be conducted in the name of the Health and Social Care Board.

All funds received in trust shall be held in the name of the Board as corporate trustee of Health and Social Care Board.

5.1.2 Remit

The powers of the Health and Social Care Board established under statutory instruments shall be exercised by the Board meeting in public session except as otherwise provided for in Standing Order 5.2.15.

The Board shall define and regularly review the functions it exercises on behalf of the Minister.

The Board has resolved that the Board may only exercise certain powers and decisions in formal session. These powers and decisions are set out in "Powers Reserved to the Board" (Section 2) and have effect as if incorporated into the Standing Orders.

5.1.3 Composition of the Board

The Department of Health, Social Services and Public Safety determines the composition of the Board which is currently as follows:

- a) A Chair appointed by Department of Health, Social Services and Public Safety
- b) A prescribed number of persons appointed by Department of Health, Social Services and Public Safety
- c) Chief Executive of the Health and Social Care Board
- d) A prescribed number of officers appointed by the Health and Social Care Board; and

Except insofar as regulations otherwise provide, no person who is an officer of the Health and Social Care Board may be appointed under paragraphs a) or b) above. Regulations may provide that all or any of the persons appointed under b) above must fulfil prescribed conditions or hold posts of a prescribed description.

5.1.4 The Board's Senior Management Team comprises:

- the Chief Executive; and
- the Director of Finance, ~~Director of Commissioning, Director of Social Care and Children, Director of Performance Service~~ Improvement, Director of Integrated Care, Head of Corporate Services and any other Officer whom the Chief Executive determines should be a member of the Senior Management Team.

5.2 Procedures for Meetings

- 5.2.1 Code of Practice on Openness
- 5.2.2 Open Board Meetings
- 5.2.3 Conduct of Meetings
- 5.2.4 Calling of Meetings
- 5.2.5 Setting the Agenda
- 5.2.6 Petitions
- 5.2.7 Notice of Meetings
- 5.2.8 Notice of Motion
- 5.2.9 Deputations and Speaking Rights
- 5.2.10 Admission of the Public and media
- 5.2.11 Attendance of others
- 5.2.12 Chair of Meeting
- 5.2.13 Quorum
- 5.2.14 Record of attendance
- 5.2.15 Confidential Section of meetings
- 5.2.16 Motions
- 5.2.17 Voting
- 5.2.18 Joint Members
- 5.2.19 Suspension of Standing Orders
- 5.2.20 Minutes
- 5.2.21 Committee Minutes
- 5.2.22 Variation and Amendment of Standing Orders
- 5.2.23 Appointments
- 5.2.24 Potential Conflict of Interests

5.2.1 Code of Practice on Openness

The Board shall pursue the aims of the Code of Practice on Openness: *"...to ensure that people may easily obtain an understanding of all services that are provided by the HPSS and, particularly, changes to those services that may affect them or their families"*.

The Board shall accept the strong duty imposed on it by the Code to be positive in providing access to information; the presumption shall be in favour of openness and transparency in all its proceedings.

5.2.2 Open Board Meetings

The Health and Social Care Board shall hold all its Board meetings in public, although, certain issues may be taken in a confidential section of the meeting (See Standing Order 5.2.15). The notice and agenda for public Board meetings shall be posted on the Health and Social Care Board website www.hscboard.hscni.net and published in the press in advance of the meeting and provided, on request to members of the public.

Public meetings shall be held in easily accessible venues across the region and at times when the public are able to attend (Code of Practice on Openness; Annex A, para 3.1).

5.2.3 Conduct of Meetings

Proceedings shall be in accordance with section 54 (1) and (2) of the Health and Social Services Act (Northern Ireland) 2001 which provides that sections 23 to 27 of the Local Government Act (Northern Ireland) 1972 (c9) shall also apply. This is specified in the Guidance on Implementation of the Code of Practice on Openness, Annex A para. 2.3.

The Code of Practice on Openness is not statutory, it does not set aside restrictions on disclosure, which are based in law and decisions shall rest on judgement and discretion. (See Guidance on implementation of the Code of Practice on Openness, para 9.3).

5.2.4 **Calling of Meetings**

Ordinary meetings of the Board shall be held at such times and places as the Board may determine although, as good practice, some meetings may be held outside normal working hours to facilitate wider attendance by the general public. The Board shall pay particular attention to the commitments within its Equality Scheme when calling meetings.

The Chair may call a meeting of the Board for a special purpose including in the event of an emergency, at any time.

The notice and agenda for such a meeting shall be conveyed to members and posted on the Health and Social Care Board website www.hscboard.hscni.net as far in advance of the meeting as the circumstances shall allow.

If requested by at least one third of the whole number of members, the Chair shall call a meeting of the Board for a special purpose. If the Chair refuses to call a meeting or fails to do so within seven days after such a request, such one third or more members may forthwith call a meeting.

The Board shall agree an annual schedule of public meetings which shall be posted on the Health and Social Care Board website www.hscboard.hscni.net.

5.2.5 **Setting the Agenda**

The Board may determine or may be directed to ensure that certain matters shall appear on every agenda for a meeting of the Board. If so determined these matters shall be listed as an appendix to the Standing Orders (Appendix 13).

A member desiring a matter to be included on an agenda shall normally make his/her request in writing to the Chair on at least 14 clear days before the meeting. The request may include appropriate supporting information and a proposed motion. It may also note any grounds which would necessitate the item of business being dealt with in a confidential section of the meeting. Requests made less than 14 days before a meeting may be included on the agenda at the discretion of the Chair.

The agenda and supporting papers shall be despatched to members five working days in advance of the meeting, but shall certainly be despatched no later than three working days beforehand, except in an emergency.

The notice for each meeting shall be published in the press and posted, together with the agenda, on the Health and Social Care Board website www.hscboard.hscni.net five working days before the meeting. On request from the press or a member of the public, a copy of the agenda for the public Board meeting shall be supplied.

5.2.6 Petitions

Where the Board has received a petition, the Chair shall include the petition as an item on the agenda for the next Board meeting, providing it is appropriate for consideration by the Board. The Chair shall advise the meeting of any petitions that are not granted and the grounds for refusal.

5.2.7 Notice of Meetings

Before each meeting of the Board, a notice of the meeting, specifying the business proposed to be transacted at it, and any motions relating to it, and signed by the Chair or by an officer of the Board authorised by the Chair to sign on his behalf shall be delivered to each member and posted on the Health and Social Care Board web site www.hscboard.hscni.net at least five working days before the meeting.

Absence of service of the notice on any member shall not affect the validity of a meeting. Failure to serve such a notice on more than three members shall invalidate the meeting. A notice shall be presumed to have been served one day after posting.

In the case of a meeting called by members in default of the Chair, those members shall sign the notice and no business shall be transacted at the meeting other than that specified in the notice.

5.2.8 Notices of Motion

With reference to matters included in the notice of meetings, a member of the Board may amend or propose a motion in writing at least ten clear days before the meeting to the Chair. All notices so received shall be inserted in the agenda for the meeting, subject to the notice being permissible under the appropriate regulations. This paragraph shall not prevent any motion being moved during the meeting, without notice, on any business mentioned on the agenda.

5.2.9 Deputations and Speaking Rights

Deputations from any meeting, association, public body or an individual may be permitted to address a public meeting of the Board provided the request to address the Board relates to an agenda item under discussion at the Board meeting. A summary of the subject matter must be provided to the Board at least two clear days prior to the meeting, provided that the Chair of the Board has approved the request. The specified notice may be waived at the discretion of the Chair.

In normal circumstances, this facility shall be confined to the making of a short statement or presentation from the members of the deputation and making a copy of the presentation available in advance of the meeting. Each deputation has a total of ten minutes to address the Board and where two members of a deputation will deliver the address, each shall be allocated five minutes.

When an adjourned item of business is re-commenced or a meeting is reconvened, any provisions for deputations or speaking rights, not previously undertaken or other arrangements shall be treated as though no interruption had occurred. (Standing Order 5.2.16)

5.2.10 Admission of the Public and Media

The Board shall undertake the necessary arrangements in order to encourage and facilitate the public at open Board meetings. Reasonable facilities shall be made available to enable representatives of the press and broadcasting media to report the meetings.

The Chair shall give such directions as he thinks fit in regard to the arrangements for meetings and accommodation of the public and representatives of the press and broadcasting media, with due regard

to the health and safety of all, to ensure that the Board's business shall be conducted without interruption and disruption and, without prejudice to the power to exclude on grounds of the confidential nature of the business to be transacted, the public shall be required to withdraw upon the Board resolving as follows:

“That in the interests of public order the meeting adjourns for (the period to be specified) to enable the Board to complete business without the presence of the public.”

In order to avoid undue disruption to Board meetings, television crews/press photographers can have access for filming pictures for a maximum of ten minutes at the outset of the meeting. This will be subject to the agreement of the Chair and members.

Nothing in these Standing Orders shall require the Board to allow members of the public or representatives of the press and broadcasting media to record proceedings in any manner whatsoever, other than in writing, or to make an oral report of proceedings as they take place from within the meeting, without prior agreement of the Chair.

5.2.11 Attendance of Others

The Director of Integrated Care, Head of Corporate Services, Local Commissioning Group Chairs, the Public Health Agency's Executive Medical Director/Director of Public Health and the Director of Nursing and Allied Health Professions, and the Patient and Client Council's Head of Operations attend and participate in meetings of the Board of the Health and Social Care Board. HSC Board Officers and Officers from HSC Trusts, Patient and Client Council and the Business Support Organisation may attend and participate in meetings of the Board as required.

5.2.12 Chair of Meeting

At any meeting of the Board, the Chair, if present, shall preside. In the absence of the Chair, the Vice Chair, if previously appointed, shall preside, if not previously appointed then such member (who is not also an officer of the Board) as the Chair may nominate shall preside or if no such nomination has been made, such Non Executive Director as those members present shall choose, shall preside.

If the Chair is absent temporarily on the grounds of a declared conflict of interest such as Non Executive Director, as the members shall choose, shall preside.

5.2.13 Quorum

No decisions may be taken at a meeting unless at least one-third of the whole number of the Chair and voting members appointed, (including at least one Non-Officer Member and one Officer Member) are present.

An officer in attendance for an Officer Member but without formal acting up status, may not count towards the quorum. If the Chair or member has been disqualified from participating in the discussion on any matter and/or from voting on any resolution by reason of the declaration of a conflict of interest, he/she shall no longer count towards the quorum. If a quorum is then not available for the passing of a resolution on any matter, that matter may be discussed further but not voted upon at that meeting. Such a position shall be recorded in the minutes of the meeting.

5.2.14 Record of Attendance

A record of the names of the Chair (Vice-Chair), and members present at the meeting shall be noted in the minutes and, if necessary, the point at which they join, leave or resume their place at the meeting shall also be noted.

5.2.15 Confidential Section of Meetings

The Board may by resolution exclude the public or representatives of the press or broadcasting media from a meeting (whether during the whole or part of the proceedings at the meeting) on one or more of the following grounds:

- By reason of the confidential nature of the business to be transacted at the meeting.
- When publicity would be prejudicial to the public interest.
- For such special reasons as may be specified in the resolution arising from the exceptional nature of the business to be transacted or of the proceedings at the meeting.
- It shall be noted, and recorded in the minutes of the subsequent public Board Meeting that the Health and Social Care Board met in confidential session

5.2.16 Motions

The mover of a motion shall have a right of reply at the close of any discussion on the motion or any amendment thereto.

When a motion is under discussion or immediately prior to discussion, it shall be open to a member to move:

- An amendment to the motion
- The adjournment of the discussion or the meeting
- That the meeting proceed to the next business (+)
- The appointment of an ad hoc Committee to deal with a specific item of business
- That the motion be now put (+)
- A motion resolving to exclude the public (including the press).

In the case of sub-paragraphs denoted by (+) above, to ensure objectivity, only a member who has not previously taken part in the debate may put motions.

No amendment to the motion shall be admitted if, in the opinion of the Chair of the meeting, the amendment negates the substance of the motion.

When an adjourned item of business is re-commenced or a meeting is reconvened, any provisions for deputations or speaking rights, not previously undertaken or other arrangements shall be treated as though no interruption had occurred.

Withdrawal of Motion or Amendments - The proposer may withdraw a motion or amendment once moved and seconded with the concurrence of the seconder and the consent of the Chair.

Motion to Rescind a Resolution - Notice of motion to amend or rescind any resolution (or the general substance of any resolution) that has been passed within the preceding six calendar months, shall bear the signature of the Member who gives it and also the signature of four other Board Members.

When any such motion has been disposed of by the Board, it shall not be appropriate for any member other than the Chair to propose a motion to the same effect within six months, however the Chair may do so if he considers it appropriate.

Chair's Ruling - Statements of members made at meetings of the Board shall be relevant to the matter under discussion at the material time and the decision of the Chair of the meeting on questions of order, relevancy, regularity and any other matters shall be final.

5.2.17 **Voting**

Every item or question at a meeting shall be determined by the Chair seeking the general assent of voting members or the expression of a wish to proceed to a vote. A vote shall be determined by the majority of the votes of the Chair (Vice-Chair) of the meeting and members present and voting on the question; in the case of the number of votes for and against a motion being equal, the Chair of the meeting shall have a second or casting vote.

All questions put to the vote shall, at the discretion of the Chair of the meeting, be determined by oral expression or by a show of hands. A paper ballot may also be used if a majority of the members present so request.

If at least one third of the members present so request, the voting (other than by paper ballot) on any question may be recorded to show how each member present voted or abstained.

If a member so requests, his/her vote shall be recorded by name upon any vote (other than by paper ballot).

In no circumstances may an absent member vote by proxy. Absence is defined as being absent at the time of the vote.

An Officer who has been appointed formally by the Board to act up for an Officer Member during a period of incapacity or temporarily to fill an Officer Member vacancy, shall be entitled to exercise the voting rights of the Officer Member. An officer attending the Board to represent an Officer Member during a period of incapacity or temporary absence without formal acting up status may not exercise the voting rights of the Officer Member. An officer's status when attending a meeting shall be recorded in the minutes.

5.2.18 **Joint Members**

Where more than one person shares the office of a member of the Board jointly:

- either or both of those persons may attend or take part in meetings of the Board;
- if both are present at a meeting they shall cast one vote if they agree;
- in the case of disagreement no vote shall be cast;
- the presence of one or both of those persons shall count as the presence of one person for the purposes of a quorum.

5.2.19 Suspension of Standing Orders

Except where this would contravene any statutory provision or any direction made by the Department of Health, Social Services and Public Safety, one or more of the Standing Orders may be suspended at any meeting, provided that at least two-thirds of the Board are present, including one Officer and one Non-Officer Member, and that a majority of those present vote in favour of suspension.

A decision to suspend Standing Orders shall be recorded in the minutes of the meeting.

A separate record of matters discussed during the suspension of Standing Orders shall be made and shall be available to the Chair and members of the Board.

No formal business may be transacted while Standing Orders are suspended.

The Audit Committee shall review every decision to suspend Standing Orders.

5.2.20 Minutes

The minutes of the proceedings of a meeting shall be drawn up and submitted for agreement at the next ensuing meeting where the person presiding shall sign them.

No discussion shall take place upon the minutes except upon their accuracy or where the Chair considers discussion appropriate. Any amendment to the minutes shall be agreed and recorded at the next meeting.

Minutes shall be circulated in accordance with members' wishes. A copy of the approved minutes of a public Board meeting shall be placed on the HSC Board website www.hscboard.hscni.net Where providing a record of a public meeting, the minutes shall be made

available to the public upon request as required by Code of Practice on Openness in the HPSS and the Freedom of Information Act 2000.

5.2.21 Committee Minutes

The minutes of all Board Committee meetings shall be approved as follows:

- The approved minutes shall be presented to the public Board meeting immediately following committee approval except where confidentiality needs to be expressly protected, in which case they will be submitted to a confidential meeting of the Board.
- Where Committees meet infrequently, the draft minutes shall be presented to the subsequent confidential meeting of the Board for information only

5.2.22 Variation and Amendment of Standing Orders

These Standing Orders shall be amended only if:

- a notice of motion under the appropriate Standing Order has been given;
- no fewer than half the total of the Board's Non-Officer Members vote in favour of amendment;
- at least two-thirds of the Board members are present; or
- the variation proposed does not contravene a statutory provision or direction made by the Department of Health, Social Services and Public Safety.

5.2.23 Appointments

Appointment of the Chair and Members, and Terms of Office - The legislative provisions governing the appointment of the Chair and members, and their terms of office, are contained in Schedule 1, 3-6 of the Health and Social Care (Reform) Act (Northern Ireland) 2009. Non Executive appointments are made in accordance with the Code of Practice, issued by the Commissioner for Public Appointments for Northern Ireland.

Appointment of Vice-Chair - Subject to the following, the Chair and Members of the Board may appoint one of their number, who is not also an Officer Member of the Board, to be Vice-Chair, for such period, not exceeding the remainder of his/her term as a Member of the Board, as they may specify on appointing him/her.

Any member so appointed may at any time resign from the office of Vice-Chair by giving notice in writing to the Chair. The Chair and members may thereupon appoint another member as Vice-Chair in accordance with the provisions above.

If no Vice-Chair is available and the Chair is unable to conduct a Board meeting, members shall appoint one from among the Non Executive Directors present to act as Chair for that meeting.

If no meeting is scheduled or the Chair is not available, and the Chief Executive needs to take advice on an urgent matter, the Chief Executive may obtain the agreement of Non Executive Directors to appoint one of their number as Chair for this purpose.

Where the Chair of the Board has died or has ceased to hold office, or where he/she has been unable to perform his/her duties as Chair owing to illness, absence from Northern Ireland or any other cause, the Vice-Chair, if previously appointed, shall act as Chair until a new Chair is appointed or the existing Chair resumes his/her duties, as the case may be. If not previously appointed, the Board may appoint one of their number, who is not also an Officer Member of the Board, to be Chair, for such period.

Joint Members - Where more than one person is appointed jointly to a post in the Board which qualifies the holder for officer membership or in relation to which an officer member is to be appointed, those persons shall become appointed as an officer member jointly, and shall count for the purpose of Standing Orders as one person.

5.2.24 Potential Conflict of Interests

Subject to the following provisions of this Standing Order, if the Chair, Board member or Local Commissioning Group Chair has any potential conflict of interest, direct or indirect, in any contract, proposed contract or other matter and is present at a meeting of the Board at which the contract or other matter is the subject of consideration, he/she shall, at the meeting, and as soon as practicable after its commencement, disclose the fact.

It shall be disclosed in a manner that cannot be perceived to influence subsequent discussion or decision, and shall withdraw from the meeting while the consideration or discussion of the contract or other matter and the vote is being taken.

In exceptional circumstances, the individual who has declared a potential conflict of interest may be permitted to remain for the discussion where their expertise is specifically required to inform the other members in their discussions. This expert advice shall be restricted to the giving of factual and objective information before withdrawing while the decision and vote is taken.

The Department of Health, Social Services and Public Safety may, subject to such conditions as it may think fit to impose, remove any disability imposed by this Standing Order in any case in which it appears to be in the interests of the HSC that the disability shall be removed.

The Board may exclude the Chair or a Board member from a meeting of the Board while any contract, proposed contract or other matter in which he/she has a pecuniary interest, is under consideration.

Any remuneration, compensation or allowances payable to the Chair or a Board member shall not be treated as a pecuniary interest for the purpose of this Standing Order.

For the purpose of this Standing Order, the Chair or a Board member shall be treated as having indirectly a pecuniary interest in a contract, proposed contract or other matter, if:

- he/she, or a nominee of his/hers, is a director of a company or other body, not being a public body, with which the contract was made or is proposed to be made or which has a direct pecuniary interest in any other matter under consideration; or
- he/she is a partner of, or is in the employment of a person with whom the contract was made or is proposed to be made or who has a direct pecuniary interest in any other matter under consideration; and in the case of persons living together the interest of one partner shall, if known to the other, be deemed for the purposes of this Standing Order to be also an interest of the other.

The Chair or a Board member shall not be treated as having a pecuniary interest in any contract, proposed contract or other matter by reason only:

- of his/her membership of a company or other body, if he/she has no beneficial interest in any securities of that company or other body;

- of an interest of his/her as a person providing Family Health Services which cannot reasonably be regarded as an interest more substantial than that of others providing such of those services as he/she provides; or
- of an interest in any company, body or person with which he/she is connected as mentioned in Standing Orders above which is so remote or insignificant that it cannot reasonably be regarded as likely to influence a member in the consideration or discussion of or in voting on, any question with respect to that contract or matter.

Where the Chair or a Board Member has an indirect pecuniary interest in a contract, proposed contract or other matter by reason only of a beneficial interest in securities of a company or other body, and the total nominal value of those securities does not exceed £5,000 or one-hundredth of the total nominal value of the issued share capital of the company body, whichever is the less, and if the share capital is of more than one class, the total nominal value of shares of any one class in which he/she has a beneficial interest does not exceed one-hundredth of the total issued share capital of that class, this Standing Order shall not prohibit him/her from taking part in the consideration or discussion of the contract or other matter or from voting on any question with respect to it, without prejudice however to his/her duty to disclose his/her interest.

This Standing Order applies to a Committee or Sub-Committee and to a Joint Committee or Sub-Committee as it applies to the Board and applies to a member of any such Committee or Sub-Committee (whether or not he/she is also a member of the Board) as it applies to a member of the Board.

6. CODE OF CONDUCT AND CODE OF ACCOUNTABILITY

As Health and Social Care organisations develop, they should ensure continuity in the application of the Code of Conduct and Code of Accountability both within the Health and Social Care organisation and across all other provider organisations, including those which are accountable to the Health and Social Care Board.

- 6.1 Introduction
- 6.2 Public Service Values
- 6.3 General Principles
- 6.4 Public Service Values in Management
- 6.5 Public Business and Private Gain
- 6.6 Counter Fraud Policy
- 6.7 Hospitality
- 6.8 Gifts
- 6.9 Sponsorship
- 6.10 Register of Hospitality, Gifts and Sponsorship
- 6.11 Declaration of Interests
- 6.12 Substance Abuse
- 6.13 Misuse of Internet Facilities
- 6.14 Staff Policies and Procedures
- 6.15 Raising Concerns at Work –“Whistleblowing”

6.1 Introduction

The Code of Conduct and Code of Accountability issued in November 1994 stated that high standards of corporate and personal conduct, based on public service values, must be at the heart of Health and Social Care organisations.

Since Health and Social Care organisations are publicly funded, they must be accountable to the Minister for Health, Social Services and Public Safety and ultimately to Northern Ireland Assembly and the Public Accounts Committee, for the services they provide and for the effective and economical use of taxpayers' money.

6.2 Public Service Values

There are four crucial public service values, which must underpin the work of the Health and Social Care organisations:

- Accountability
- Probity
- Integrity
- Openness

These values are the responsibility of the Chair, Board members and all staff.

In addition to the above principles, the First Report of the Committee on Standards in Public Life (Nolan) emphasized a code of best practice, which shall be incorporated into each public body's codes of conduct. These are:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

The Health and Social Care Board is committed to these principles and all individuals are expected to adhere to them in the course of their work.

6.3 General Principles

Those who work in the Health and Social Care have a duty to:

- conduct business with probity;
- deal with patients, clients, carers, staff, residents and suppliers impartially and with respect;
- achieve value for money from public funds; and
- demonstrate high ethical standards of personal conduct.

The Chair, Board members and all Health and Social Care Board employees/officers are required to accept the provisions of the 'HPSS Code of Conduct and Code of Accountability' on appointment and to follow the principles set out therein.

The Board must set a rigorous and visible example and shall be responsible for corporate standards of conduct and ensure acceptance and application of the Code. The Code shall inform and govern the decisions and personal conduct of the Chair, Board Members and all Health and Social Care Board employees/officers.

6.4 Public Service Values in Management

It is a long established principle that public sector bodies, which include the Health and Social Care Board, must be impartial, honest and open in the conduct of their business, and that their employees shall remain beyond suspicion. It is also an offence under the Public Bodies Corrupt Practices Act 1889 and Prevention of Corruption Acts 1906 and 1916 for an employee to accept any inducement or reward for doing, or refraining from doing anything, in his or her official capacity, or corruptly showing favour or disfavour, in the handling of contracts.

In the document entitled 'Code of Conduct' issued in November 1994, it was emphasized that public service values must be at the heart of Health and Personal Social Services and that the service is accountable to the Minister of Health, Social Services and Public Safety, and ultimately to Northern Ireland Assembly and the Public Accounts Committee, for the services they provide and for the effective and economical use of taxpayers' money.

It is unacceptable for the Board of any Health and Social Care organisation, or any individual within the organisation for which the Board is responsible, to ignore public service values in achieving results. The Chair, Board members and all staff have a duty to ensure that public funds are properly safeguarded and that, at all times, the Board conducts its business as efficiently and effectively as possible.

Proper stewardship of public monies requires value for money to be high on the agenda of the Board at all times. Employment, procurement and accounting practices within the Health and Social Care Board must reflect the highest professional standards.

Individuals are expected to:

- ensure that the interests of patients and clients remain paramount at all times;
- be impartial and honest in the conduct of their official business; and
- use public funds entrusted to them to the best advantage of the service as a whole always ensuring value for money in the procurement of goods and services.

Public statements and reports issued by the Health and Social Care Board, or individuals within the Health and Social Care Board, shall be clear, comprehensive and balanced, and shall fully represent the facts. They shall also appropriately represent the corporate decisions of the Health and Social Care Board, or be explicit in being made in a personal capacity, where this is considered necessary.

Annual and all other key reports shall be issued in good time to all individuals and groups in the community who have a legitimate interest in health and social care issues to allow full consideration by those wishing to attend public meetings on local health and social care issues.

6.5 Public Business and Private Gain

The 'Code of Conduct' issued in November 1994 also outlined the principle that the Chair, Board members and all staff shall act impartially and shall not be influenced by social or business relationships. No one shall use their public position to further their private interests.

It is the responsibility of all staff to ensure that they do not:

- abuse their official position for personal gain or to benefit their family or friends or to benefit individual contractors; or
- seek to advantage or further private business or other interests in the course of their official duties.

Where there is a potential for private, voluntary or charitable interests to be material and relevant to Board or HSC business, the relevant interest shall be declared and recorded in the Board minutes and entered into a register, which is available to the public. This is set out in more detail in Standing Order 6.11.

When a conflict of interest is established or perceived, the Chair, Board member or member of staff shall withdraw and take no part in the relevant discussion or decision.

6.6 Counter Fraud Policy

The Health and Social Care Board is absolutely committed to maintaining an honest, open and well-intentioned atmosphere. It is therefore also committed to the elimination of any fraud within or against the Health and Social Care Board, and to the rigorous investigation of any such cases.

Circular HSC (F) 44/2011 provides detailed guidance on the revised procedures to be followed for reporting of fraud within the Health and Social Care to Counter Fraud & Probity Services. From 28 September 2011, it is mandatory for all HSC bodies to report all incidents of suspected or actual fraud to Counter Fraud & Probity Services, Business Services Organisation.

The Health and Social Care Board wishes to encourage anyone with reasonable suspicions of fraud to report them. The Health and Social Care Board 'Whistleblowing Policy' enables staff to raise concerns about issues of public interest either internally or externally at an early stage (Standing Order 6.15).

The Health and Social Care Board has in place a Fraud Response Plan to give officers specific direction in dealing with cases of suspected fraud, theft or corruption. Advice may also be obtained from the Director of Finance.

6.7 Hospitality

6.7.1 Providing and Receiving Hospitality

The use of public funds for hospitality and entertainment shall be carefully considered within the guidelines contained in DHSSPS Circular HSS(F) 4/2009 as outlined in the Standing Financial Instructions (SFI 12.2.6 (d)).

See also Standing Order 6.12 on Alcohol Policy.

6.8 Gifts

Token gifts (generally at Christmas) of low intrinsic value such as diaries or calendars may be accepted from persons outside the Health and Social Care Board with whom staff have regular contact. At present, a value of less than £50 is used as a guide to identifying gifts of low intrinsic value but the nature or number of gifts may mean that items whose value is less than this may be considered inappropriate. The number of gifts accepted shall be limited within any financial period. Apart from trivial/inexpensive seasonal gifts, such as diaries, no gift or hospitality of any kind from any source should be accepted by anyone involved in the procurement or monitoring of a contract. This will ensure that no criticism can be made regarding bias to a particular company or supplier.

More expensive or substantial items, valued at £50 or more and gifts of lottery tickets, cash, gift vouchers or gift cheques, cannot on any account be accepted. All gifts offered even if they are declined/returned need to be recorded in the register.

If in doubt, staff shall decline the gift or consult their line manager/Director before accepting it.

6.9 Sponsorship

Commercial sponsorship may be acceptable on occasions. However, acceptance should never be capable of being perceived as having compromised the organisation's integrity.

Acceptance by staff of commercial sponsorship for attendance at relevant conferences and courses might be acceptable providing the employee seeks permission in advance and the Health and Social Care Board can be absolutely satisfied that its decision making processes are not compromised.

Board members must be satisfied that their acceptance of any commercial sponsorship could not compromise, or be perceived to compromise, future decisions.

Acceptance of commercial sponsorship of conferences, courses or other events run by the Health and Social Care Board may only be accepted if it can be demonstrated that:

- promotional material of the sponsor does not unduly dominate the event;
- no particular product is being promoted or receiving an implicit endorsement by association with the Health and Social Care Board; and
- other commercial bodies have been given an equal opportunity to sponsor and be associated with a particular event or other such events over a period of time.

Any decisions regarding sponsorship are to be referred to the Health and Social Care Board's Senior Management Team in the case of Health and Social Care Board organized events. Decisions, together with all relevant information, shall be recorded in the minutes for future scrutiny.

A suitable contract shall be drawn up with the prospective sponsor, which sets out the Health and Social Care's requirements in line with this Standing Order.

6.10 Register(s) of Hospitality, Gifts and Sponsorship

All instances when hospitality, gifts (of less than £50 in value) and sponsorship are accepted or returned shall be notified to the Chief Executive's Office, with a record of the basis of the decision to accept or return. Register(s) shall be maintained and monitored within performance management arrangements and ensure compliance with disclosure requirements (Circular HSS (F) 49/2009 and DAO (DFP) 19/09) and shall be made available for public inspection on request.

6.11 Declaration of Interests

The **'Code of Conduct and Code of Accountability'** requires the Chair and members of the Health and Social Care Board and the Chair and members of the Local Commissioning Groups to declare interests, which are relevant and material to the Health and Social Care Board. All existing managers or budget-holders within the Health and Social Care Board, having delegated responsibility to commit or influence commitment of Public Funds, shall declare such interests. Any managers appointed subsequently shall do so on appointment.

Interests that shall be regarded as 'relevant and material' are:

- directorships, including non-executive directorships held in private companies or Private Limited Companies (with the exception of those of dormant companies);
- ownership or part-ownership of private companies, businesses or consultancies likely or possibly seeking to do business with the Health and Social Care Board;
- majority or controlling share holdings in organisations likely or possibly seeking to do business with the Health and Social Care Board;
- a position of trust in a charity or voluntary organisation involved in the field of health and social care;
- any connection with a Health and Social Care organisation, voluntary organisation or other organisation contracting for health and social care services; and
- any other commercial interest in the decision before the meeting.

At the time Board members'/Local Commissioning Group members' interests are declared, they shall be recorded in the Board minutes. Any changes in interests shall be declared at the Board meeting following the change occurring. A Register of Board Members Interests has been established and published on the Health and Social Care Board website www.hscboard.hscni.net. A Register of Interests for each of the five Local Commissioning Groups has also been established and published on the relevant section of the Health and Social Care Board website www.hscboard.hscni.net. Registers of Interest should be established and maintained in respect of those Board Committees which include persons who are not members of the Health and Social Care Board.

Board members/Local Commissioning Group members directorships of companies likely or possibly seeking to do business with the Health and Social Care Board shall be published in the Board's Annual Report. The information shall be kept up to date for inclusion in succeeding Annual Reports.

During the course of a Board meeting, if a conflict of interest is established, the Member concerned shall, as soon as he/she is able after its commencement, disclose the fact. It shall be disclosed in a manner that cannot be perceived to influence subsequent discussion or decision. The member shall withdraw from the meeting and play no part in the relevant discussion or decision. See Standing Order.5.2.24

The arrangements for dealing with potential conflicts of interest during meetings of the Local Commissioning Groups are set out in Appendix 8.

Register of Interests -The Chief Executive shall ensure that a Register of Interests is established to record formally declarations of interests of relevant members and officers of the Health and Social Care Board. In particular, the Register shall include details of all directorships and other relevant and material interests, which have been declared by Executive and Non Executive Directors/Local Commissioning Group members, managers and budget-holders.

These details shall be kept up to date by means of an annual review of the Register in which any changes to interests declared during the preceding twelve months shall be incorporated.

The Register shall be available to the public and the Chief Executive shall take reasonable steps to bring the existence of the Register to the attention of the local population and to publicise arrangements for viewing it.

If Board members/Local Commissioning Group members' or relevant Officers have any doubt about the relevance of an interest, this shall be discussed with the Chair, Chief Executive or Executive Director as appropriate

The general principle to be adopted is that if there is uncertainty regarding the need to disclose a particular then, in the interests of openness, disclosure shall be made.

6.12 Substance Abuse

The Health and Social Care Board discourages any form of substance abuse by members of staff. Under the terms of individual contracts of employment, disciplinary action may be instituted if an employee is unable to perform the duties of his/her post as a result of any form of substance abuse or if the actions of an employee brings the Health and Social Care Board into disrepute.

The Health and Social Care Board has specific policies regarding substance abuse by staff of alcohol, drugs and tobacco, which are detailed below. Any other substance abuse shall also be covered by this policy.

Alcohol policy - The Health and Social Care Board permits alcohol to be provided and paid for out of public funds on occasions such as:

- moderate quantities of alcohol with meals provided as part of approved hospitality for visitors or guests; and
- similarly for approved special functions in Health and Social Care Board premises (see Standing Order 6.7).

Otherwise, alcohol may not be consumed in Health and Social Care Board premises or any other location or venue attributed to the Health and Social Care Board except when specific permission has been given by a Director or Senior Officer with appropriate authority, for staff to bring their own refreshments for a function (for example, at Christmas and other times of celebration).

Staff are expected to ensure that, if they consume alcohol, it shall not affect the performance of their duties.

Drugs Policy - The Health and Social Care Board expects staff to observe the law both during and outside working hours.

If medical opinion advises that the taking of prescription drugs may affect an individual's performance of their duties, they shall inform their line manager or a senior Human Resources officer in order that an acceptable management of the situation can be agreed.

Any use of recreational drugs, which affects the performance of an employee's duty or brings the Health and Social Care Board into disrepute, shall be considered unacceptable behaviour.

Smoking Policy - In meeting with the requirements of The Smoking (Northern Ireland) Order 2006, smoking is not permitted within Health and Social Care Board accommodation, offices or buildings.

6.13 Misuse of Internet Facilities

Health and Social Care Board officers, in the conduct of their work for the Health and Social Care Board, have access to the Internet for research and other work related activities. Officers are required to make application for access to the Internet and agree to comply with the Health and Social Care Board's ICT Security Policy.

The Health and Social Care Board' "Use of the Internet" policy outlines the permissible use of services from the workplace or using Health and Social Care Board resources remotely.

Any breach of the policy may result in disciplinary action which may result in dismissal.

6.14 Staff Policies and Procedures

The Health and Social Care Board has a number of policies and procedures on a range of issues affecting staff and how they work within the Health and Social Care Board. These can be accessed through the Health and Social Care Board's intranet or directly from their Senior Officer.

The content of these policies has been consulted on with recognised staff side organisations and cover issues such as: Complaints - health and safety, fire safety, security, equal opportunities, human rights and diversity, Governance, Human Resources, and Information Governance

6.15 Staff Raising Concerns at Work

The Health and Social Care Board is committed to developing an environment of openness and honesty which encourages staff to contribute views to all aspects of its activities, The purpose of the Health and Social Care Board Whistleblowing policy is to reassure staff that it is safe and acceptable to raise concerns about any malpractice at an early stage and in the right way.

If staff wish to make a complaint about their employment or how they have been treated, they may use the Health and Social Care Grievance Procedure.

If staff wish to raise a concern about possible fraud, they can also refer to the Health and Social Care Board Fraud Response Plan.

7 POWERS AND DUTIES

The powers and duties of individuals within the Health and Social Care Board are generally set out in the relevant Job Descriptions and Contract of Employment. All individuals are expected to behave at all times in accordance with the Standing Orders.

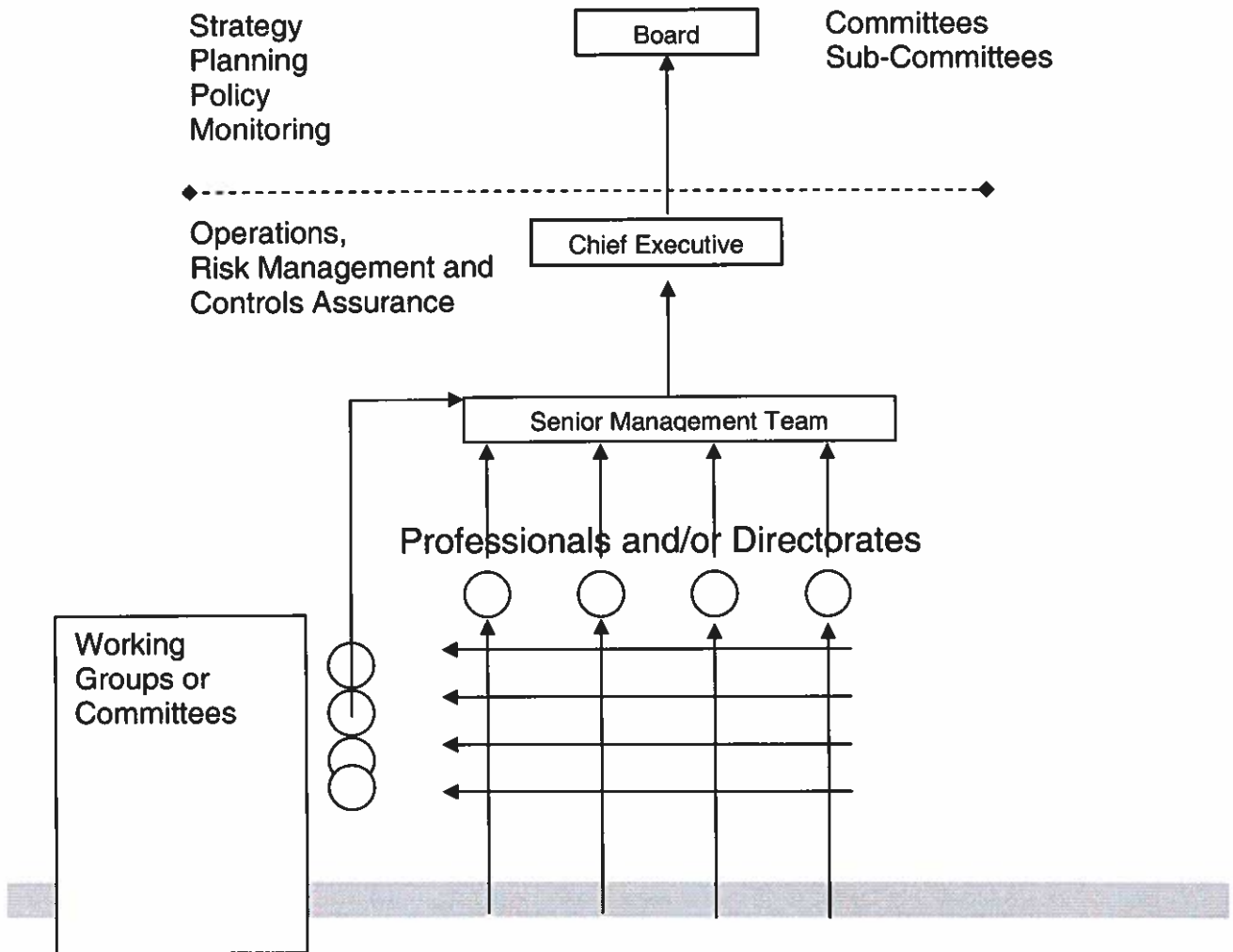
Those individuals who comprise the Board, that is the Chair, Executive and Non Executive Board Directors, shall have regard to Standing Order 2, which sets out the main functions of the Board and those matters that are reserved to the Board.

When acting in the capacity of a member of a Board Committee, those individuals shall have regard to the appropriate Scheme of Delegation which sets out those matters which have been delegated by the Board.

The Chief Executive, Executive Directors, Senior Managers and other staff, shall pay regard to any appropriate Scheme of Delegation either by the Board or by the Chief Executive. This may delegate responsibility to the individual in a personal capacity or as a member of a working group or committee.

Individuals are accountable through their professional or directorate management structure as well as through any participation on a working group, committee or functional role. This accountability is to the Chief Executive through the Senior Management Team as illustrated in the following diagram.

*Accountability Structures



8. STANDING FINANCIAL INSTRUCTIONS



HEALTH AND SOCIAL CARE BOARD

STANDING FINANCIAL INSTRUCTIONS

**Reviewed and Revised December 2011
Reviewed by Audit Committee 15/12/11**

CONTENTS	Page
SO No.8 – STANDING FINANCIAL INSTRUCTIONS	
1. INTRODUCTION	87
1.1 General	
1.2 Responsibilities and Delegation	
1.2.1 The Board	
1.2.2 ditto	
1.2.3 ditto	
1.2.4 The Chief Executive and Director of Finance	
1.2.5 ditto	
1.2.6 The Director of Finance	
1.2.7 Board Members, Members and Employees	
1.2.8 Contractors and their employees	
1.2.9 ditto	
2. AUDIT	90
2.1 Audit Committee	
2.1.1 ditto	
2.1.2 ditto	
2.1.3 ditto	
2.2 Governance Committee	
2.2.1 ditto	
2.2.2 ditto	
2.2.3 ditto	
2.3 Director of Finance	
2.3.1 ditto	
2.3.2 ditto	
2.4 Role of Internal Audit	
2.4.1 ditto	
2.4.2 ditto	
2.4.3 ditto	
2.4.4 ditto	
2.5 External Audit	
2.5.1 ditto	
2.6 Fraud and Corruption	
2.6.1 ditto	
2.6.2 ditto	
2.5.3 ditto	

CONTENTS		Page
2.6.4	ditto	
2.7	Security Management	
2.7.1	ditto	
2.7.2	ditto	
2.7.3	ditto	
2.7.4	ditto	
3.	RESOURCE LIMIT CONTROL	96
3.1	Resource Limit Controls	
3.2	Promoting Financial Stability	
4.	ALLOCATIONS, FINANCIAL STRATEGY, JOINT COMMISSIONING PLAN, BUDGETARY CONTROL AND MONITORING	97
4.1	Allocations	
4.2	Preparation and Approval of Joint Commissioning Plans	
4.3	Budgetary Delegation within the HSCB	
4.4	Budget Control and Reporting within the HSCB	
4.5	Capital Expenditure	
4.6	Monitoring returns	
5.	ANNUAL ACCOUNTS AND REPORTS	101
6.	BANK ACCOUNTS	102
6.1	General	
6.2	Bank Accounts	
6.3	Banking Procedures	
6.4	Rendering and Review	

7.	INCOME, FEES AND CHARGES AND SECURITY OF CASH, CHEQUES AND OTHER NEGOTIABLE INSTRUMENTS	103
7.1	Income Systems	
7.2	Fees and Charges	
7.3	Debt Recovery	
7.4	Security of Cash, Cheques And Other Negotiable Instruments	
8.	TENDERING AND CONTRACTING PROCEDURE	105
8.1	Duty to comply with Standing Orders	
8.2	EU Directives Governing Public Procurement	
8.3	Reverse e-Auctions	
8.4	Capital Investment Manual and other DHSSPS guidance	
8.5	Formal Competitive Tendering	
8.5.1	General Applicability	
8.5.2	Health Care Services	
8.5.3	Exceptions and instances where formal tendering need not	
8.5.4	be applied	
8.5.5	Single Tender Actions (STA)/Waiving of Competition	
8.5.6	STA Agreement by Centre of Procurement Expertise	
8.5.7	STA Coverage	
8.5.8	STA Liaison with Director of Finance	
8.5.9	STA Retention of Evidence	
8.5.10	STA Regulatory Framework	
8.5.11	STA Delegated Limits	
8.5.12	List of Approved Firms	
8.5.13	Building and Engineering Construction Works Items which subsequently breach thresholds after original approval	
8.6	Contracting/Tendering Procedure	
8.6.1	Invitation to tender	
8.6.2	Receipt and safe custody of tenders	
8.6.3	Opening tenders and Register of tenders	
8.6.4	Admissibility	
8.6.5	Late tenders	
8.6.6	Acceptance of formal tenders (See overlap with SFI No. 8.7)	
8.6.7	Tender reports to the Board of the Health & Social Care Board	

- 8.6.8 List of approved firms (see SFI No. 8.5.5)
- 8.6.9 Exceptions to using approved contractors
- 8.7 Quotations: Competitive and Non-Competitive
- 8.7.1 General Position on quotations
- 8.7.2 Competitive Quotations
- 8.7.3 Non Competitive Quotations
- 8.7.4 Quotations to be within Financial Limits
- 8.8 Authorisation of Tenders and Competitive quotations
- 8.9 Instances where formal competitive tendering or competitive quotation is not required
- 8.10 Private finance for capital procurement (see overlap with
- 8.11 SFI No 14.2)
- 8.12 Compliance requirements for all contracts
- 8.13 Personnel and Agency or temporary staff contracts
Healthcare Services Agreements (see overlap with SFI No 9)
- 8.14 Disposals (see overlap with SFI No. 16)
- 8.15 In-house Services

9. NHS SERVICE AGREEMENTS FOR PROVISION OF SERVICES 120
(see overlap with SFI No. 8.13)

- 9.1 Service and Budget Agreements (SBAs) (see overlap with SFI No. 12.3)
- 9.2
- 9.3 Involving Partners and Jointly managed Risk
- 9.4 A 'Patient/Client-led' HSC and Practice Based Commissioning Reports to Board on SBAs

10. COMMISSIONING 121

- 10.1 Role of HSCB on Commissioning Health and Care Services
- 10.2 Role of Chief Executive
- 10.3 Role of Director of Finance

11.	TERMS OF SERVICE, ALLOWANCES AND PAYMENT OF MEMBERS OF THE BOARD AND EMPLOYEES OF THE HEALTH AND SOCIAL CARE BOARD	123
11.1	Remuneration and Terms of Service (see overlap with SO	
11.2	No.5)	
11.3	Funded Establishment	
11.4	Staff Appointments	
11.5	Processing Payroll Contracts of Employment	
12.	NON-PAY EXPENDITURE (see overlap with SFI No. 8)	127
12.1	Delegation of Authority	
12.2	Choice, Requisitioning, Ordering, Receipt and Payment for Goods and Services (see overlap with SFI No. 8)	
12.3	Joint Finance Arrangements with HSC Organisations and Voluntary Bodies (see overlap with SFI No. 9.1)	
13.	FINANCIAL FRAMEWORK	133
14.	CAPITAL INVESTMENT, PRIVATE FINANCING, FIXED ASSET REGISTERS AND SECURITY OF ASSETS	133
14.1	Capital Investment	
14.2	Private Finance (see overlap with SFI No. 8.10)	
14.3	Asset Registers	
14.4	Security of Assets	

15.	STORES AND RECEIPT OF GOODS	139
15.1	General Position	
15.2	Control of Stores, Stocktaking, Condemnations and	
15.3	Disposal Goods supplied by Centres of Procurement Expertise (COPE) / HPSS Service Providers	
16.	DISPOSALS AND CONDEMNATIONS, LOSSES AND SPECIAL PAYMENT (See overlap with SFI 8)	139
16.1	Disposals and Condemnations	
16.2	Losses and Special Payments	
17.	INFORMATION TECHNOLOGY	142
17.1	Responsibilities and duties of the Director of Finance	
17.2	Responsibilities and duties of other Directors and Officers in relation to computer	
17.3	systems of a general application	
17.4	Contracts for Computer Services with other health bodies or	
17.5	outside agencies Risk Assessment Requirements for Computer Systems which have an impact on corporate financial systems	
18.	ACCEPTANCE OF GIFTS BY STAFF AND LINK TO STANDARDS OF BUSINESS CONDUCT (see overlap with SFI No. 12.2)	144
19.	PAYMENTS TO INDEPENDENT CONTRACTORS	144
19.1	Role of the HSCB	
19.2	Duties of the Chief Executive	
19.3	Duties of the Director of Finance	
20.	RETENTION OF RECORDS	146

21.	RISK MANAGEMENT AND INSURANCE	146
21.1	Programme of Risk Management	
21.2	Insurance arrangements with Commercial Insurers	

STANDING ORDER NO.8 - STANDING FINANCIAL INSTRUCTIONS

1. INTRODUCTION

1.1 General

- 1.1.1 These Standing Financial Instructions (SFIs) are issued in accordance with the Financial Directions issued by the Department of Health, Social Services & Public Safety (DHSSPS) under the provisions of Governance, Resources and Accounts Act (NI) 2001 and the Audit and Accountability (NI) Order 2003, the for the regulation of the conduct of the Health and Social Care Board (HSCB) in relation to all financial matters. They shall have effect as if incorporated in the Standing Orders (SOs) of the HSCB.
- 1.1.2 These Standing Financial Instructions detail the financial responsibilities, policies and procedures adopted by the HSCB. They are designed to ensure that the HSCB's financial transactions are carried out in accordance with the law and with Government policy in order to achieve probity, accuracy, economy, efficiency and effectiveness. They should be used in conjunction with the Schedule of Decisions Reserved to the Board and the Scheme of Delegation adopted by the HSCB.
- 1.1.3 These Standing Financial Instructions identify the financial responsibilities which apply to everyone working for the HSCB and its constituent organisations. They do not provide detailed procedural advice and should be read in conjunction with the detailed departmental and financial procedure notes. All financial procedures must be approved by the Director of Finance.
- 1.1.4 Should any difficulties arise regarding the interpretation or application of any of the Standing Financial Instructions then the advice of the Director of Finance **must be sought before acting**. The user of these Standing Financial Instructions should also be familiar with and comply with the provisions of the HSCB's Standing Orders.
- 1.1.5 **The failure to comply with Standing Financial Instructions and Standing Orders can in certain circumstances be regarded as a disciplinary matter that could result in dismissal.**
- 1.1.6 **Overriding Standing Financial Instructions** – If for any reason these Standing Financial Instructions are not complied with full details and any justification for non-compliance, along with the circumstances around the non-compliance shall be reported to the next formal meeting of the Audit Committee for referring action or ratification. All

members of the Board and staff have a duty to disclose any non-compliance with these Standing Financial Instructions to the Director of Finance as soon as possible.

1.2 Responsibilities and delegation

1.2.1 The Board of the HSCB (Board)

The Board exercises financial supervision and control by:

- (a) formulating the financial strategy;
- (b) requiring the submission and approval of budgets within approved allocations/overall income;
- (c) defining and approving essential features in respect of important procedures and financial systems (including the need to obtain value for money);
- (d) defining specific responsibilities placed on members of the Board and employees as indicated in the Schemes of Delegation documents.

1.2.2 The HSCB has resolved that certain powers and decisions may only be exercised by the Board in formal session. These are set out in the 'Matters Reserved to the Board' document within Standing Orders.

1.2.3 The HSCB will delegate responsibility for the performance of its functions in accordance with Standing Orders and the Schemes of Delegation documents adopted by the HSCB.

1.2.4 The Chief Executive and Director of Finance

The Chief Executive and Director of Finance will, as far as possible, delegate their detailed responsibilities, but they remain accountable for financial control.

Within the Standing Financial Instructions, it is acknowledged that the Chief Executive is ultimately accountable to the Board, and as Accounting Officer, to the Permanent Secretary for Health Social Services and Public Safety (HSSPS), for ensuring that the Board meets its obligation to perform its functions within the available financial resources. The Chief Executive has overall executive responsibility for the HSCB's activities; is responsible to the Chairman and the Board for ensuring that its financial obligations and targets are

met and has overall responsibility for the HSCB's system of internal control.

- 1.2.5 It is a duty of the Chief Executive to ensure that Members of the Board and employees and all new appointees are notified of, and put in a position to understand their responsibilities within these Instructions.

1.2.6 **The Director of Finance**

The Director of Finance is responsible for:

- (a) implementing the HSCB's financial policies and for coordinating any corrective action necessary to further these policies;
- (b) maintaining an effective system of internal financial control including ensuring that detailed financial procedures and systems incorporating the principles of separation of duties and internal checks are prepared, documented and maintained to supplement these instructions;
- (c) ensuring that sufficient records are maintained to show and explain the HSCB's transactions, in order to disclose, with reasonable accuracy, the financial position of the HSCB at any time; and

without prejudice to any other functions of the HSCB, and employees of the HSCB, the duties of the Director of Finance include:

- (d) the provision of financial advice to other members of the Board and employees;
- (e) the design, implementation and supervision of systems of internal financial control;
- (f) the preparation and maintenance of such accounts, certificates, estimates, records and reports as the HSCB may require for the purpose of carrying out its statutory duties.

1.2.7 **Board Members, Members and Employees**

All members of the Board and employees, severally and collectively, are responsible for:

- (a) the security of the property of the HSCB;
- (b) avoiding loss;
- (c) exercising economy and efficiency in the use of resources;
- (d) conforming with the requirements of Standing Orders, Standing Financial Instructions, Financial Procedures and the Schemes of Delegation.

1.2.8 Contractors and their employees

Any contractor (e.g. General Practitioner) or employee of a contractor who is empowered by the HSCB to commit the HSCB to expenditure or who is authorised to obtain income shall be covered by these instructions. It is the responsibility of the Chief Executive to ensure that such persons are made aware of this.

- 1.2.9 For all members of the Board and any employees who carry out a financial function, the form in which financial records are kept and the manner in which members of the Board and employees discharge their duties must be to the satisfaction of the Director of Finance.

2. AUDIT

2.1 Audit Committee

- 2.1.1 In accordance with Standing Orders and the Cabinet Office's guidance on Codes of Practice for Public Bodies (FD/DFP 03/06), the Board shall formally establish an Audit Committee, with clearly defined terms of reference and following guidance from the NHS Audit Committee Handbook (DAO[DFP] 07/07) , which will provide an independent and objective view of internal control by:

- (a) overseeing Internal and External Audit services and the adequacy of management response to audit findings;
- (b) reviewing financial and information systems and monitoring the integrity of the financial statements and reviewing significant financial reporting judgments;
- (c) monitoring compliance with Standing Orders and Standing Financial instructions;

- (d) reviewing schedules of losses and compensations and making recommendations to the Board;
- (e) reviewing schedules of debtors/creditors balances over 6 months and £5,000 old and explanations/action plans;
- (f) Ensuring there is an effective Counter Fraud strategy in place / operation, which is in line with DFP's guide "Managing the Risk of Fraud"

2.1.2 Where the Audit Committee considers there is evidence of ultra vires transactions, evidence of improper acts, or if there are other important matters that the Committee wishes to raise, the Chairman of the Audit Committee should raise the matter at a full meeting of the Board. Exceptionally, the matter may need to be referred to the DHSSPS. (To the Director of Finance in the first instance.) All incidents of fraud must be reported consistent with DHSSPS policy.

2.1.3 It is the responsibility of the Director of Finance to ensure an adequate internal audit service is provided and the Audit Committee shall be involved in the selection process when/if an internal audit service provider is changed.

2.2 Governance Committee

2.2.1 In accordance with the Standing Orders, the board will establish a Governance Committee with clearly defined terms of reference, which will provide an independent and objective review of:

- (a) adequacy and effectiveness of the system of internal control
- (b) the maintenance of a robust assurance framework
- (c) how risks and opportunities are identified and managed
- (d) the information provided to the Board
- (e) compliance with law, guidance and codes of accountability.

2.2.2 The Governance Committee shall give an assurance to the Board each year, on the adequacy of the system of internal control in operation

- 2.2.3 (a) The Governance Committee will seek assurance and advise the Board on the strategic processes in place for managing risk
- (b) review the content on the annual Statement on Internal Control and Mid Year Assurance Statement
- (c) for full details on the wider role of the Governance Committee please refer to terms of reference contained in Standing Orders

2.3 Director of Finance

2.3.1 The Director of Finance is responsible for:

- (a) *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;*
- (b) *ensuring that the Internal Audit is adequate and meets the Treasury's mandatory Government Internal Audit Standards (FD(DFP)07/09 and with reference to circular HSS (F) 21/03 detailing Internal Audit arrangements between a sponsoring Department and its non-Departmental Public Bodies and circular HSS(F) 13/2007 on the model HPSS Financial Governance Documents.*
- (c) deciding at what stage to involve the police in cases of misappropriation and other irregularities not involving fraud or corruption;
- (d) ensuring that an annual internal audit report is prepared for the consideration of the Audit Committee [and the Board]. The report must cover:
- (i) a clear opinion on the effectiveness of internal control in accordance with current assurance framework guidance issued by the DHSSPS including for example compliance with control criteria and standards;
 - (ii) major internal financial control weaknesses discovered;
 - (iii) progress on the implementation of internal audit recommendations;

- (iv) progress against plan over the previous year;
- (v) strategic audit plan covering the coming three years
- (vi) a detailed plan for the coming year.

2.3.2 The Director of Finance or designated auditors are entitled without necessarily giving prior notice to require and receive:

- (a) access to all records, documents and correspondence relating to any financial or other relevant transactions, including documents of a confidential nature;
- (b) access at all reasonable times to any land, premises or members of the Board or employee of the HSCB;
- (c) the production of any cash, stores or other property of the HSCB under a member of the Board or an employee's control;
- (d) explanations concerning any matter under investigation.

2.4 Role of Internal Audit

2.4.1 Internal Audit will review, appraise and report upon:

- (a) the extent of compliance with, and the financial effect of, relevant established policies, plans and procedures;
- (b) the adequacy and application of financial and other related management controls;
- (c) the suitability of financial and other related management data;
- (d) the extent to which the HSCB's assets and interests are accounted for and safeguarded from loss of any kind, arising from:
 - (i) fraud and other offences;
 - (ii) waste, extravagance, inefficient administration;
 - (iii) poor value for money or other causes.
- (e) Internal Audit shall also independently verify the Assurance Framework statements in accordance with guidance from the DHSSPS.

- 2.4.2 Whenever any matter arises which involves, or is thought to involve, irregularities concerning cash, stores, or other property or any suspected irregularity in the exercise of any function of a pecuniary nature, the Director of Finance must be notified immediately.
- 2.4.3 The Chief Internal Auditor will normally attend Audit Committee meetings and has a right of access to all Audit Committee members, the Chairman and Chief Executive of the HSCB.
- 2.4.4 The Chief Internal Auditor shall be accountable to the Director of Finance. The reporting system for Internal Audit shall be agreed between the Director of Finance, the Audit Committee and the Chief Internal Auditor. The agreement shall be in writing and shall comply with the guidance on reporting contained in the GIAS. The reporting system shall be reviewed at least every 3 years.
- 2.4.5 The reporting system for Internal Audit shall be as follows:
- a) An urgent interim report is to be made orally or in writing to alert management to the need to take immediate action to correct a serious weakness in performance or control or whether there are reasonable grounds for suspicion of malpractice;
 - b) On completion of an audit a draft report will be sent to the Director of Finance (or nominated person) and the Director or Manager with direct responsibility for the areas being audited and who has the authority to take action on internal audit recommendations;
 - c) A meeting will be arranged between Internal Audit, Director of Finance (or nominated person), and the appropriate Senior Manager to review the report. Management comments will be discussed at this meeting for inclusion in the final report;
 - d) Interim reports are also to be made where it is necessary to make a significant change in the scope of the assignment or where it is desirable to inform management of progress;
 - e) The final report will be issued to the Chief Executive, the Director of Finance, the Assistant Director of Finance and the appropriate Senior Manager from the area being audited;
 - f) An action plan will be prepared and issued to all relevant parties. This action plan will include deadlines for action to be taken and review dates to ensure action has been taken. Action plans will be held on file for review and presentation to the audit committee; and
 - g) The final internal audit reports with management responses must be submitted to the Audit Committee for consideration.

2.5 External Audit

- 2.5.1 The Northern Ireland Comptroller and Auditor General is the appointed External Auditor of the HSCB, who may outsource the External Audit programme to appropriately qualified private sector organisations. The External Auditor is paid for by the HSCB. The Audit Committee must ensure a cost-efficient service.
- 2.5.2 If there are any problems relating to the service provided by an outsourced External Auditor, then this should be raised with the External Auditor and referred on to the NIAO if the issue cannot be resolved. The Director of Finance will notify the Board of any such instances.
- 2.5.3 Value for Money Audit work is directed by the nominated DHSSPS Senior Officer. The HSCB shall be funded for 100% of each study done in the HSCB and of any later work to follow-up completed studies.

2.6 Fraud and Corruption

- 2.6.1 In line with their responsibilities, the HSCB Chief Executive and Director of Finance shall monitor and ensure compliance with Directions issued by the DHSSPS Counter Fraud Policy Unit on fraud and corruption.
- 2.6.2 The HSCB shall nominate a suitable person to carry out the duties of the Fraud Liaison Officer as specified by the DHSSPS Counter Fraud Policy and guidance.
- 2.6.3 The Fraud Liaison Officer shall report to the HSCB Director of Finance and shall work with staff in the Counter Fraud Probity service in the BSO and the Regional Counter Fraud Policy Unit in accordance with the DHSSPS Counter Fraud Policy.
- 2.6.4 The Fraud Liaison Officer will provide a written report, at least annually, on counter fraud work within and on behalf of the HSCB.

2.7 Security Management

- 2.7.1 In line with his responsibilities, the HSCB Chief Executive will monitor and ensure compliance with any Directions issued by the Minister on HSC security management.

3.1 RESOURCE LIMIT CONTROL

- 3.1.1 The HSCB is required by statutory provisions not to exceed Cash and Resource Limits, with a further requirement to declare all in-year easements to the DHSSPS. The Chief Executive has overall executive responsibility for the HSCB's activities and is responsible to the HSCB for ensuring that it stays within these limits and any in-year or cumulative deficits are eliminated.
- 3.1.2 The definition of use of resources is set out in RAB directions on use of resources which are available in the DHSSPS Finance Manual
- 3.1.3 Any sums received on behalf of the Minister for HSSPS are treated as sums received by the HSCB.
- 3.1.4 The Director of Finance will:
- (a) provide monthly reports in the form required by the DHSSPS
 - (b) ensure money drawn from the DHSSPS against Cash limit is required for approved expenditure only, and is drawn only at the time of need, follows best practice as set out in 'Cash Management in the NHS';
 - (c) be responsible for ensuring that an adequate system of monitoring financial performance is in place to enable the HSCB to fulfill its statutory responsibility not to exceed its Annual Revenue and Capital Resource Limits and Cash limit; and
 - (d) be responsible for financial risk register and ensure that the Chief Executive and Senior Management Team are advised of potential financial problems to ensure timely action is taken so that Departmental Expenditure limits are not breached.
- 3.1.5 The Senior Management Team shall ensure that adequate information is provided in a timely way to the Director of Finance to enable reliable financial projections to be made, and necessary advice provided to the Chief Executive on any financial risk to the break-even position.

3.2 Promoting Financial Stability

- 3.2.1 The HSCB has an obligation, with all other HSC Organisations, to contain expenditure within the resources available. Deficits should not be allowed to develop, and where they do threaten to arise, the HSCB, as commissioner, must, in partnership with the PHA and providers, agree appropriate contingency and/or recovery arrangements are put in place.
- 3.2.2 The principles set out in circular HSS(F)29/2000, "Promoting Financial Stability within HPSS Organisations" must be adhered to. In particular, no service developments should be initiated without the prior securing of recurrent funding from the DHSSPS.

4. ALLOCATIONS, FINANCIAL STRATEGY, JOINT COMMISSIONING PLAN BUDGETS, BUDGETARY CONTROL AND MONITORING

4.1 Allocations

- 4.1.1 The Director of Finance of the HSCB will:
- (a) periodically review the basis and assumptions used for distributing allocations and ensure that these are reasonable and realistic and secure the HSCB's entitlement to funds;
 - (b) prior to the start of each financial year submit to the HSCB for approval a Financial Plan showing the total allocations received and their proposed distribution including any sums to be held in reserve;
 - (c) regularly update the HSCB on significant changes to the initial allocation and the uses of such funds.

4.2 PREPARATION AND APPROVAL OF JOINT COMMISSIONING PLANS AND BUDGETS

4.2.1 The Chief Executive will compile and submit to the Board a Joint Commissioning Plan (prepared in conjunction with the PHA) which takes into account financial targets and forecast limits of available resources. The Joint Commissioning Plan will contain:

- (a) a statement of the significant assumptions on which the plan is based including a proposed deployment of resources across care programmes for the following period; and;
- (b) details of major changes in workload, delivery of services and resources required to achieve the plan.

4.2.2 Prior to the start of the financial year the Director of Finance will, on behalf of the Chief executive, prepare and submit budgets for approval by the Board. Such budgets will:

- (a) be in accordance with the aims and objectives set out in the Joint Commissioning Plan;
- (b) accord with workload and manpower plans;
- (c) be produced following discussion with other relevant HSC Organisations
- (d) be prepared within the limits of available funds;
- (e) identify potential risks.

4.2.3 The Director of Finance shall monitor financial performance against budget and plan, periodically review them, and report to the Board.

4.2.3 All Budget Holders must ensure that the necessary Business Case preparation and approvals, for expenditure decisions, have been obtained **before** committing to recurrent revenue expenditure in new service commissioning or to support any other proposed investment. Failure to obtain the required approvals will mean that the expenditure has been incurred without the required authority and is a serious matter.

- 4.2.5 All HSC Organisations / providers and HSCB budget holders must provide information as required by the Director of Finance to enable budgets to be compiled.
- 4.2.6 The Director of Finance has a responsibility to ensure that adequate training is delivered on an on-going basis to budget holders to help them manage their budgets effectively.

4.3 BUDGETARY DELEGATION WITHIN THE HSCB

- 4.3.1 The Chief Executive may delegate the management of a budget to permit the performance of a defined range of activities. This delegation must be in writing and be accompanied by a clear definition of:
- (a) the amount of the budget;
 - (b) the purpose(s) of each budget heading;
 - (c) individual and group responsibilities;
 - (d) authority to exercise virement only within total Revenue or total Capital (non virement between revenue and capital);
 - (e) achievement of planned levels of service;
 - (f) the provision of regular reports.
- 4.3.2 The Chief Executive and delegated budget holders must not exceed the budgetary total or virement limits set by the Board.
- 4.3.3 Any budgeted funds not required for their designated purpose(s) revert to the immediate control of the Chief Executive, subject to any authorised use of virement. Where DHSSPS resources allocated for a particular purpose are not required or not required in full, for that purpose, they must be returned to the Department for potential redistribution.
- 4.3.4 Non-recurring budgets should not be used to finance recurring expenditure without the authority in writing of the Chief Executive, as advised by the Director of Finance.
- 4.3.5 All Budget Holders are required to regularly review all projected expenditure and identify to the Director of Finance on a timely basis, where inescapable expenditure has the potential to breach their delegated budget.

4.4 BUDGETARY CONTROL AND REPORTING WITHIN THE HSCB

4.4.1 The Director of Finance will devise and maintain systems of budgetary control. These will include:

- (a) monthly financial reports to the Board in a form approved by the Board containing:
 - (i) income and expenditure to date showing trends and forecast year-end position;
 - (ii) movements in working capital;
 - (iii) movements in cash and capital;
 - (iv) capital project spend and projected outturn against plan;
 - (v) explanations of any material variances from plan;
 - (vi) details of any corrective action where necessary and the Chief Executive's and/or Director of Finance's view of whether such actions are sufficient to correct the situation;
- (b) the issue of timely, accurate and comprehensible advice and financial reports to each budget holder, covering the areas for which they are responsible;
- (c) investigation and reporting of variances from financial, workload and manpower budgets;
- (d) monitoring of management action to correct variances;
- (e) arrangements for the authorisation of in-year budget transfers.

4.4.2 Each Budget Holder is responsible for ensuring that:

- (a) any likely overspending or reduction of income which cannot be met by virement is not incurred without the prior consent of the Board or its delegated representative;
- (b) the amount provided in the approved budget is not used in whole or in part for any purpose other than that specifically authorised subject to the rules of virement;
- (c) no permanent employees are appointed without the approval of the Chief Executive, or his/her delegated representative, other than those provided for within the available resources and manpower establishment as approved by the Board.

4.4.3 The Chief Executive is responsible for identifying and implementing cost improvements and income generation initiatives in accordance with the requirements of the Joint Commissioning Plan and a balanced budget.

4.5 Capital Expenditure

4.5.1 The general rules applying to delegation and reporting shall also apply to capital expenditure. (The particular applications relating to capital are contained in SFI 14 together with the provisions of the Capital Investment Manual for NI.

4.6 Monitoring Returns

4.6.1 The Chief Executive is responsible for ensuring that the appropriate monitoring forms are submitted to the requisite monitoring organisation.

5. ANNUAL ACCOUNTS AND REPORTS

5.1 The Director of Finance, on behalf of the HSCB, will:

- (a) prepare financial returns in accordance with the accounting policies and guidance given by the DHSSPS and the Treasury, the HSCB's accounting policies, and generally accepted accounting practice;

- (b) prepare and submit annual financial reports to the DHSSPS certified in accordance with current guidelines;
 - (c) submit financial returns to the DHSSPS for each financial year in accordance with the timetable prescribed by the DHSSPS.
- 5.2 The HSCB's annual accounts must be audited by an auditor appointed by the NIAO. The HSCB's audited annual accounts must be presented to a public meeting and made available to the public after laying before the NI Assembly.
- 5.3 The HSCB will publish an annual report, in accordance with guidelines on local accountability, and present it at a public meeting. The document will comply with the DHSSPS's Manual for Accounts.

6. BANK ACCOUNTS

6.1 General

- 6.1.1 The Director of Finance is responsible for managing the HSCB's banking arrangements with the Business Services Organisation, including setting clarity for the BSO within the Service Level Agreement (SLA) and for advising the HSCB on the provision of banking services and operation of accounts. This advice will take into account guidance/ Directions issued from time to time by the DHSSPS.
- 6.1.2 The Board shall approve the banking arrangements.

6.2 Bank

- 6.2.1 The Director of Finance is responsible for setting the parameters for the BSO within the SLA for the following:
- (a) operation of bank accounts;
 - (b) establishment of separate bank accounts for the HSCB's non-public funds;
 - (c) ensuring payments made from bank accounts do not exceed the amount credited to the account except where arrangements have been made;

- (d) all arrangements made with the HSCB's bankers for accounts to be overdrawn and reporting arrangements to the Director of Finance of the HSCB
- (e) monitoring compliance with DHSSPS guidance on the level of cleared funds.

6.3 Banking Procedures

6.3.1 The Director of Finance will prepare detailed instructions to advise the Business Services Organisation on the operation of bank accounts which must include:

- (a) the conditions under which each bank account is to be operated;
- (b) those authorised to sign cheques or other orders drawn on the HSCB's accounts; and
- (c) the limit to be applied to any overdraft.

6.3.2 The Director of Finance must advise the HSCB's bankers in writing of the conditions under which each account will be operated.

6.4 Tendering and Review

6.4.1 The Director of Finance will review the commercial banking arrangements of the HSCB at regular intervals to ensure they reflect best practice and represent best value for money by periodically seeking competitive tenders for the HSCB's commercial banking business, in co-operation with other HSC organisations.

6.4.2 Competitive tenders for HSC banking business should be sought at least every 5 years or extended period as agreed by the HSCB. The results of the tendering exercise should be reported to the Board.

7. INCOME, FEES AND CHARGES AND SECURITY OF CASH, CHEQUES AND OTHER NEGOTIABLE INSTRUMENTS

7.1 Income Systems

7.1.1 The Director of Finance is responsible for ensuring, via the Performance Management of the Service Level Agreement with the BSO, that there is compliance with agreed systems for the proper recording, invoicing, collection and coding of all monies due, including HSC transactions.

7.1.2 The Director of Finance is also responsible for ensuring that the BSO complies with the requirement for the prompt banking of all monies received.

7.2 Fees and Charges

7.2.1 The Director of Finance is responsible for approving and regularly reviewing the level of all fees and charges other than those determined by the DHSSPS or by Statute. Independent professional advice on matters of valuation shall be taken as necessary. Where sponsorship income (including items in kind such as subsidised goods or loans of equipment) is considered the guidance in the DHSSPS's Commercial Sponsorship – Ethical standards in the HSC shall be followed.

7.2.2 All employees must inform the Director of Finance promptly of money due arising from transactions which they initiate/deal with, including all contracts, leases, tenancy agreements, private patient undertakings and other transactions.

7.3 Debt Recovery

7.3.1 The Director of Finance is responsible for ensuring that the BSO complies with the appropriate recovery action on all outstanding debts.

7.3.2 Income not received should be dealt with in accordance with losses procedures and guidance issued by DHSSPS. (Circular HSS(F)38/98 and HSS(F)38/2005)

7.3.3 Overpayments should be detected (or preferably prevented) and recovery initiated.

7.4 Security of Cash, Cheques and other Negotiable Instruments

7.4.1 The Director of Finance is responsible for and will set clarity within the BSO Service Level Agreement on the systems for:

(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, including the provision of safes or lockable cash boxes, the procedures for keys, and for coin operated machines;
- (d) prescribing systems and procedures for handling cash and negotiable securities on behalf of the HSCB.

7.4.2 Public Funds shall not under any circumstances be used for the encashment of private cheques or IOUs.

7.4.3 All cheques, postal orders, cash etc., shall be banked intact. Disbursements shall not be made from cash received, except under arrangements approved by the Director of Finance.

7.4.4 The holders of safe keys shall not accept unofficial funds for depositing in their safes unless such deposits are in special sealed envelopes or locked containers. It shall be made clear to the depositors that the HSCB is not to be held liable for any loss, and written indemnities must be obtained from the organisation or individuals absolving the HSCB from responsibility for any loss.

8. TENDERING AND CONTRACTING PROCEDURE

8.1 Duty to comply with Standing Orders and Standing Financial Instructions

The procedure for making all contracts by or on behalf of the HSCB shall comply with these Standing Orders and Standing Financial Instructions (except where Standing Order 5.2.19 Suspension of Standing Orders is applied).

8.2 Northern Ireland Public Procurement Policy, EU Directives Governing Public Procurement and DHSSPS Mini-Code Guidance.

Northern Ireland Public Procurement Policy, Directives by the Council of the European Union and Guidance on procurement matters promulgated by the DHSSPS prescribing procedures for awarding all forms of contracts shall have effect as if incorporated in these Standing Orders and Standing Financial Instructions.

8.3 Reverse e-Auctions

The HSCB should have policies and procedures in place for the control of all tendering activity carried out through Reverse e-Auctions. For further guidance on Reverse e-Auctions refer to the HSCB's Centre of Procurement Excellence (BSO Pals).

8.4 Capital Investment Manual and other DHSSPS Guidance

The HSCB shall comply as far as is practicable with the requirements of the DHSSPS "Capital Investment Manual", CONCODE and liaise with Health Estates department in respect of capital investment and estate and property transactions. In the case of management consultancy contracts the HSCB shall comply as far as is practicable with DHSSPS guidance on the use of External Consultants HSS(F) 40/2009.and supplements 1 and 2.

8.5 Formal Competitive Tendering

8.5.1 General Applicability

The HSCB shall ensure that competitive tenders are invited for:

- the supply of goods, materials and manufactured articles;
- the rendering of services including all forms of management consultancy services (other than specialised services sought from or provided by the DHSSPS);
- For the design, construction and maintenance of building and engineering works (including construction and maintenance of grounds and gardens) and for disposals.

8.5.2 Health Care Services

Where the HSCB elects to invite tenders for the supply of healthcare services these Standing Orders and Standing Financial Instructions shall apply as far as they are applicable to the tendering procedure and need to be read in conjunction with Standing Financial Instruction No. 8 and No. 9. In all cases the HSCB must comply with the requirements of the Public Contract Regulations 2006 in respect of the disbursement of funds and / or grant aid to the voluntary sector and discharge its duties to ensure that such monies, where used for procurement purposes, comply with the relevant requirements of the Public Contracts Regulations 2006.

8.5.3 Exceptions and instances where formal tendering need not be applied

Formal publicly advertised tendering procedures **need not be applied** (ref Standing Orders Administrative Scheme of Delegation 3.4.7) where:

- (a) the estimated expenditure or income does not, or is not reasonably expected to, exceed **£30,000**; or
- (b) where the supply is proposed under special arrangements negotiated by the DHSSPS in which event the said special arrangements must be complied with;
- (c) regarding disposals as set out in Standing Financial Instructions No.16;

8.5.4 Single Tender Actions (STA)/ Waiving of Competition

Any proposal not to competitively tender must be forwarded to the HSCB's Centre of Procurement Expertise (COPE), which is currently BSO PaLS, for advice and agreement before it may be approved by the Chief Executive. This requirement is regardless of whether the actual purchasing is being conducted by PaLS.

8.5.5 STA Agreement by Centre of Procurement Expertise

Only if BSO PaLS agrees with the case which has been made to waive competitive tendering, known as Single Tender Actions, and if the Chief Executive approves the action, must it proceed.

8.5.6 STA Coverage

In addition, this process also covers procurement with sole suppliers and contract extensions which are outside the options originally specified in the original contract.

8.5.7 STA Liaison with Director of Finance

Officers should liaise with the Director of Finance prior to procurement to ensure latest DFP and DHSSPS guidance is complied with.

8.5.8 STA Retention of Evidence

Clear documented evidence must be retained and this should be forwarded to the Director of Finance for central retention, as well as reported to the Audit Committee.

8.5.9 STA Regulatory Framework

The Regulatory Framework surrounding public procurement allows, in certain circumstances, single tender actions. Please refer to Public Contracts Regulations 2006 and amending regulations 2009 and 2011. The exceptions quoted are within a very few, narrowly defined parameters.

8.5.10 STA Delegated Limits

Please refer to the HSCB's Standing Orders Administrative Schemes of Delegation 3.4.7 for financial limits and tendering requirements.

8.5.11 List of Approved Firms

The HSCB shall ensure that the firms/individuals invited to tender (and where appropriate, quote) are among those on approved lists. Where in the opinion of the Director of Finance it is desirable to seek tenders from firms not on the approved lists, the reason shall be recorded in writing to the Chief Executive (see SFI 8.6.8 List of Approved Firms).

8.5.12 Building and Engineering Construction Works

Competitive Tendering cannot be waived for building and engineering construction works and maintenance (other than in accordance with Concode) without DHSSPS approval.

8.5.13 Items which subsequently breach thresholds after original approval

Items estimated to be below the limits set in this Standing Financial Instruction for which formal tendering procedures are not used which subsequently prove to have a value above such limits shall be reported to the Chief Executive (or appropriate delegated Board Officer) and be recorded in an appropriate HSCB record.

8.6 Contracting/Tendering Procedure

8.6.1 Invitation to tender

- (i) All invitations to tender shall state the date and time as being the latest time for the receipt of tenders.
- (ii) All invitations to tender shall state that no tender will be accepted unless:
- submitted in a plain sealed package or envelope bearing a pre-printed label supplied by the HSCB (or the word "tender" followed by the subject to which it related) and the latest date and time for the receipt of such tender addressed to the Chief Executive or nominated Manager;
 - that tender envelopes/ packages shall not bear any names or marks indicating the sender. The use of courier/postal services must not identify the sender on the envelope or on any receipt so required by the deliverer.

OR

Where an e-tendering system is in use shall not be accessible by any means until after the appointed date and time of closing and only then by appropriately authorised personnel.

- (iii) Every tender for goods, materials, services or disposals shall embody such of the HSC Standard Contract Conditions as are applicable.
- (iv) Every tender for building or engineering works (except for maintenance work, when Estmancode guidance shall be followed) shall embody or be in the terms of the current edition of one of the Joint Contracts Tribunal Standard Forms of Building Contract or Department of the Environment (GC/Wks) Standard forms of contract amended to comply with concode; or, when the content of the work is primarily engineering, the General Conditions of Contract recommended by the Institution of Mechanical and Electrical Engineers and the Association of Consulting Engineers (Form A), or (in the case of civil engineering work) the General Conditions of Contract recommended by the Institute of Civil Engineers, the Association of Consulting Engineers and the Federation of Civil Engineering

Contractors. These documents shall be modified and/or amplified to accord with DHSSPS guidance and, in minor respects, to cover special features of individual projects.

8.6.2 Receipt and safe custody of tenders

The Chief Executive or his nominated representative will be responsible for the receipt, endorsement and safe custody of tenders received until the time appointed for their opening.

Where services are to be provided by a Centre of Procurement Expertise (CoPE) it will be the responsibility of the CoPE (BSO Pals) to ensure safe custody of unopened tender documents

The date and time of receipt of each tender shall be endorsed on the tender envelope/package.

OR

Where an e-tendering system is in use the electronic files shall be held in a secure electronic environment until time of opening has passed at which point the system shall release the files for access by appropriately authorised personnel.

8.6.3 Opening tenders and Register of tenders

The HSCB would expect the Regional Supplies Service of the BSO would undertake the following on its behalf.

- (i) As soon as practicable after the date and time stated as being the latest time for the receipt of tenders, they shall be opened by two senior officers/managers designated by the Chief Executive and not from the originating department.
- (ii) Where services are to be provided by a Centre of Procurement Expertise (CoPE) it will be the responsibility of the CoPE to ensure that appropriate personnel from the CoPE are present at tender opening.
- (iii) The rules relating to the opening of tenders will need to be read in conjunction with any delegated authority set out in the HSCB's Schemes of Delegation.
- (iv) The 'originating' Department will be taken to mean the Department sponsoring or commissioning the tender.

- (v) The involvement of Finance Directorate staff in the preparation of a tender proposal will not preclude the Director of Finance or any approved Senior Manager from the Finance Directorate from serving as one of the two senior managers to open tenders.
- (vi) ~~All Executive Directors/members will be authorised to open tenders regardless of whether they are from the originating department provided that the other authorised person opening the tenders with them is not from the originating department.~~

The HSCB's Company Secretary will count as a Director for the purposes of opening tenders

- (vii) Every tender received shall be marked with the date of opening and initialed by those present at the opening.
- (viii) A register shall be maintained by the Chief Executive, or a person authorised by him, to show for each set of competitive tender invitations dispatched:
- the name of all firms/ individuals invited;
 - the names of firms/ individuals from which tenders have been received;
 - the date the tenders were opened;
 - the persons present at the opening;
 - the price shown on each tender;
 - a note where price alterations have been made on the tender.

Each entry to this register shall be signed by those present.

A note shall be made in the register if any one tender price has had so many alterations that it cannot be readily read or understood.

- (ix) Incomplete tenders, i.e. those from which information necessary for the adjudication of the tender is missing, and amended tenders i.e., those amended by the tenderer upon his own initiative either orally or in writing after the due time for receipt, but prior to the opening of other tenders, should be dealt with in the same way as late tenders. (Standing Order No. 17.6.5) below).

8.6.4 Admissibility

- (i) If for any reason the designated officers are of the opinion that the tenders received are not strictly competitive (for example, because their numbers are insufficient or any are amended, incomplete or qualified) no contract shall be awarded without the approval of the Chief Executive.
- (ii) Where only one tender is sought and/or received, the Chief Executive and Director of Finance shall, as far practicable, ensure that the price to be paid is fair and reasonable and will ensure value for money for the HSCB.

8.6.5 Late tenders

- (i) Tenders received after the due time and date, but prior to the opening of the other tenders, may be considered only if the Chief Executive or his nominated officer decides that there are exceptional circumstances i.e. dispatched in good time but delayed through no fault of the tenderer. Where services are to be provided by a Centre of Procurement Expertise (CoPE), a duly authorised CoPE officer will act as nominated officer.
- (ii) Only in the most exceptional circumstances will a tender be considered which is received after the opening of the other tenders and only then if the tenders that have been duly opened have not left the custody of the Chief Executive or his nominated officer or if the process of evaluation and adjudication has not started. Where services are to be provided by a Centre of Procurement Expertise (CoPE), a duly authorised CoPE officer will act as nominated officer.
- (iii) While decisions as to the admissibility of late, incomplete or amended tenders are under consideration, the tender documents shall be kept strictly confidential, recorded, and held in safe custody by the Chief Executive or his nominated officer. Where services are to be provided by a Centre of Procurement Expertise (CoPE), a duly authorised CoPE officer will act as nominated officer.

8.6.6 Acceptance of formal tenders (See overlap with SFI No. 8.7)

Prior to commencement of a tender process a group shall be constituted to evaluate and agree the award of contract. Nominees to

the group shall be provided by the Chief Executive or his/her nominated officer and shall have the delegated authority to act on behalf of the HSCB in respect of the award of contract.

- (i) Prior to participation in an evaluation process those Officers participating in the evaluation will be required to complete a Declaration of Objectivity and Interests.
- (ii) Any discussions with a tenderer which are deemed necessary to clarify technical aspects of his tender before the award of a contract will not disqualify the tender. Such discussions must be carried out by or with the knowledge and approval of the Procurement Officer responsible for management of the tender process.
- (iii) The lowest tender, if payment is to be made by the HSCB, or the highest, if payment is to be received by the HSCB, shall be accepted unless there are good and sufficient reasons to the contrary. Such reasons shall be set out in either the contract file, or other appropriate record.

It is accepted that for professional services such as management consultancy, the lowest price does not always represent the best value for money. Other factors affecting the success of a project include:

- (a) experience and qualifications of team members;
- (b) understanding of client's needs;
- (c) feasibility and credibility of proposed approach;
- (d) ability to complete the project on time.

Where other factors are taken into account in selecting a tenderer, these must be clearly recorded and documented in the contract file, and the reason(s) for not accepting the lowest tender clearly stated.

- (iv) No tender shall be accepted which will commit expenditure in excess of that which has been allocated by the HSCB and which is not in accordance with these Instructions except with the authorisation of the Chief Executive or Director of Finance.

- (v) The use of these procedures must demonstrate that the award of the contract was:
 - (a) not in excess of the going market rate / price current at the time the contract was awarded;
 - (b) that best value for money was achieved.
- (vi) All Tenders should be treated as confidential and should be retained for inspection.

8.6.7 Tender reports to the Board

Reports to the Board will be made on an exceptional circumstance basis only.

8.6.8 List of approved firms (see SFI No. 8.5.5)

(a) Responsibility for maintaining list

A manager nominated by the Chief Executive shall on behalf of the HSCB maintain lists of approved firms from who tenders and quotations may be invited. These shall be kept under frequent review. The lists shall include all firms who have applied for permission to tender and as to whose technical and financial competence the HSCB is satisfied. All suppliers must be made aware of the Trust's terms and conditions of contract.

(b) Building and Engineering Construction Works

- (i) Invitations to tender shall be made only to firms included on the approved list of tenderers compiled in accordance with this Instruction or on the separate maintenance lists compiled in accordance with Estmancode guidance (Health Notice HN(78)147).
- ii) Firms included on the approved list of tenderers shall comply with the N.I. Public Sector standard Equality Clause and shall ensure that when engaging, training, promoting or dismissing employees or in any conditions of employment, shall not discriminate against any person because of colour, race, ethnic or national origins, religion or sex, and will comply with the provisions of the Equal Pay Act 1970, the Sex Discrimination Act 1975, the Race Relations Act 1976, and the Disabled Persons

(Employment) Act 1944 and any amending and/or related legislation.

- iii) Firms shall conform at least with the requirements of the Health and Safety at Work Act (N.I. Order) and any amending and/or other related legislation concerned with the health, safety and welfare of workers and other persons, and to any relevant British Standard Code of Practice issued by the British Standard Institution. Firms must provide to the appropriate manager a copy of its safety policy and evidence of the safety of plant and equipment, when requested.

(c) Financial Standing and Technical Competence of Contractors

The Director of Finance or the HSCB's Centre of Procurement Expertise may make or institute any enquiries he deems appropriate concerning the financial standing and financial suitability of approved contractors. The Director with lead responsibility for clinical and social care governance will similarly make such enquiries as is felt appropriate to be satisfied as to their technical / professional / medical competence.

8.6.9 Exceptions to using approved contractors

If in the opinion of the Chief Executive and the Director of Finance, or the Director with lead responsibility for clinical governance or the HSCB's Centre of Procurement Expertise, it is impractical to use a potential contractor from the list of approved firms/individuals (for example where specialist services or skills are required and there are insufficient suitable potential contractors on the list), or where a list for whatever reason has not been prepared, the Chief Executive should ensure that appropriate checks are carried out as to the technical and financial capability of those firms that are invited to tender or quote.

An appropriate record in the contract file should be made of the reasons for inviting a tender or quote other than from an approved list.

8.7 Quotations: Competitive and non-competitive

8.7.1 General Position on quotations

Quotations are required where formal tendering procedures are not adopted and where the intended expenditure or income exceeds, or is

reasonably expected to exceed the current levels contained within the DHSSPS Mini-code Guidance.

8.7.2 Competitive Quotations

- (i) Quotations should be obtained in accordance with the DHSS&PS Mini-code based on specifications or terms of reference prepared by, or on behalf of, the HSCB.
- (ii) Quotations should be in writing unless the Chief Executive or his nominated officer determines that it is impractical to do so in which case quotations may be obtained by telephone (only for order value up to and including £2,000). Confirmation of telephone quotations should be obtained as soon as possible and the reasons why the telephone quotation was obtained should be set out in a permanent record.
- (iii) All quotations should be treated as confidential and should be retained for inspection.
- (iv) The Chief Executive or his nominated officer should evaluate the quotation and select the quote which gives the best value for money. If this is not the lowest quotation if payment is to be made by the HSCB, or the highest if payment is to be received by the HSCB, then the choice made and the reasons why should be recorded in a permanent record.

Where quotations are obtained without formal competition being sought approval must be given by the Chief Executive or his/her appointed Officer.

8.7.3 Quotations to be within Financial Limits

No quotation shall be accepted which will commit expenditure in excess of that which has been allocated by the HSCB and which is not in accordance with Standing Financial Instructions except with the authorisation of either the Chief Executive or Director of Finance.

8.8 Authorisation of Tenders and Competitive Quotations

- 8.8.1 Providing all the conditions and circumstances set out in these Standing Financial Instructions have been fully complied with, formal authorisation and awarding of a contract may be decided by the officers nominated in the Chief Executive's Scheme of Delegation at Appendix 1

- 8.8.2 These levels of authorisation may be varied or changed and need to be read in conjunction with the Board's Scheme of Delegation.
- 8.8.3 Formal authorisation must be put in writing. In the case of authorisation by the Board this shall be recorded in their minutes.
- 8.8.4 Where the contract to be awarded is a multi-organisation or Regional Contract then the Chief Executive shall nominate in advance an HSCB employee(s) to participate in the tender evaluation and adjudicate the contract on behalf of the Trust. In doing so the Chief Executive shall delegate authority to that officer(s) to award the contract on behalf of the HSCB.

8.9 Instances where formal competitive tendering or competitive quotation is not required

Where competitive tendering or a competitive quotation is not required the HSCB should adopt one of the following alternatives:

- (a) the HSCB shall use the Centre of Procurement Expertise (COPE) for procurement of all goods and services unless the Chief Executive or nominated officers deem it inappropriate. The decision to use alternative sources must be documented.
- (b) If the HSCB does not use the Centre of Procurement Expertise (BSO Pals) - where tenders or quotations are not required, because expenditure is below **£2,000** the HSCB shall procure goods and services in accordance with procurement procedures approved by the Director of Finance.

8.10 Private Finance for capital procurement (see overlap with SFI No. 14.2)

The HSCB should normally market-test for PFI (Private Finance Initiative funding) when considering a capital procurement. When the Board proposes, or is required, to use finance provided by the private sector the following should apply:

- (a) The Chief Executive shall demonstrate that the use of private finance represents value for money and genuinely transfers risk to the private sector.
- (b) Where the sum exceeds delegated limits, a business case must be referred to the appropriate DHSSPS for approval or treated as per current guidelines.

- (c) The proposal must be specifically agreed by the Board of the HSCB.
- (d) The selection of a contractor/finance company must be on the basis of competitive tendering or quotations.

8.11 Compliance requirements for all contracts

The Board may only enter into contracts on behalf of the HSCB within the statutory powers delegated to it by the Minister for HSSPS and shall comply with:

- (a) The HSCB's Standing Orders and Standing Financial Instructions;
- (b) EU Directives and other statutory provisions including N.I. Procurement Policy and DHSS&PS Guidance;
- (c) any relevant directions including the Capital Investment Manual and guidance on the Procurement and Management of Consultants;
- (d) such of the HSC Standard Contract Conditions as are applicable.
- (e) contracts with HSC Trusts must be in a form compliant with appropriate DHSSPS guidance.
- (f) Where appropriate contracts shall be in or embody the same terms and conditions of contract as was the basis on which tenders or quotations were invited.
- (g) In all contracts made by the Trust, the Board shall endeavour to obtain best value for money by use of all systems in place. The Chief Executive shall nominate an officer who shall oversee and manage each contract on behalf of the HSCB.

8.12 Personnel and Agency or Temporary Staff Contracts

The Chief Executive shall nominate officers with relevant delegated budgetary authority to enter into contracts of employment, regarding staff, agency staff or temporary staff service contracts.

8.13 Healthcare Services Agreements (see overlap with SFI No. 9)

Service agreements with HSC providers for the supply of healthcare services shall be drawn up in accordance with the NHS and Community Care Act 1990 and administered by the HSCB. Service agreements are not contracts in law and are not enforceable by the courts. However, a contract with an NHS Foundation Trust, being a PBC, is a legal document and is enforceable in law.

The Chief Executive shall nominate officers to commission service agreements with providers of healthcare in line with the joint commissioning plan approved by the Board.

8.14 Disposals (See overlap with SFI No. 16)

Competitive Tendering or Quotation procedures shall not apply to the disposal of:

- (a) any matter in respect of which a fair price can be obtained only by negotiation or sale by auction as determined (or pre-determined in a reserve) by the Chief Executive or his / her nominated officer;
- (b) obsolete or condemned articles and stores, which may be disposed of in accordance with the supplies policy of the HSCB;
- (c) items to be disposed of with an estimated sale value of less than £20,000, this figure to be reviewed on a periodic basis;
- (d) items arising from works of construction, demolition or site clearance, which should be dealt with in accordance with the relevant contract;
- (e) land or buildings concerning which DHSSPS guidance has been issued but subject to compliance with such guidance.

8.15 In-house Services

8.15.1 The Chief Executive shall be responsible for ensuring that best value for money can be demonstrated for all services provided on an in-house basis. The HSCB may also determine from time to time that in-house services should be market tested by competitive tendering.

8.15.2 In all cases where the Board determines that in-house services should be subject to competitive tendering the following groups shall be set up:

- (a) Specification group, comprising the Chief Executive or nominated officer/s and specialist.
- (b) In-house tender group, comprising a nominee of the Chief Executive and technical support.

8.15.3 All groups should work independently of each other and individual officers may be a member of more than one group but no member of the in-house tender group may participate in the evaluation of tenders.

8.15.4 The evaluation team shall make recommendations to the Board.

8.15.5 The Chief Executive shall nominate an officer to oversee and manage the contract on behalf of the HSCB.

9. **HSC SERVICE AGREEMENTS FOR PROVISION OF SERVICES** (see overlap with SFI No. 8.13)

9.1 **Service and Budget Agreements (SBAs) (see overlap with SFI No. 12.3)**

9.1.1 The Chief Executive, as the Accounting Officer, is responsible for ensuring the HSCB enters into suitable agreements or contracts (Service Level / Budget Agreements SBAs, SLAs with service providers for the provision of Health and social care services.

All agreements or contracts should aim to implement the agreed priorities contained within the Joint Commissioning Plan and wherever possible, be based upon integrated care pathways to reflect expected patient experience. In discharging this responsibility, the Chief Executive should take into account:

- the standards of service quality expected;
- the relevant service framework (if any);
- the provision of reliable information on cost and volume of services;

- the Performance Assessment Framework;
- that SBAs build where appropriate on existing Investment Plans;
- that SBAs are based on integrated care pathways.

9.2 Involving Partners and jointly managing risk

A good SBA/SLA will result from a dialogue of clinicians, social workers, users, carers, public health professionals, PAMs and managers. It will reflect knowledge of local needs and inequalities. This will require the Chief Executive to ensure that the HSCB works with all partner agencies involved in both the delivery and the commissioning of the service required. The SLA will apportion responsibility for handling a particular risk to the party or parties in the best position to influence the event and financial arrangements should reflect this. In this way the HSCB can jointly manage risk with all interested parties. Due consideration in all provider/purchaser arrangements must be observed as the HSC moves toward a 'Patient/Client-led HSC'.

9.3 A 'Patient/Client-led HSC and 'Local Commissioning''

Commissioning a Patient / Client-led HSC and Local commissioning are being rolled out by the DHSSPS and full support and latest guidance may be accessed at www.dhssps.gov.uk

9.4 Reports to Board on SBAs & SLAs

The Chief Executive, as the Accounting Officer, will need to ensure that regular reports are provided to the Board detailing actual and forecast expenditure against the SBA/SLA.

10. ~~JOINT~~ COMMISSIONING

10.1 Role of the HSCB in Commissioning Health and Care Services

10.1.1 The HSCB will work with the PHA to jointly commission Health and Care services on behalf of the resident population. This will require the HSCB to work in partnership with the PHA, local HSC Trusts, users, carers and the voluntary sector to develop a Joint Commissioning Plan.

10.2 Role of the Chief Executive

10.2.1 The Chief Executive as the Accounting Officer has responsibility for ensuring Health and Care services are commissioned in accordance with the priorities agreed in the Joint Commissioning Plan. This will involve ensuring SBAs are put in place with the relevant providers, based upon integrated care pathways.

10.2.2 SBAs will be the key means of delivering the objectives of the PFA and therefore they need to have a wider scope. The HSCB Chief Executive will need to ensure that all SBAs;

- Meet the standards of service quality expected;
- Fit the relevant service framework (if any);
- Enable the provision of reliable information on cost and volume of services;
- Fit the Performance Assessment Framework;
- that SBAs build where appropriate on existing Joint Investment Plans;
- that SBAs are based upon cost-effective services;
- that SBAs are based on integrated care pathways.

10.2.3 The Chief Executive, as the Accounting Officer, will need to ensure that regular reports are provided to the Board detailing actual and forecast expenditure and activity for each SBA.

10.2.4 Where the HSCB makes arrangements for the provision of services by non-NHS providers it is the Chief Executive, as the Accounting Officer, who is responsible for ensuring that the agreements put in place have due regard to the quality and cost-effectiveness of services provided. Before making any agreement with non-NHS providers, the HSCB should explore fully the scope to make maximum cost-effective use of NHS facilities.

10.3 Role of Director of Finance

- 10.3.1 A system of financial monitoring must be maintained by the Director of Finance to ensure the effective accounting of expenditure under the SBA/SLA. This should provide a suitable audit trail for all payments made under the agreements, but maintains patient confidentiality.
- 10.3.2 The Director of Finance must account for Out of Area Treatments/Non Contract Activity financial adjustments in accordance with DHSSPS guidelines.

11. TERMS OF SERVICE, ALLOWANCES AND PAYMENT OF MEMBERS OF THE BOARD AND EMPLOYEES OF THE HSCB

11.1 Remuneration and Terms of Service (see overlap with SO No. 5)

- 11.1.1 In accordance with Standing Orders the Board shall establish a Remuneration and Terms of Service Committee, with clearly defined terms of reference, specifying which posts fall within its area of responsibility, its composition, and the arrangements for reporting.
- 11.1.2 The Committee will **(in areas not already specified by the Department)**:
- (a) advise the Board about appropriate remuneration and terms of service for the Chief Executive, other officer members employed by the HSCB and other senior employees including:
 - (i) all aspects of salary (including any performance-related elements/bonuses);
 - (ii) provisions for other benefits, including pensions and cars;
 - (iii) arrangements for termination of employment and other contractual terms;
 - (b) make such recommendations to the Board on the remuneration and terms of service of officer members of the Board (and other senior employees) to ensure they are fairly rewarded for their individual contribution to the HSCB - having proper regard to the HSCB's circumstances and performance and to the provisions of

any national arrangements for such members and staff where appropriate;

- (c) monitor and evaluate the performance of individual officer members of and other senior employees;
- (d) advise on and oversee appropriate contractual arrangements for such staff including the proper calculation and scrutiny of termination payments taking account of such national guidance as is appropriate.

11.1.3 The Committee shall report in writing to the Board the basis for its recommendations. The Board shall use the report as the basis for their decisions, but remain accountable for taking decisions on the remuneration and terms of service of officer members in matters not already directed by the Department. Minutes of the Board's meetings should record such decisions.

11.1.4 The Board will consider and need to approve proposals presented by the Chief Executive for the setting of remuneration and conditions of service for those employees and officers not covered by either Departmental direction or by the Committee.

11.1.5 The HSCB will pay allowances to the Chairman and non-executive members of the Board in accordance with instructions issued by the Minister.

11.2 Funded Establishment

11.2.1 The manpower plans incorporated within the annual budget will form the funded establishment.

11.2.2 The funded establishment of any department may not be varied without the approval of the Chief Executive.

11.2.3 The Finance Director will ensure that appropriate controls are in place to ensure the funded establishment is not exceeded without prior authority of the Chief executive.

11.3 Staff Appointments

11.3.1 No officer or Member of the Board or HSCB employee 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:

- (a) unless authorised to do so by the Chief Executive or his/her nominated officer; and
- (b) within the limit of their approved budget and funded establishment as confirmed by the Director of Finance.

11.3.2 The Board will approve procedures presented by the Chief Executive for the determination of commencing pay rates, condition of service, etc, for employees.

11.4 Processing Payroll

The DHSSPS has directed that the processing of HSCB payroll be outsourced to the Business Services Organisation. The HSCB Finance Director will ensure that there is an appropriate Service Level Agreement and monitoring arrangements in place with the BSO to ensure his responsibilities with regard to payroll processing are in place and operating effectively.

11.4.1 The Director of Finance is responsible for:

- (a) specifying timetables for submission of properly authorised time records and other notifications;
- (b) the final determination of pay and allowances;
- (c) making payment on agreed dates;
- (d) agreeing method of payment.

11.4.2 The Director of Finance will agree and ensure the issue instructions by the BSO regarding:

- (a) verification and documentation of data;
- (b) the timetable for receipt and preparation of payroll data and the payment of employees and allowances;
- (c) maintenance of subsidiary records for superannuation, income tax, social security and other authorised deductions from pay;
- (d) security and confidentiality of payroll information;

- (e) checks to be applied to completed payroll before and after payment;
- (f) authority to release payroll data under the provisions of the Data Protection Act;
- (g) methods of payment available to various categories of employee and officers;
- (h) procedures for payment by cheque, bank credit, or cash to employees and officers;
- (i) procedures for the recall of cheques and bank credits;
- (j) pay advances and their recovery;
- (k) maintenance of regular and independent reconciliation of pay control accounts;
- (l) separation of duties of preparing records and handling cash; and
- (m) a system to ensure the recovery from those leaving the employment of the HSCB of sums of money and property due by them to the HSCB.

11.4.3 Appropriately nominated managers have delegated responsibility for:

- (a) submitting time records, and other notifications in accordance with agreed timetables;
- (b) completing time records and other notifications in accordance with the Director of Finance's instructions and in the form prescribed by the Director of Finance;
- (c) submitting termination forms in the prescribed form immediately upon knowing the effective date of an employee's or officer's resignation, termination or retirement. Where an employee fails to report for duty or to fulfill obligations in circumstances that suggest they have left without notice, the Director of Finance must be informed immediately.

11.4.4 Regardless of the arrangements for providing the payroll service, the Director of Finance shall ensure that the chosen method 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.

11.5 Contracts of Employment

The DHSSPS has directed that the processing of HSCB payroll be outsourced to the Business Services Organisation.

11.5.1 The Board shall delegate responsibility to a nominated BSO officer (HR Director) for:

- (a) ensuring that all employees are issued with a Contract of Employment in a form approved by the Board and which complies with employment legislation;
- (b) dealing with variations to, or termination of, contracts of employment.

The HSCB Director of Finance will ensure that there is an appropriate Service Level Agreement with the BSO and monitoring arrangements in place to ensure proper control systems are in place and operating effectively.

12. NON-PAY EXPENDITURE

12.1 Delegation of Authority

12.1.1 The Board will approve the level of non-pay expenditure on an annual basis and the Chief Executive will determine the level of delegation to budget managers.

12.1.2 The Chief Executive will set out:

- (a) the list of managers who are authorised to place requisitions for the supply of goods and services;
- (b) the maximum level of each requisition and the system for authorisation above that level.

12.1.3 The Chief Executive shall set out procedures on the seeking of professional advice regarding the supply of goods and services.

12.2 Choice, Requisitioning, Ordering, Receipt and Payment for Goods and Services (see overlap with Standing Financial Instruction No. 8)

12.2.1 Requisitioning

The requisitioner, in choosing the item to be supplied (or the service to be performed) shall always obtain the best value for money for the HSCB. In so doing, the advice of the HSCB COPE (BSO Pals) shall be sought.

12.2.2 System of Payment and Payment Verification

The Director of Finance of the BSO shall be responsible for the prompt payment of accounts and claims. Payment of contract invoices shall be in accordance with contract terms, or otherwise, in accordance with Public Sector Prompt Payment Policy.

12.2.3 The Director of Finance will through a Service Level Agreement and monitoring arrangements with the BSO:

- (a) advise the Board regarding the setting of thresholds above which quotations (competitive or otherwise) or formal tenders must be obtained; and, once approved, the thresholds should be incorporated in Standing Orders and Standing Financial Instructions and regularly reviewed;
- (b) prepare procedural instructions or guidance within the Scheme of Delegation on the obtaining of goods, works and services incorporating the thresholds;
- (c) be responsible for the prompt payment of all properly authorised accounts and claims;
- (d) be responsible for designing and maintaining a system of verification, recording and payment of all amounts payable. The system shall provide for:
 - (i) A list of Board members/employees (including specimens of their signatures) authorised to certify invoices.
 - (ii) Certification that:
 - goods have been duly received, examined and are in accordance with specification and the prices are correct;

- work done or services rendered have been satisfactorily carried out in accordance with the order, and, where applicable, the materials used are of the requisite standard and the charges are correct;
 - in the case of contracts based on the measurement of time, materials or expenses, the time charged is in accordance with the time sheets, the rates of labour are in accordance with the appropriate rates, the materials have been checked as regards quantity, quality, and price and the charges for the use of vehicles, plant and machinery have been examined;
 - where appropriate, the expenditure is in accordance with regulations and all necessary authorisations have been obtained;
 - the account is arithmetically correct;
 - the account is in order for payment.
- (iii) A timetable and system for submission to the BSO Director of Finance of accounts for payment; provision shall be made for the early submission of accounts subject to cash discounts or otherwise requiring early payment;
- (iv) Instructions to employees regarding the handling and payment of accounts within the BSO Finance Department.
- (e) be responsible for ensuring that payment for goods and services is only made once the goods and services are received. The only exceptions are set out in SFI No. 12.2.4 below.

12.2.4 Prepayments

Prepayments are only permitted where exceptional circumstances apply. In such instances:

- (a) Prepayments are only permitted where the financial advantages outweigh the disadvantages (i.e. cash flows must be discounted to NPV using the National Loans Fund (NLF) rate plus 2%) and the intention is not to circumvent cash limits.
- (b) The appropriate officer member must provide, in the form of a written report, a case setting out all relevant circumstances of the

purchase. The report must set out the effects on the HSCB if the supplier is at some time during the course of the prepayment agreement unable to meet his commitments;

- (c) The Director of Finance will need to be satisfied with the proposed arrangements before contractual arrangements proceed (taking into account the EU public procurement rules where the contract is above a stipulated financial threshold);
- (d) The budget holder is responsible for ensuring that all items due under a prepayment contract are received and they must immediately inform the appropriate Director or Chief Executive if problems are encountered.

12.2.5 Official orders

Official Orders must:

- (a) be consecutively numbered;
- (b) be in a form approved by the HSCB Director of Finance or the BSO Director of Finance on his behalf;
- (c) state the HSCB's terms and conditions of trade;
- (d) only be issued to, and used by, those duly authorised by the Chief Executive.

12.2.6 Duties of Managers and Officers

Managers and officers acting for the HSCB must ensure that they comply fully with the guidance and limits specified by the Director of Finance and that:

- (a) all contracts (except as otherwise provided for in the Scheme of Delegation), leases, tenancy agreements and other commitments which may result in a liability are notified to the Director of Finance in advance of any commitment being made;
- (b) contracts above specified thresholds are advertised and awarded in accordance with EU rules on public procurement;
- (c) where consultancy advice is being obtained, the procurement of such advice must be in accordance with DHSSPS "Guidance on

the Engagement of External Consultants” (HSS(F)40/2009 and supplements 1 and 2);

- (d) no order shall be issued for any item or items to any firm which has made an offer of gifts, reward or benefit to directors or employees, other than:
- (i) isolated gifts of a trivial character or inexpensive seasonal gifts, such as calendars; or
 - (ii) conventional hospitality, such as lunches in the course of working visits;

(This provision needs to be read in conjunction with Standing Order No. 6 and the principles outlined in the HSCB’s policy on “Standards of Business Conduct for Staff”);

- (e) no requisition/order is placed for any item or items for which there is no budget provision unless authorised by the Director of Finance on behalf of the Chief Executive;
- (f) all goods, services, or works are ordered on an official order except works and services executed in accordance with a contract and purchases from petty cash;
- (g) verbal orders must only be issued very exceptionally - by an employee designated by the Chief Executive and only in cases of emergency or urgent necessity. These must be confirmed by an official order and clearly marked "Confirmation Order";
- (h) orders are not split or otherwise placed in a manner devised so as to avoid the financial thresholds;
- (i) goods are not taken on trial or loan in circumstances that could commit the HSCB to a future uncompetitive purchase;
- (j) changes to the list of members/employees and officers authorised to certify invoices are notified to the Director of Finance;
- (k) purchases from petty cash are restricted in value and by type of purchase in accordance with instructions issued by the Director of Finance;

- (l) petty cash records are maintained in a form as determined by the Director of Finance.

12.2.7 The Chief Executive and Director of Finance shall ensure that the arrangements for financial control and financial audit of building and engineering contracts and property transactions comply with the guidance contained within CONCODE and the Land transactions Handbook. The technical audit of these contracts shall be the responsibility of the relevant Director.

12.3 Finance Arrangements with HSC Organisations and Voluntary Bodies (see overlap with Standing Financial Instruction No. 9.1)

12.3.1 Payments to HSC organisation and voluntary organisations **shall** comply with procedures laid down by the Director of Finance which shall be in accordance with DHSSPS guided best practice. (See overlap with Standing Financial Instruction No. 9.1)

12.4 Grants and Other Bodies

12.4.1 Grants to other bodies for the provision of services to patients or clients shall, regardless of the source of funding, incorporate the principles set out in The Departmental Grants Manual, March 2005, issued by the DHSSPS. (Please refer to www.DHSSPSNI.gov.uk)

12.4.2 The Manual aims to provide a guide to best practice in the management and administration of grant making. It is a procedures manual, setting out the basic accountability requirements for grant making and giving guidance on how these may be met in practice.

12.4.3 There are five main principles that apply to the management and administration of grant making. These are:

- **Regularity** – funds should be used for the authorised purpose;
- **Propriety** – funds should be distributed fairly, and free from undue influence;
- **Value for Money** – funds should be used in a manner that minimises costs, maximises outputs and always achieves intended outcomes
- **Proportionate Effort** – resources consumed in managing the risks to achieve and demonstrate regularity, propriety and value for money should be proportionate to the likelihood and impact of the risks materialising and losses occurring.

- **Clarity of responsibility and accountability** – within partnership working arrangements there should be clear documented lines of responsibility and accountability of each partner involved. Those who delegate responsibility should ensure that there are suitable means of monitoring performance.

12.4.4 All other grants shall be must be consistent with the Joint Commissioning Plan approved by the HSCB at the outset of the year, be supported by an appropriate Business Case and authorised in line with the HSCB's scheme of delegated authority.

13. HSC FINANCIAL GUIDANCE

13.1.1 The Director of Finance should ensure that members of the Board are aware of the extant finance guidance issued by DHSS&PS, (i.e. directions which the HSCB must follow regarding resource and capital allocation and funding to HSC organisations.) and that this direction and guidance is followed by the HSCB.

14. CAPITAL INVESTMENT, PRIVATE FINANCING, FIXED ASSET REGISTERS AND SECURITY OF ASSETS

14.1 Capital Investment

14.1.1 The Chief Executive:

- (a) shall ensure that there is an adequate appraisal and approval process in place for determining capital expenditure priorities and the effect of each proposal upon plans;
- (b) is responsible for the management of all stages of capital schemes and for ensuring that schemes are delivered on time and to cost;
- (c) shall ensure that the capital investment is not undertaken without confirmation of the availability of resources to finance all revenue consequences, including capital charges; and
- (d) is required to seek Department approval for:
 - All capital projects with expenditure of £500k and above (in accordance with the Capital Investment Manual and DHSSPS Circular HSS(F)13/06 and DAO(DFP) 06/05); and
 - All ICT projects with expenditure of £250k and above.

14.1.2 For every capital expenditure proposal the Chief Executive shall ensure:

- (a) that a business case (in line with the guidance contained within the *Capital Investment Manual*) is produced setting out:
 - (i) an option appraisal of potential benefits compared with known costs to determine the option with the highest ratio of benefits to costs;
 - (ii) the involvement of appropriate HSCB personnel and external agencies;
 - (ii) appropriate project management and control arrangements;
- (b) that the Director of Finance has certified professionally to the costs and revenue consequences detailed in the business case;
- (c) that Departmental approval is obtained for projects costing more than the HSCB's delegated limit for capital schemes; and
- (d) schemes requiring Departmental approval are re-submitted to the Department for re-consideration if any of the conditions specified in the Capital Investment Manual apply.

14.1.3 For capital schemes where the contracts stipulate stage payments, the Chief Executive will issue procedures for their management, incorporating the recommendations of the Land Transactions Handbook.

14.1.4 The Director of Finance shall assess on an annual basis the requirement for the operation of the construction industry tax deduction scheme in accordance with Inland Revenue guidance.

14.1.5 The Director of Finance shall issue procedures for the regular reporting of expenditure and commitment against authorised expenditure.

14.1.6 The approval of a capital programme shall not constitute approval for expenditure on any scheme.

The Chief Executive shall issue to the manager responsible for any scheme:

- (a) specific authority to commit expenditure;
- (b) authority to proceed to tender (see overlap with SFI No. 8.5);
- (c) approval to accept a successful tender (see overlap with SFI No. 8.6).

The Chief Executive will issue a scheme of delegation for capital investment management in accordance with the Land Transactions Handbook and the HSCB's Standing Orders.

14.1.7 The Director of Finance shall issue procedures governing the financial management, including variations to contract, of capital investment projects and valuation for accounting purposes. These procedures shall fully take into account the current delegated limits for capital schemes (please refer to the HSCB Standing Orders Administrative Schemes of Delegation 3.4.6).

14.2 Private Finance (see overlap with SFI No. 8)

14.2.1 The HSCB should normally test for PFI when considering capital procurement. When the HSCB proposes to use finance which is to be provided other than through its Allocations, the following procedures shall apply:

- (a) The Director of Finance shall demonstrate that the use of private finance represents value for money and genuinely transfers significant risk to the private sector.
- (b) Where the sum involved exceeds delegated limits, the business case must be referred to the DHSSPS or in line with any current guidelines.
- (c) The proposal must be specifically agreed by the Board.

14.3 HSC Organisations – Capital Proposals

14.3.1 The HSCB is required to confirm that it supports relevant capital investment proposals from other HSC organisations at Strategic Context stage, above certain delegated limits. It must also state that it is prepared to remit its share of any revenue resource consequences resulting from the scheme.

14.3.2 Circular HSS(PDD)4/95 directs that the Capital Investment Manual (CIM) for Northern Ireland published is to be implemented.

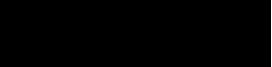
14.3.3 HSC organisations are required to obtain Departmental approval when costs are expected to exceed the following delegated limits:

- All capital projects with expenditure of £500k and above (in accordance with the Capital Investment Manual and DHSSPS Circular HSS(F)13/06 and DAO(DFP) 06/05).
- All IM and IT projects with expenditure of £250k and above.

14.3.4 The circular states that “... *the commitment of Commissioners must be secured from Strategic Context stage, before much of the detailed planning work is undertaken, and re-affirmed throughout the process*”.

14.3.5 The Capital Investment Manual requires confirmation of Commissioner support at each phase of the Business Case:

- the Strategic Context (SC);
- Outline Business Case (OBC); and
- Full Business Case (FBC).

 Approval shall be in line with the HSCB’s Standing Orders Scheme of Delegation 3.4.6

14.3.6 Consideration of HSC organisations capital proposals is to be undertaken by a Capital Investment Core Group consisting of officers from Planning and Finance enlarged as necessary to give consideration from both the care/treatment and business/finance perspectives.

14.3.7 Further guidance is provided in SOC Paper 166/95 dated 22nd August 1995. The requirement for all potential schemes to be tested for viability of private financing shall be particularly noted. The provisions of the Capital Investment Manual are to be followed in all cases above the delegated limits for HSC organisations.

14.4 Asset Registers

14.4.1 The Chief Executive is responsible for the maintenance of registers of assets, taking account of the advice of the Director of Finance

concerning the form of any register and the method of updating, and arranging for a physical check of assets against the asset register to be conducted once a year.

14.4.2 The BSO on behalf of the HSCB shall maintain an asset register recording fixed assets. The minimum data set to be held within these registers shall be as specified in the *Capital Accounting Manual* as issued by the DHSSPS.

14.4.3 Additions to the fixed asset register must be clearly identified to an appropriate budget holder and be validated by reference to:

- (a) properly authorised and approved agreements, architect's certificates, supplier's invoices and other documentary evidence in respect of purchases from third parties;
- (b) stores, requisitions and wages records for own materials and labour including appropriate overheads;
- (c) lease agreements in respect of assets held under a finance lease and capitalised.

14.4.4 Where capital assets are sold, scrapped, lost or otherwise disposed of, their value must be removed from the accounting records and each disposal must be validated by reference to authorisation documents and invoices (where appropriate).

14.4.5 The Director of Finance shall reconcile balances on fixed assets accounts in ledgers against balances on fixed asset registers and will monitor the BSO delivery of the Fixed Asset register and associated services

14.4.6 The value of each asset shall be indexed to current values in accordance with methods specified in the *Capital Accounting Manual* issued by the DHSSPS.

14.4.7 The value of each asset shall be depreciated using methods and rates as specified in the *Capital Accounting Manual* issued by the DHSSPS.

14.5 Security of Assets

14.5.1 The overall control of fixed assets is the responsibility of the Chief Executive.

14.5.2 Asset control procedures (including fixed assets, cash, cheques and negotiable instruments, and also including donated assets) must be approved by the Director of Finance. This procedure shall make provision for:

- (a) recording managerial responsibility for each asset;
- (b) identification of additions and disposals;
- (c) identification of all repairs and maintenance expenses;
- (d) physical security of assets;
- (e) periodic verification of the existence of, condition of, and title to, assets recorded;
- (f) identification and reporting of all costs associated with the retention of an asset;
- (g) reporting, recording and safekeeping of cash, cheques, and negotiable instruments.

14.5.3 All discrepancies revealed by verification of physical assets to fixed asset register shall be notified to the Director of Finance.

14.5.4 Whilst each employee and officer has a responsibility for the security of property of the HSCB, it is the responsibility of Board members and senior employees in all disciplines to apply such appropriate routine security practices in relation to HPSS property as may be determined by the Board. Any breach of agreed security practices must be reported in accordance with agreed procedures.

14.5.5 Any damage to the HSCB's premises, vehicles and equipment, or any loss of equipment, stores or supplies must be reported by Board members and employees in accordance with the procedure for reporting losses.

14.5.6 Where practical, assets should be marked as HSCB property.

14.5.7 HSCB assets procured for the use of General Medical Practitioners and located in General Practice will also be included in the HSCB Fixed Asset Register. The Finance Director shall ensure that GPs understand their responsibility for the safe physical custody of such assets located in their practices.

15. STORES AND RECEIPT OF GOODS

15.1 General position

15.1.1 Stores, defined in terms of controlled stores and departmental stores (for immediate use) should be:

- (a) kept to a minimum;
- (b) subjected to annual stock take;
- (c) valued at the lower of cost and net realisable value.

15.2 Control of Stores, Stocktaking, Condemnations and Disposal

15.2.1 Subject to the responsibility of the Director of Finance for the systems of control, overall responsibility for the control of stores shall be delegated to an employee by the Chief Executive. The day-to-day responsibility may be delegated by him to departmental employees and stores managers/keepers, subject to such delegation being entered in a record available to the Director of Finance.

15.2.2 The responsibility for security arrangements and the custody of keys for any stores and locations shall be clearly defined in writing by the designated manager/officer. Wherever practicable, stocks should be marked as health service property.

15.2.3 The Director of Finance shall set out procedures and systems to regulate the stores including records for receipt of goods, issues, and returns to stores, and losses.

15.2.4 Stocktaking arrangements shall be agreed with the Director of Finance and there shall be a physical check covering all items in store at least once a year.

15.2.5 Where a complete system of stores control is not justified, alternative arrangements shall require the approval of the Director of Finance.

15.2.6 The designated Manager/officer shall be responsible for a system approved by the Director of Finance for a review of slow moving and obsolete items and for condemnation, disposal, and replacement of all unserviceable articles. The designated Officer shall report to the Director of Finance any evidence of significant overstocking and of any negligence or malpractice (see also overlap with SFI No. 16

Disposals and Condemnations, Losses and Special Payments). Procedures for the disposal of obsolete stock shall follow the procedures set out for disposal of all surplus and obsolete goods.

15.3 Goods supplied by Centres of Procurement Expertise (COPE) / HPSS Service Providers

15.3.1 For goods supplied via COPE (BSO Pals) central warehouses, the Chief Executive shall identify those authorised to requisition and accept goods from the store.

16. DISPOSALS AND CONDEMNATIONS, LOSSES AND SPECIAL PAYMENTS (see overlap with SFI No. 8.14 and 15.2.6)

16.1 Disposals and Condemnations

16.1.1 Procedures

The Director of Finance must prepare detailed procedures for the disposal of assets including condemnations, and ensure that these are notified to managers.

16.1.2 When it is decided to dispose of an HSCB asset, the Head of Department or authorised deputy will determine and advise the Director of Finance of the estimated market value of the item, taking account of professional advice where appropriate.

16.1.3 All unserviceable articles shall be:

- (a) condemned or otherwise disposed of by an employee authorised for that purpose by the Director of Finance;
- (b) recorded by the Condemning Officer in a form approved by the Director of Finance which will indicate whether the articles are to be converted, destroyed or otherwise disposed of. All entries shall be confirmed by the countersignature of a second employee authorised for the purpose by the Director of Finance.

16.1.4 The Condemning Officer shall satisfy himself as to whether or not there is evidence of negligence in use and shall report any such evidence to the Director of Finance who will take the appropriate action.

16.1.5 Heads of Department will be responsible for ensuring that all data held on assets for disposal are dealt with appropriately and securely.

16.2 Losses and Special Payments

16.2.1 Procedures

The Director of Finance must prepare procedural instructions on the recording of and accounting for condemnations, losses, and special payments, in line with the requirements of Circular HSS(F)38/98.

16.2.2 Any employee or officer discovering or suspecting a loss of any kind must either immediately inform their Head of Department, who must immediately inform the Chief Executive and the Director of Finance or inform an officer charged with responsibility for responding to concerns involving loss. This officer will then appropriately inform the Director of Finance and/or Chief Executive. Where a criminal offence is suspected, the Director of Finance must immediately inform the police if theft or arson is involved. In cases of suspected fraud and corruption the officer should consult the HSCB's Fraud Response Plan for further advice.

The Director of Finance, via the Fraud Liaison Service, must notify the DHSS&PS Counter Fraud Policy Unit and the External Auditor of all frauds.

16.2.3 For losses apparently caused by theft, arson, neglect of duty or gross carelessness, except if trivial, the Director of Finance must immediately notify:

- (a) the Board,
- (b) the External Auditor.

16.2.4 Within limits delegated to it by the DHSSPS, the Board or delegated officers shall approve the writing-off of losses.

16.2.5 The Director of Finance shall be authorised to take any necessary steps to safeguard the HSCB's interests in bankruptcies and company liquidations.

16.2.6 For any loss, the Director of Finance should consider whether any insurance claim can be made.

- 16.2.7 The Director of Finance shall maintain a Losses and Special Payments Register in which write-off action is recorded.
- 16.2.8 No special payments exceeding delegated limits shall be made without the prior approval of the DHSSPS.
- 16.2.9 All losses and special payments must be reported to the Audit Committee at least once per annum prior to the consideration of the draft Annual Accounts.

17. INFORMATION TECHNOLOGY

17.1 Responsibilities and duties of the Director of Finance

- 17.1.1 As well as the Director of Performance Management and Service Improvement's responsibility to ensure that Departmental ICT policy controls e.g. Gateway Reviews are complied with, the Director of Finance, who is responsible for the accuracy and security of the computerised financial data of the HSCB, shall:
- (a) devise and implement any necessary procedures to ensure adequate (reasonable) protection of the HSCB's data, programs and computer hardware for which the Director is responsible from accidental or intentional disclosure to unauthorised persons, deletion or modification, theft or damage, having due regard for the Data Protection Act 1998;
 - (b) ensure that adequate (reasonable) controls exist over data entry, processing, storage, transmission and output to ensure security, privacy, accuracy, completeness, and timeliness of the data, as well as the efficient and effective operation of the system;
 - (c) ensure that adequate controls exist such that the computer operation is separated from development, maintenance and amendment;
 - (d) ensure that an adequate management (audit) trail exists through the computerised system and that such computer audit reviews as the Director may consider necessary are being carried out.
- 17.1.2 The Director of Finance shall need to ensure that new financial systems and amendments to current financial systems are developed in a controlled manner and thoroughly tested prior to implementation. Where this is undertaken by another organisation, assurances of adequacy must be obtained from them prior to implementation.

17.1.3 The Director responsible for Information and Communication Technology (ICT) shall publish and maintain a Freedom of Information (FOI) Publication Scheme, or adopt a model Publication Scheme approved by the Information Commissioner. A Publication Scheme is a complete guide to the information routinely published by a public authority. It describes the classes or types of information about our HSCB that we make publicly available.

17.2 Responsibilities and duties of other Directors and Officers in relation to computer systems of a general application

17.2.1 In the case of computer systems which are proposed General Applications (i.e. normally those applications which the majority of HSCB's in the Region wish to sponsor jointly) all responsible directors and employees will send to the Director of Finance:

- (a) details of the outline design of the system;
- (b) in the case of packages acquired either from a commercial organisation, from the HSC, or from another public sector organisation, the operational requirement.
- (c) a supporting business case

17.3 Contracts for Computer Services with other health bodies or outside agencies

The Director of Finance shall ensure that contracts for computer services for financial applications with another health organisation (e.g. BSO) or any other agency shall clearly define the responsibility of all parties for the security, privacy, accuracy, completeness, and timeliness of data during processing, transmission and storage. The contract should also ensure rights of access for audit purposes.

Where another health organisation (e.g. BSO) or any other agency provides a computer service for financial applications, the Director of Finance shall periodically seek assurances that adequate controls are in operation.

17.4 Risk Assessment

The Director responsible for ICT shall ensure that risks to the HSCB arising from the use of IT are effectively identified and considered and appropriate action taken to mitigate or control risk. This shall include the preparation and testing of appropriate disaster recovery plans.

17.5 Requirements for Computer Systems which have an impact on corporate financial systems

Where computer systems have an impact on corporate financial systems the Director of Finance shall need to be satisfied that:

- (a) systems acquisition, development and maintenance are in line with corporate policies such as an Information Technology Strategy;
- (b) data produced for use with financial systems is adequate, accurate, complete and timely, and that a management (audit) trail exists;
- (c) Director of Finance staff have access to such data;
- (d) such computer audit reviews as are considered necessary are being carried out.

18. ACCEPTANCE OF GIFTS BY STAFF AND LINK TO STANDARDS OF BUSINESS CONDUCT (see overlap with SO No. 6 and SFI No. 12.2.6 (d))

The Director of Finance shall ensure that all staff are made aware of the HSCB policy on acceptance of gifts and other benefits in kind by staff. This policy follows the guidance contained in the DHSSPS circular HSS(PDD) 8/94 'Codes of Conduct and Accountability' and is also deemed to be an integral part of these Standing Orders and Standing Financial Instructions (see overlap with SO No. 7).

19. PAYMENTS TO INDEPENDENT CONTRACTORS

19.1 Role of the HSCB

The HSCB will approve additions to, and deletions from, approved lists of contractors, taking into account the health needs of the local population, and the access to existing services. All applications and resignations received shall be dealt with equitably, within any time

limits laid down in the contractor's HPSS terms and conditions of service.

19.2 Duties of the Chief Executive

The Chief Executive shall:

- (a) ensure that lists of all contractors, for which the HSCB is responsible, are maintained in an up to date condition;
- (b) ensure that systems are in place to deal with applications, resignations, inspection of premises, etc, within the appropriate contractor's terms and conditions of service.

19.3 Duties of the Director of Finance

The Director of Finance shall:

- (a) ensure that contractors who are included on an HSCB approved list receive payments;
- (b) maintain a system of payments such that all valid contractors' claims are paid promptly and correctly, and are supported by the appropriate documentation and signatures;
- (c) ensure that regular independent verification of claims is undertaken, to confirm that:
 - (i) rules have been correctly and consistently applied;
 - (ii) overpayments are detected (or preferably prevented) and recovery initiated in accordance with HPSS(F)38/98 circular, Guidance on Losses and Special Payments, Appendix B "Recovery of Overpayments;
 - (iii) suspicions of possible fraud are identified and subsequently dealt with in line with DHSSPS Directions on the management of fraud and corruption.
- (d) ensure that arrangements are in place to identify contractors receiving exceptionally high, low or no payments, and highlight these for further investigation; and
- (e) ensure that a prompt response is made to any query raised by the Business Services Organisation, Counter Fraud and Probity

Service regarding claims from contractors submitted directly to them.

20. RETENTION OF RECORDS

- 20.1 The Chief Executive shall be responsible for maintaining archives for all records required to be retained in accordance with DHSSPS guidelines, Good Management, Good Records.
- 20.2 The records held in archives shall be capable of retrieval by authorised persons.
- 20.3 Records held in accordance with DHSSPS guidance shall only be destroyed at the express instigation of the Chief Executive. Detail shall be maintained of records so destroyed.

21. RISK MANAGEMENT AND INSURANCE

21.1 Programme of Risk Management

The Chief Executive shall ensure that the HSCB has a programme of risk management, in accordance with current DHSSPS assurance framework requirements, which must be approved and monitored by the Board.

The programme of risk management shall include:

- a) a process for identifying and quantifying risks and potential liabilities;
- b) engendering among all levels of staff a positive attitude towards the control of risk;
- c) management processes to ensure all significant risks and potential liabilities are addressed including effective systems of internal control, cost effective insurance cover, and decisions on the acceptable level of retained risk;
- d) contingency plans to offset the impact of adverse events;
- e) audit arrangements including; internal audit, clinical and social care audit, health and safety review;
- f) a clear indication of which risks shall be insured;

g) arrangements to review the risk management programme.

The existence, integration and evaluation of the above elements will assist in providing a basis to make a statement on the effectiveness of Internal Control (SIC) within the Annual Report and Accounts as required by current DHSSPS guidance.

21.2 Insurance arrangements with commercial insurers

21.2.1 There is a general prohibition on entering into insurance arrangements with commercial insurers. There are, however, **three exceptions** when HSC organisation's may enter into insurance arrangements with commercial insurers. The exceptions are:

- (1) HSC organisation's may enter commercial arrangements for **insuring motor vehicles** owned by the HSCB including insuring third party liability arising from their use;
- (2) where the HSCB is involved with a consortium in a **Private Finance Initiative** contract and the other consortium members require that commercial insurance arrangements are entered into; and
- (3) where **income generation activities** take place. Income generation activities should normally be insured against all risks using commercial insurance. If the income generation activity is also an activity normally carried out by the HSCB for an HPSS purpose the activity may be covered in the risk pool. In any case of doubt concerning an HSCB's powers to enter into commercial insurance arrangements the Finance Director should consult the DHSSPS.

APPENDICES

Contents	PAGE
Appendix 1 Chief Executive's Scheme of Delegation	150 ¹⁴⁹
Appendix 2 Administrative Schemes of Delegation	154 ³
Appendix 3 Financial Schemes of Delegation	168 ⁶
Appendix 4 Assessment Panel	170
Appendix 5 Audit Committee	179 ⁸
Appendix 6 Disciplinary Committee Interim Arrangements	188 ⁷
Appendix 7 Governance Committee	190
Appendix 8 Local Commissioning Groups	198 ⁷
Appendix 9 Pharmacy Practices Committee	200 ⁸
Appendix 10 Reference Committee	216 ⁵
Appendix 11 Remuneration and Terms of Service Committee	220
Appendix 12 Review Panel	225 ⁵
Appendix 13 Standing Items on Board Agenda	235 ⁴

CHIEF EXECUTIVE'S SCHEME OF DELEGATION

This appendix refers to Section 3.2 of the Standing Orders

ITEMS	RESPONSIBILITY	CONTROLS	DELEGATED TO
4.2.1 Corporate Operational Matters	Matters which impact on the corporate operational performance of the Board	Timely submission required from appropriate lead Director or joint submission	Senior Management Team
4.2.2 Corporate Plan	An accessible statement of the Board's purpose, values and goals and key actions to be undertaken by the Board to deliver	To be prepared annually in line with Government proposals	Senior Management Team
4.2.3 Multidisciplinary Planning and Commissioning and Monitoring proposals	Proposed matters which involve the planning and commissioning and monitoring of services including in year management of resources	Proposals to be submitted for Senior Management Team approval and monitoring	Appropriate Planning or Commissioning Team
4.2.4 Lead and Manage Individual Directorates	The operational management of individual directorates including leadership and development	Responsive to corporate needs	Individual Directors
4.2.5 Financial Performance of Directorate Operations	Monitoring of individual Directorate performance to achieve overall corporate targets set by the Department of Health, Social Services and Public Safety	Monthly reporting by Director of Finance to achieve overall targets	Senior Management Team

ITEMS	RESPONSIBILITY	CONTROLS	DELEGATED TO
<p>4.2.6 Control Assurance Standards and Risk Management</p>	<p>Ensure Board-wide implementation and compliance with the requirements of Controls Assurance Standards.</p>	<p>To be reported through the Governance Committee to the Board</p>	<p>Head of Corporate Services</p>
<p>4.2.7 Policy Approval Process to comply with Control Assurance Standards (CAS)</p>	<p>New policy proposals requiring approval in accordance with the CAS</p>	<p>Policies relating to internal management arrangements to be submitted to SMT for approval. All other policies have approval reserved to the Board.</p>	<p>Senior Management Team</p>
<p>4.2.8 Management of serious concerns/underperformance concerns in the 4 Family Practitioner Services</p>	<p>The review of concerns about under-performance of general medical, dental, pharmaceutical and ophthalmic practitioners including advice on the management of cases and referral for investigation, where appropriate.</p>	<ul style="list-style-type: none"> • Regional Professional Panel • Reference Committee or, where appropriate, the Chief Executive • Review Panel 	<p>Director of Integrated Care and appropriate officers in the Directorate of Integrated Care</p>

ITEMS	RESPONSIBILITY	CONTROLS	DELEGATED TO
<p>4.2.8 Operation of the Regional Professional Panel from 1 January 2011</p>	<p>Assessing expressions of concern about under-performance of general medical, dental, pharmaceutical and ophthalmic practitioners.</p>	<p>Referral on to Stage 3 shall be decided by the Reference Committee or, where appropriate, the Chief Executive.</p>	<p>Director of Integrated Care and appropriate officers in the Directorate of Integrated Care</p>
<p>4.2.9 Management of the GMS Contract</p>	<p>The operation of the HPSS (General Medical Services Contracts) Regulations (Northern Ireland) 2004</p>	<p>Key proposals to be submitted for SMT approval and monitoring</p>	<p>Director of Integrated Care and appropriate officers in the Directorate of Integrated Care</p>
<p>4.2.10 Operation of the NI Primary Medical Performers List</p>	<p>The operation of the HPSS (Primary Medical Performers Lists) Regulations (Northern Ireland 2004, including the inclusion, conditional inclusion, contingent removal, suspension and removal of GP Performers from the NI PMPL List</p>	<ul style="list-style-type: none"> • Regional Primary Medical Performers List Advisory Committee • Review Panel 	<p>Director of Integrated Care and appropriate officers in the Directorate of Integrated Care</p>
<p>4.2.11 Operation of the Responsible Officer role</p>	<p>The Medical Profession (Responsible Officers) Regulations (Northern Ireland) 2010</p>	<p>Responsible Officers forum (DHSSPS) - relating to the operation of the Responsible Officer role to be submitted to SMT for approval. The responsible officer</p>	<p>Assistant Director of Integrated Care (Head of GMS) – Designated as the Responsible Officer.</p>

<p>4.2.12 Operational Role of the Accountable Officer</p> <p>[REDACTED]</p>	<p>The Chief Medical Officer (Supervision and Management Use) Registrar (North) and 20092009</p>	<p>reports to the Director of Integrated Care and is accountable to the HSCB Board for this function.</p>	<p>The Accountable Officer is the Director of Integrated Care and is Head of the Board for this function</p>
		<p>reports to the Director of Integrated Care and is accountable to the HSCB Board for this function</p>	<p>Assistant Director of Integrated Care and is Head of the Board for this function</p>

MAHI - 097 - 762

ADMINISTRATIVE SCHEMES OF DELEGATION

This appendix refers to Sections 3.4 – 3.4.9 of the Standing Orders

3.4.5 Delegation of Budgets for Board Administration

ITEMS	RESPONSIBILITY	CONTROLS	DELEGATED TO
<p>Authorisation and Approval of Non-Pay Expenditure for Board Administration</p>	<p>The authorisation and approval of non-pay expenditure for Board administration.</p> <p>Chief Executive further delegates these powers to Directors or nominated Officers within the budgets provided to them and the limits set out below.</p> <p>In turn, they may delegate them to named officers.</p>	<p>Within Limits set out below.</p> <p>The Director of Finance will bring forward annual budgets within which each Director must manage their annual expenditure.</p>	<p>Chief Executive, Directors or nominated Budget Holders</p>

Relates to Section 3.4 of STANDING ORDERS

Appendix 2

ADMINISTRATIVE SCHEMES OF DELEGATION

3.3.6 Procedure for Delegating Power to Authorise and Approve Non-Pay Expenditure For Board Administration

Authority to initiate expenditure and approve payments

Authority to initiate expenditure and to approve the payment of invoices is delegated to the Chief Executive who delegates it to Directors or nominated Officers. They in turn may delegate these powers to named officers in their directorates.

Each Director shall nominate appropriate officers and the Finance Directorate will compile a comprehensive list. The list (including specimen signatures) will be copied to the Business Services Organisation. A copy shall be retained in each directorate for reference. The list shall be amended as necessary and reviewed at least annually; a revised version will be distributed.

Expenditure in each specified category is only permitted within the budget provided for it.

The nominated officers shall observe the limits delegated to them on the list (see above), which shall not be exceeded without express approval of the Chief Executive. They must also note their responsibilities in authorising expenditure to be incurred by the Health and Social Care Board.

Routine Expenditure

Definition:

This is expenditure on goods and services for which a budget is provided and which is usually initiated by requisition and repeated periodically. Examples would include office supplies and consumables together with the maintenance of equipment and other establishment costs.

Expenditure Limits:

None. Within budgets.

Relates to Section 3.4 of STANDING ORDERS

ADMINISTRATIVE SCHEMES OF DELEGATION

3.4.6 Procedure for Delegating Power to Authorise and Approve Non-Pay Expenditure For Board Administration

	<p>Non Routine Expenditure</p> <p>Definition: This is expenditure which occurs on a once-only or occasional basis for which a budget may be provided. It may include books, periodicals, courses, travel, and equipment costing less than £5,000.</p> <p>Expenditure limits: As provided by the Scheme of Delegation within the budget or approved funding.</p> <p>No Budget or Approved Funding: If no budget or specifically approved funding exists for any such proposed expenditure, a Director or nominated Officer is to consult the Director of Finance to identify a possible source of funds. A submission may then be prepared for the Senior Management Team seeking the authorisation of the Chief Executive for the proposed expenditure and its funding.</p> <p>Specific Items: Individual procedures applies to the:</p> <ul style="list-style-type: none"> - Use of External Consultants - ICT Expenditure <p>Please refer to the following sections for further information.</p> <p>Capital Expenditure</p> <p>Definition: Capital expenditure is defined in the HPSS Capital Accounting Manual. The essential elements are that there is an asset capable of use for more than one year and that the expenditure exceeds £5,000.</p> <p>Expenditure Limits: As provided by the Scheme of Delegation within the budget or approved funding.</p>
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Relates to Section 3.4 of STANDING ORDERS	
ADMINISTRATIVE SCHEMES OF DELEGATION	
3.4.6 Authorisation and Approval Of PAYROLL Expenditure for Board administration	
<p>Authority to Initiate and Approve Payroll Expenditure</p> <p>The power to authorise payroll expenditure is delegated to the Chief Executive as determined by the framework approved by the Remuneration and Terms of Service Committee on behalf of the Board.</p> <p>The power to appoint a member of staff is delegated to members of the relevant interview panel provided that approval has been obtained from the Chief Executive to initiate the recruitment process.</p> <p>This applies to new posts or replacement staff for both permanent and temporary appointments.</p> <p>Additional payroll costs such as overtime payments are delegated to Directors and nominated Officers to authorise, providing they remain within the total funds for the individual budget concerned.</p> <p>The processing of all supporting services will be outsourced to the Business Services Organisation, managed through a Service Level Agreement mechanism.</p>	

Relates to Section 3.4 of STANDING ORDERS

**ADMINISTRATIVE SCHEMES OF DELEGATION
3.4.6 Authorisation and Approval of Non-Pay Expenditure
For Board Administration**

FINANCIAL LIMITS	
	<p>The responsibility for the authorisation and approval of non-pay expenditure for Board administration is delegated to the Chief Executive. Chief Executive further delegates these powers to Directors and nominated Officers within the budgets provided to them and the limits set out below. In turn, they may delegate them to named officers.</p> <p>Routine Revenue Expenditure:</p>
Not required	<p>Within budget limits</p> <p><u>Non-Routine Revenue Expenditure:</u> (excluding ICT and Use of External Management Consultants (Standing Order 3.4.8) and where there are separate arrangements Standing Order 3.4.9)</p>
Limits may be varied	<p>Within budget or ear-marked funds: please refer to the current Scheme of Delegated Authority for full details of all authorised limits</p> <p>No budget or ear-marked funds: Submission to Senior Management Team</p> <p>Use of External Management Consultants Authorisation of proposed use:</p>
Up to £10,000	Chief Executive and notify Policy and Accountability Unit in advance.
£10,000 and above	Chief Executive plus authorisation of the Minister (DHSSPS) in advance. Please note that where a Single Tender Action is proposed for an External Consultancy project, the

	<p>Permanent Secretary's advance approval must also be secured. This applies to all levels of expenditure.</p>	
<p>Any amount</p>	<p>Approval to pay:</p> <p>As per Scheme of Delegated Authority for Non Purchase Order administration costs.</p>	
<p>Within projected financial limit <£500,000</p> <p>> £500,000</p>	<p>Capital Expenditure</p> <ul style="list-style-type: none"> • ICT Strategy by Board • Support to Trust proposed Capital Investment at Strategic Outline stage. • Director (Board and Department of Health, Social Services and Public Safety approval required for ICT Business Cases >£250,000) • Chief Executive/SMT (Department of Finance and Personnel approval required for ICT Business Cases >£500,000) 	
<p><£100,000</p> <p>>£100,000</p>	<p>Disposal of Board Assets</p> <ul style="list-style-type: none"> • Chief Executive • Board 	

Relates to Section 3.4 of STANDING ORDERS

ADMINISTRATIVE SCHEMES OF DELEGATION
3.4.7 Procedure for Quotations and Tendering of Non- Pay
Expenditure For Board Administration

Financial Limits		
Order Value:		Requirement:
Up to and including £2,000		Quotations not required.
£2,000	£30,000	Tenders or written quotations from not less than four suppliers
£30,000	£156,442	Ten days public notice in at least two newspapers in Northern Ireland and in such other publications as considered necessary by the Board or by the Business Services Organisation.
Goods > £156,442		Contracts for goods for more than £156,442 are subject to The Public Supply Contracts Regulations 1995 - requiring advertising in the Supplement to The Official Journal of the European Community.
Services > £156,442		Contracts for services for more than £156,442 are subject to The Public Services Contracts Regulations 1993 - requiring advertising in the Supplement to The Official Journal of the European Community.

Placing of Orders

For orders falling within the financial limits above, the Business Services Organisation (PaLS) shall order under contracts already negotiated by tendering procedures OR shall institute the tendering process on behalf of the requisitioning officer.

When selecting suppliers to be invited to submit a quotation or tender for procurements below **£30,000**, contracting authorities should provide opportunities for Small and Medium sized Enterprises to compete for business in line with the Health and Social Care Board's Procurement Policy.

For orders falling within the final two financial limits above, officers are advised to consult the Director of Finance. Reference shall also be made to:

- the Department's circular "Contract Procedure- Supplies";
- HSS(WS2)1/74 as amended by HSS(PPM)03/06; and
- Standing Financial Instructions paragraphs 11.1.4 and 11.2.3.

Relates to Section 3.4 of STANDING ORDERS

ADMINISTRATIVE SCHEMES OF DELEGATION

3.4.8 Procedure for Use of External Consultants for Non-Pay Expenditure for Board Administration

Introduction:

DHSSPS Circular HSS (F) 40/2009 and Supplements 1 and 2 provide extensive guidance on the engagement of External Consultants by Health and Social Care organisations

It applies to **all** contracts for External Management “consultancy projects’ and deals with the management and monitoring of such assignments.

Against this background, the HSC Board has drawn up the following procedure to ensure compliance with this guidance and to enable the Board's officers to carry out their delegated tasks with the assurance that they have achieved value for money, selected the best consultants for the job, followed Standing Orders and other procedures and managed the assignment in a professional manner.

Delegation:

The HSC Board requires that **all** proposed use of External Management Consultants **must** be submitted, through the Director of Finance, to the Chief Executive for authorisation **BEFORE** engaging or going out to tender. The authorisation framework and thresholds shall be applied as set out for non-pay expenditure.

The nominated officer, taking lead responsibility for the assignment, shall complete a Proposal to Engage Management Consultants Form (Annex 2a HSS (F) 40/2009), for signature by their Director. This should then be submitted, via the Director of Finance, for authorisation by the Chief Executive.

Relates to Section 3.4 of STANDING ORDERS

ADMINISTRATIVE SCHEMES OF DELEGATION

3.4.8 Procedure for Use of External Consultants for Non-Pay Expenditure for Board Administration

	<p>Appropriate Senior Management Team members shall be consulted before making a decision on whether the relevant skills and expertise are available internally.</p> <p>Tendering:</p> <p>The use of External Management Consultancy is subject to the normal contract procedures as referred to in Standing Orders, Administrative/Financial Schemes of Delegation for Non-Pay Expenditure (see above). Procurement Control Limits should be confirmed in advance with the Business Services Organisation.</p>	
	<p>Where an exception is to be made under Circular HSS (F) 40/2009 (Supplements 1 and 2), this must have Accounting Officer Approval and, if material, reported to the Audit Committee.</p>	
	<p>Liaison with Department of Health, Social Services and Public Safety:</p> <p>The circular requires that the Department's Policy and Accountability Unit is notified in all instances where there is a case for External Consultants being employed. The HSC Board has decided that in all cases the notification shall be directed via the Director of Finance, who shall provide advice on the completion of forms and the notification to the Department of Health, Social Services and Public Safety.</p> <p>The Circular also requires the approval of the Minister of Health, Social Services and Public Safety before going out to tender where the fees are likely to exceed £9,999 and Department of Finance and Personnel approval if greater than £75,000. As above, the Director of Finance shall advise on the referral for approval and shall be the primary point of contact with the Department's Policy and Accountability Unit.</p>	

	<p>In addition, and in exceptional circumstances, if a Single Tender Action is proposed for the External Management Consultancy project, the relevant Director must present the case to the Chief Executive who will decide whether the request may proceed to the Permanent Secretary (DHSSPS) for approval.</p> <p>This is the case at all levels of proposed expenditure on External Management Consultancy with a proposal for a Single Tender Action.</p> <p>Evaluation The Business Services Organisation (PaLS) should be consulted in cases where a tender is deemed necessary.</p>	
	<p>Engagement of Consultants: The Health and Social Care Board's standard letter of contract shall be used. Where it is deemed necessary to depart from this, advice shall be sought from the Director of Finance.</p> <p>Monitoring: The sponsoring directorate or steering Committee must appoint an officer to manage the External Management Consultancy project.</p> <p>Fees and Expenses: All expenditure must be approved according to the Scheme of Delegated Authority by the Chief Executive or Director of Finance.</p>	
	<p>Financial Monitoring: The Director of Finance is responsible for maintaining the records of expenditure on assignments completed and/or started during each year, which are required by the circular, and for submitting the quarterly and annual returns to the Department of Health, Social Services and Public Safety.</p> <p>The nominated officer, identified as being responsible for managing the project, is responsible for advising the Director of Finance on expenditure on the project.</p>	

	<p>Report: The appointed officer and/or the steering Committee/project team shall complete the Post Project Evaluation Report recording the assessment of the consultant, which the circular requires. It shall then be forwarded to the Director of Finance for onward submission to the Department of Health, Social Services and Public Safety.</p>	
	<p>Records: The monitoring officer shall set up a contract file which includes:</p> <ul style="list-style-type: none"> • terms of reference / consultants brief; • evidence of DHSSPS notification and approval; • evidence of notification to staff associations/Trade Unions if applicable; • evaluation criteria; • copies of all the consultants proposals; • details of the shortlisting and final selection process; • the letter of contract and any variations; • records of payments; • implementation plans, and • project evaluation details. 	
	<p>Consultation with Staff: The circular requires that staff associations/Trade Unions shall be advised when it is proposed to use consultants on an efficiency assignment which may impact on the organisational structure and/or staffing.</p> <p>Employment of IT Consultants: In addition, the Information Management Group of the NHS HSS Executive has produced a guide on "The Procurement and Management of Consultants within the NHS." The Department has issued this as a model of good practice. Volume One focuses on the general issues of which senior management shall be aware and Volume Two on the practical details for a manager purchasing consultancy services.</p>	

Any enquiries in connection with the above shall be addressed, in the first instance, to the Director of Finance.

Relates to Section 3.4 of STANDING ORDERS

ADMINISTRATIVE SCHEMES OF DELEGATION

3.4.9 Procedure for Delegating Power to Authorise and Approve ICT and ICT Related Investment & Expenditure for Board Administration

	<p>The Health and Social Board is responsible for the preparation and implementation of a DHSSPS approved ICT strategy for the wider HSC, within the capital and revenue resources made available by the Minister. These resources may be supplemented by both capital and revenue resource transfers from general allocations available to HSC bodies.</p>	
	<p>The approval of the HSC ICT Investment Strategy is reserved to the Board. The approval of Business Cases and associated capital investment and expenditure is delegated to the Chief Executive within the parameters of the approved strategy, Departmental directions and available capital and revenue allocations.</p> <p>The Chief Executive may delegate to the Director responsible for ICT expenditure authority to approve Business Cases up to £250,000, and the transfer of capital allocations to other HSC organisations up to £1,000,000, provided they are consistent with the priorities approved by the Board within the ICT Strategy and affordable within the budgetary allocations notified or indicated by the DHSSPS.</p> <p>The Director responsible for ICT expenditure will agree with the Finance Director their scheme of further delegation to nominated officers within the HSC Board ICT Department of powers to approve the transfer of capital allocations to other HSC organisations by the DHSSPS, approve business cases within the Board approved ICT strategy and budgets, approve requisitions for Board/GMS ICT assets and services and, separately, approve invoices for Board/GMS ICT assets within Board approved annual budgets. Board and DHSSPS approval is required for Business Cases in excess of £250,000.</p>	

FINANCIAL SCHEMES OF DELEGATION

This appendix refers to Sections 3.5.1 – 3.5.2 of the Standing Orders

Relates to Section 3.4 of STANDING ORDERS
FINANCIAL SCHEMES OF DELEGATION
3.5.1 Procedure for Delegation of Budgets including Budgets for Commissioning of Care

<p>The Director of Finance under the authority of the Chief Executive may delegate the management of a budget to permit the performance of a defined range of activities. This delegation must be in writing and accompanied by a clear definition of:</p> <ul style="list-style-type: none"> • the amount of the budget; • the purpose of each budget heading; • individual and group responsibilities; • authority to exercise virement within total revenue or total capital; • achievement of planned levels of service; and • the provision of regular reports <p>Principles of Delegation: Control of a budget shall be set at a level at which budget management can be most effective.</p> <p>Whilst the Chief Executive retains overall responsibility for budgets, they may be delegated to Directors, Local Commissioning Groups or nominated Officers who may, in turn, delegate the management of a budget to officers under their span of control. A list of the officers so authorised shall be forwarded to the Director of Finance.</p> <p>General: All expenditure is to be included in the budgetary system and all items must be coded to a budget heading.</p> <p>Where additional funding is required outside the budgetary framework for prospective expenditure the relevant Director or nominated Officer shall prepare a submission to the Senior Management Team.</p>	<p>Standing Financial Instructions Section 10.2</p>
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	<p>Timetable: The Director of Finance shall have discussions with designated budget holders in February and March of each year and submit proposed budgets to the Chief Executive for approval in March of each year. The delegation of budgets shall be arranged before 1 April each year.</p> <p>Virement: The rules governing virement are important. Virement powers cannot be unlimited as otherwise the initial budgetary decisions of the Board could be nullified. Virement rules which are too restrictive, however, will not then allow the freedom to manage. The Board wishes to permit the optimum flexibility through virement, subject to its own priorities and plans. Virement is permissible except where expressly excluded as below:</p> <ul style="list-style-type: none"> • no virement between capital and revenue budgets is permitted except with the written permission of DHSSPS; • no virement from a non-recurrent to a recurrent purpose is permitted; • all non-recurrent virements must be agreed within a period of account and certainly no longer than one year; • locally planned savings are available to the budget holder on a recurring basis at the discretion of the Director or nominated Officer involved; • savings arising from Health and Social Care Board policy changes or from imposed cuts are not available to the budget holder; • fortuitous savings are at the disposal of budget holders in the same way as planned savings, although the Chief Executive reserves the right to request all fortuitous savings to be made available for another planned purpose; • where timing delays, such as the late delivery of capital equipment, mean that expenditure is not incurred in one period of account, then the "savings" are not available for virement until the postponed expenditure in the following period of account has been committed. 	
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	<p>Budget holders must confirm their agreement to the Director of Finance in writing and the proposed virement must then be submitted to the Senior Management Team to be approved by the Chief Executive.</p>	
	<p>Overspends and Underspends</p> <p>The consent of the Chief Executive must be obtained before incurring any overspends which cannot be met by approved virement.</p> <p>Any funds not required for their designated purpose(s) revert to the immediate control of the Chief Executive, subject to any authorised use of virement.</p>	

Relates to Section 3.6 of STANDING ORDERS

FINANCIAL SCHEMES OF DELEGATION

3. 6 Authority To Initiate And Approve Cash Advances To HSC Bodies

FUNCTION	
	<p>Cash Advances:</p> <p>The responsibility for the authorisation and approval of Cash Advances to HSC Bodies is reserved to the Department of Health, Social Services and Public Safety.</p> <p>The Department of Health, Social Services and Public Safety retains responsibility for the reconciliation of overall HSC cash draw and reported Income and Expenditure positions of individual HSC organisations in Northern Ireland.</p> <p>Limits of Authority:</p> <p>There is no delegated authority to the Health and Social Care Board from the Department of Health, Social Services and Public Safety for cash advances in any single financial year.</p>



APPENDIX 4

ASSESSMENT PANEL

Contents

- 1 Remit and Constitution**

- 2 Rejection of Closure Notice by the Board**

- 3 Assignments to Closed Lists**

ASSESSMENT PANEL

1 REMIT AND CONSTITUTION

1.1 Introduction

1.2 The Health and Personal Social Services (General Medical Services Contracts) Regulations (Northern Ireland) 2004 govern the operation of the GMS contracts between the HSCB and the 353 practices in the HSCB's area. This includes provision for the registration of patients on practice lists and for the closure of practice lists in certain circumstances.

1.3 Role

1.4 The primary role of the Assessment Panel is to exercise the functions of the Board under Schedule 5, Part 2, Regulation 31 and 35 of The Health and Personal Social Services (General Medical Services Contracts) Regulations (Northern Ireland) 2004 on behalf of the Board.

1.5 Terms of Reference

1.6 An Assessment Panel will be appointed by the Board, as soon as is practicable,

(a) where the Board has rejected a closure notice, to consider and determine whether a GMS contractor should be permitted to close his list of patients, and if so, the terms on which he should be permitted to do so; and

(b) where the Board wishes to assign new patients to contractors which have closed their lists of patients.

1.7 Relationship with and Reporting to the Board

An assessment panel will be constituted as a committee of the Board with the power to make decisions in accordance

with its Terms of Reference. The Assessment Panel shall report its decisions, in writing, to the Board.

1.8 Composition of the Assessment Panel

The Panel shall comprise three members:

- the Chief Executive of the Board
- a person representative of the patients in an area other than that in which the practice is located; and
- a person representative of a Local Medical Committee which does not represent practitioners in the area of the Board which is a party to the contract.

2 REJECTION OF CLOSURE NOTICE BY THE BOARD

2.1 The Board shall provide the Assessment Panel with such information as it may reasonably require to enable it to reach a determination and shall include in such information any written observations received from the contractor.

2.2 At least one of the Assessment Panel shall visit the contractor before reaching a determination.

2.3 Within the period of 28 days beginning with and including the date on which the Board rejected the closure notice, the Assessment Panel shall –

- (a) Approve the list closure; or
- (b) Reject the list closure,

and shall notify the Board and the contractor of its determination, in writing, as soon as possible.

2.4 Determination on Rejection of Closure Notice

2.5 Where the Assessment Panel determines that the contractor's list of patients should close, it shall specify –

- (a) a date from which the closure shall take effect which must be within a period of 7 days beginning with and including the date of the Assessment Panel's determination; and
- (b) those details specified in paragraph 29(8), Part 2 of Schedule 5 of the Regulations which are attached as Appendix A.

2.6 Where the Assessment Panel determines that the contractor's list of patients may not close, that list will remain open. The Panel shall specify that the contractor may not submit a further closure notice until -

- (a) the expiry of a period of three months beginning with and including the date of the Assessment Panel's determination; or
- (b) (if applicable) the final determination of the dispute resolution procedure (or any court proceedings)

whichever is the later, unless there has been a change in the circumstances of the contractor which affects his ability to deliver services under the contract.

2.7 The Board and the contractor shall enter into discussions with a view to ensuring that the contractor receives support from the Board which will enable him to continue to provide services safely and effectively.

2.8 Dispute Resolution Procedure

2.9 Where the Board has rejected a closure notice the contractor and the Board may not refer the matter for determination, in accordance with the dispute resolution procedure (or, where applicable, commence court proceedings) until the Assessment Panel has given its determination.

2.10 After the Assessment Panel has given its determination any of the parties wishing to refer a dispute shall send a written request to the Department for dispute resolution within a period of three years beginning with and including the date on which the matter giving rise to the dispute happened or

should reasonably have come to the attention of the party wishing to refer the dispute.

3 ASSIGNMENTS TO CLOSED LISTS

3.1 Where most or all of the providers of essential services (or their equivalent) whose practice premises are within an area of the Board and have closed their lists of patients and the Board wishes to assign new patients to contractors which have closed their lists, it must -

- (a) prepare a proposal for consideration by the Assessment Panel which must include details of those contractors to which the Board wishes to assign patients.

3.2 Determination on Assignments to Closed Lists

3.3 In reaching its determination the Assessment Panel shall have regard to relevant factors including –

- (a) whether the Board has attempted to secure the provision of essential services (or their equivalent) for new patients other than by means of their assignment to contractors with closed lists of patients; and
- (b) the workload of those contractors likely to be affected by any decision to assign such patients to their lists of patients.

3.4 The Assessment Panel will make a determination with 28 days beginning with and including the date on which the Panel was appointed and–

- (a) shall determine whether the Board may assign patients to contractors which have closed their lists of patients; and if it determines that the Board may make such assignments, it shall also determine those contractors to which patients may be assigned; and
- (b) may determine that the Board may assign patients to contractors other than those contractors specified by the Board in its proposal referred to at point 3.1 above as long as the contractors were notified under

paragraph 35, sub-paragraph (4)(a) of the Regulations which is attached as Appendix B.

3.5 The Assessment Panel's determination shall include its comments on the matters specified at point 3.3 above and shall be notified in writing to those contractors which were notified under paragraph 35, sub-paragraph (4)(a) of the Regulations which is attached as Appendix B.

3.6 Dispute Resolution Procedure

Where an Assessment Panel makes a determination that the Board may assign new patients to contractors which have closed their lists of patients, any contractor specified in that determination may refer the matter for review to the Department within 7 days beginning with and including the date of the determination.

APPENDIX A

The Health and Personal Social Services (General Medical Services Contracts) Regulations (Northern Ireland) 2004, Paragraph 29, sub-paragraph (8) states:

A closure notice shall be submitted in the form specified in Schedule 6, and shall include the following details which (in a case falling within sub-paragraph (7)(a)) have been agreed between the parties or (in a case falling within sub-paragraph (7)(b)) are proposed by the contractor –

(a) the period of time (which may not exceed 12 months) for which the contractor's list of patients will be closed;

(b) the current number of the contractor's registered patients;

(c) the number of registered patients (lower than the current number of such patients, and expressed either in absolute terms or as a percentage of the number of such patients specified pursuant to head (b)) which, if that number were reached, would trigger the re-opening of the contractor's list of patients;

(d) the number of registered patients (expressed either in absolute terms or as a percentage of the number of such patients specified pursuant to head (b)) which, if that number were reached, would trigger the re-closure of the contractor's list of patients; and

(e) any withdrawal from or reduction in provision of any additional or enhanced services which had previously been provided under the contract.

APPENDIX B

The Health and Personal Social Services (General Medical Services Contracts) Regulations (Northern Ireland) 2004, Paragraph 35, sub-paragraph (4)(a) states:

The Board shall notify in writing-

(a) contractors or Article 15B providers whose practice premises are within the Board's area which –

- (i) have closed their list of patients, and
- (ii) may, in the opinion of the Board, be affected by the determination of the Assessment Panel;

that it has referred the matter to the Assessment Panel.

**APPENDIX 5****AUDIT COMMITTEE****Contents:**

- 1.0. REMIT AND CONSTITUTION**
 - 1.1. Introduction**
 - 1.2. Establishment of an Audit Committee**
 - 1.3. Role**
 - 1.4. Terms of Reference**
 - 1.5. Composition of an Audit Committee**
 - 1.6. Meetings**

- 2.0. CONDUCT OF BUSINESS**
 - 2.1. Attendance**
 - 2.2. Scope of Work**
 - 2.3. Reporting**
 - 2.4. Relationship with Internal Audit**
 - 2.5. Relationship with External Audit**

AUDIT COMMITTEE

REMIT AND CONSTITUTION

1.1 Introduction

1.1.1 The Health and Social Care (Reform) Act (Northern Ireland) 2009 (Schedule 1, Paragraph 7) applies.

The Codes of Conduct and Code of Accountability specified the requirement for an Audit Committee to be established by HSS Boards and Circular HSS (PDD) 8/94 set out detailed guidance on how this shall be done.

1.1.2 HM Treasury Guidance “Corporate Governance in Central Government Department’s: Code Of Good Practice” (July 2005) provides that:

“Principle 5: The Board should ensure that effective arrangements are in place to provide assurance on risk management, governance and internal control. In this respect, the Board should be independently advised by:

- an Audit Committee chaired by an independent Non Executive Director;
- an internal audit service operating in accordance with Government Internal Audit Standards”

1.1.3 On Audit Committees, this principle is supported by two provisions:

Provision 5.2: The Board should establish an Audit Committee, of at least three members. The chairman of the Committee should be an independent Non Executive Director of the Board and at least one of the Committee members should have recent and relevant financial experience. The Audit Committee should be established and function in accordance with the Audit Committee Handbook.

Provision 5.3: The Terms of Reference of the Audit Committee, including its role and the authority delegated to it by the Board, should be made available publicly. The Department should report annually on the work of the Committee in discharging those responsibilities”

1.2 Establishment of an Audit Committee

1.2.1 In accordance with The Health and Social Care (Reform) Act (Northern Ireland) 2009 (Schedule 1, Paragraph 7) an Audit Committee is to be constituted as a Committee of the Health and Social Care Board to act with independence.

1.2.2 The Core Controls Assurance for Financial Management notes that:

“There is an Audit Committee overseeing the financial aspects of governance.

Every ALB is required to establish a Non Executive Committee of the Board to be known as the Audit Committee. The Committee must report directly to the Board. The main objective of that Committee is to independently contribute to the Board’s overall process for ensuring that an effective internal control system is maintained...”

1.3 Role

1.3.1. The Health and Social Care Board is responsible for the:

- management of its activities in accordance with laws and regulations and;
- establishment and maintenance of a system of internal control designed to give reasonable assurance that:
 - assets are safeguarded
 - waste and inefficiency are avoided

- reliable financial information is produced and;
- value for money is continuously sought

1.3.2 The Audit Committee will support the Board and Accounting Officer by reviewing the comprehensiveness of assurances in meeting the Board and Accounting Officer's assurance needs and reviewing the reliability and integrity of these assurances.

1.3.3 HM Treasury "Management of Risk – Principles and Concepts" (October 2004) defines assurance as:

"an evaluated opinion, based on evidence gained from review on the organisation's governance, risk management and internal control framework"

1.3.4 The Audit Committee will constructively challenge:

- assurance providers as to whether the scope of their activity meets the Board and Accounting Officer's assurance need and;
- the actual assurances to test that they are founded on sufficient reliable evidence and that the conclusions are reasonable in the context of the evidence

1.4 Terms of Reference

1.4.1 The Terms of Reference of the Audit Committee are in accordance with the Good Practice Principles contained within HM Treasury Audit Committee Handbook (March 2007)

1.4.2 The Terms of Reference of the Audit Committee are approved by the Health and Social Care Board and will be kept under review in light of any emerging or changing accountability arrangements for the Health and Social Care Board.

1.4.3 The Audit Committee will advise the Board and Accounting Officer on:

- the strategic processes for risk, control and governance and the Statement on Internal Control;
- the accounting policies, the accounts, and the annual report of the organisation, including the process for review of the accounts prior to submission for audit, levels of error identified and management's letter of representation to the external auditors;
- the planned activity and results of both internal and external audit;
- the scope and effectiveness of internal control;
- adequacy of management response to issues identified by audit activity, including external audit's management letter;
- assurances relating to the corporate governance requirements for the organisation;
- (where appropriate) proposals for tendering for either Internal or External Audit services or for purchase of non-audit services from contractors who provide audit services;
- anti-fraud policies, whistle-blowing processes and arrangements for special investigations;
- review any changes to the HSCB Standing Orders and Standing Financial Instructions as a result of the annual review;
- the Audit Committee will also periodically review its own effectiveness and report the results of that review to the Board.

1.5 Composition of the Audit Committee

- 1.5.1 The Audit Committee shall comprise four Non Executive Directors with a quorum of three. The Board will also have the power to co-opt an additional member on the recommendation of the Audit Committee in line with the requirements of paragraph 1.5.2 below.

1.5.2 Every effort should be made to ensure that at least one member of the Committee has recent and relevant financial expertise.

1.5.3 None of the Non Executive Directors shall be the Chair of the Board although he/she may be invited to attend meetings that are discussing issues pertinent to the whole Board.

1.6 Meetings

1.6.1 The Audit Committee shall meet at least four times per year with a specific remit as the core of each meeting, although any appropriate matters may be considered at any meeting.

Further meetings may be arranged at the discretion of the Chair as necessary.

2.0 CONDUCT OF BUSINESS

2.1 Attendance

2.1.1 The Director of Finance of the Health and Social Care Board, who is responsible for the management of internal audit arrangements, shall have a standing invitation to attend all meetings except the annual meeting with the External Auditor when it is stipulated that no Officers shall attend.

2.1.2 The External Auditor shall be invited to attend any meeting of the Committee. Once a year, the Audit Committee shall meet the External Auditor without the presence of Officers.

2.1.3 Any member of staff of the Board may be required to attend a meeting of the Audit Committee as necessary.

2.1.4 In accordance with MMCB 167 "Oversight of DHSSPS Arm's Length Bodies: Departmental Attendance at Audit Committees", a Department of Health, Social Services and Public Safety representative shall be invited to attend one Audit Committee meeting per year.

2.1.5 A Corporate Business Officer shall service the Audit Committee.

2.2 Scope of Work

2.2.1 The Audit Committee will undertake the following tasks:

- Review verification reports and assurance reports from Internal Audit assignments and management's responses
- Prior to the External Audit, discuss the audit plan with the Auditor including the reliance to be placed on Internal Audit
- Review the External Auditor's Report To Those Charged With Governance and management's response
- Seek annual assurance of the independence of the Board's external and internal auditors
- Consider any report of the Public Accounts Committee or the Comptroller and Auditor General involving the Board and review management's proposed response before presentation to the Board
- Bring to the Board's attention value for money studies that have been done elsewhere which might be relevant and review the work of the Health and Social Care Board in this area
- Review proposed changes to Standing Orders and Standing Financial Instructions
- Examine the circumstances associated with each instance where Standing Orders are waived
- Review all proposed losses for write-off and compensation payments and make recommendations to the Board

- Approve accounting policies and any subsequent changes
- Monitor the implementation of the Codes of Conduct and Accountability thus offering assurance to the Board of probity in the conduct of business
- Monitor and review the effectiveness of the Board's Counter Fraud programme

2.3 Reporting

2.3.1 The Audit Committee will formally report to the Board and Accounting Officer after each meeting.

2.3.2 The Audit Committee will provide the Board and Accounting Officer with an Annual Report, timed to support finalisation of the accounts and the Statement on Internal Control, summarising its conclusions from the work it has done during the year.

2.4 Relationship with Internal Audit

2.4.1 The Audit Committee must obtain the necessary information to assure the Board that the systems of internal control are operating effectively and for this, it relies on the work of Internal Audit and that of the External Auditor.

2.4.2 The Audit Committee shall receive reports of findings on internal control. These reports shall form the basis of the Audit Committee's conclusions and recommendations

2.4.3 A nominated officer is responsible for securing the internal audit service for the Board. A direct reporting line, independent of the Chief Executive and other Executive Directors, shall be available to the Chair of the Audit Committee.

2.5 Relationship with External Audit

- 2.5.1 The Audit Committee shall rely upon the certification of the accuracy, probity and legality of the Annual Accounts provided by the External Auditor, combined with more detailed internal audit review of systems and procedures, in discharging its responsibilities for ensuring sound internal control systems and accurate accounts and providing such assurances to the Board.
- 2.5.2 The External Auditor may provide an independent assessment of any major activity within his remit and a mechanism for reporting the outcome of value for money or regularity studies. Non Executive Directors shall raise any significant matters which cause them concern.
- 2.5.3 The Northern Ireland Comptroller and Auditor General is the appointed External Auditor. He discharges his responsibilities through staff from the Northern Ireland Audit Office and may, in addition, contract work to independent companies. The Audit Committee has a duty to ensure that an effective External Audit Service is provided. Officers shall offer advice to the Audit Committee in their annual assessment of the performance of the External Audit Service. The Audit Committee shall also monitor the extent and scope of co-operation and joint planning between external and internal audit. Any problems shall be raised with the External Auditor.

DISCIPLINARY COMMITTEE – INTERIM ARRANGEMENTS

1. BACKGROUND

The Board at its meeting on 24 September 2009 agreed a number of interim arrangements in respect of disciplinary procedures for family practitioner services.

With the establishment of the HSC Board, there was a need to amend the “Health and Personal Social Services (Disciplinary Procedures) Regulations (Northern Ireland) 1996” to reflect the role of the HSC Board and to empower local offices of the HSC Board (representing the same jurisdiction as the former area Boards) to investigate Practitioners referred to them by another local office.

It was recommended that there should also be a fundamental review of the Disciplinary Procedure, focusing on the nature of offences that should be referred to disciplinary, the time limits within which action should be taken, representation at Disciplinary Hearings and the sanctions that may be imposed by the Disciplinary Committee. As such a review would take some time it was therefore necessary to consider transitional arrangements.

As part of the review process, the Board, at its meeting, in May 2010, approved governance arrangements for establishing a harmonised process for dealing with concerns about FPS practitioners. This included the establishment of a Regional Professional Panel.

It is understood that the wider review of disciplinary arrangements requires changes to legislation and revised disciplinary regulations are being drafted by the DHSSPS. The current Regulations are extant. In this regard the Board is being asked to extend the interim arrangements agreed at its meeting in September 2009 to which a number of amendments have been made, until matters have been resolved.

REVISED INTERIM ARRANGEMENTS

With the introduction of the new GMS Contracts Regulations in March 2004, the 1996 Disciplinary Procedures were amended and no longer applied to doctors. Provision was made in the General Medical Services Transitional and Consequential Provisions (No2) (NI) Order 2004 for dealing with matters that were outstanding in relation to doctors under the disciplinary regulations before 1 April 2004.

The changes to the regulations meant that concerns regarding general medical practitioners that would have previously been dealt with under the FHS Disciplinary Procedures would now be considered under the new GMS Contracts Regulations as potential breaches of contract. Therefore the five Disciplinary Committees previously agreed by the Board in September 2009 should now be reduced to four.

The HSC Board is asked to approve the establishment of four Disciplinary Committees embracing each of the three Family Practitioner Services (Dental, Optometry and Pharmacy) plus a Joint Committee.

The HSC Board has the authority to appoint such Committees as it sees fit under Paragraph 7(1) of Schedule 1 of the Health and Social Care (Reform) Act (Northern Ireland) 2009, subject to a current requirement that all members of such Committees who are not members of the Board have to be approved by the Department.

As previously agreed by the Board at its meeting in September 2009:

- Each Committee shall be comprised of members of each geographical area covered by each of the four Local Offices of the Board.

- There shall be three laypersons appointed by the Board for each Local Office and there should be three professional persons, representing each of the three professions appointed by the Board for each Local Office.
- Mr Patrick Cross would be Chair.
- The administrative arrangements for the Disciplinary Committee would be managed by an officer of the Business Services Organisation, who liaises with the Chair of the Disciplinary Committee.

When the review has been completed and the legislation is in place, the Standing Orders will be revised as required.

**APPENDIX 7****GOVERNANCE COMMITTEE****Contents:****1.0 REMIT AND CONSTITUTION****1.1. Introduction****1.2. Establishment of a Governance Committee****1.3. Role****1.4. Terms of Reference****1.5. Composition of a Governance Committee****1.6. Meetings****2.0. CONDUCT OF BUSINESS****2.1. Attendance****2.2. Reporting****2.3. Relationship with Governance Officers Group**

GOVERNANCE COMMITTEE

1.0 REMIT AND CONSTITUTION

1.1 Introduction

- 1.1.1 Circular DAO (DFP) 5/2001 introduced the requirement for a wider Statement of Internal Control (SIC) in the accounts of the Department of Health, Social Services and Public Safety and of HPSS bodies. The circular referred to the Turnbull Report conclusion that a sound system of internal control must be based on a thorough and regular evaluation of the extent and nature of risks to which an organisation is exposed. The HRRR Review (1999) into risk management in the HPSS, concluded that, while good work was being done, the approach across the HPSS and within individual bodies tended to be fragmented and inconsistent.
- 1.1.2 Circular HSS (PPM) 6/2002 announced that the Department of Health, Social Services and Public Safety, in recognition of the importance of a sound system of risk management, had entered into a license agreement with Standards Australia for the use of their internationally recognised risk management standard AS/NZS 4360:1999 (now updated to 2004 model). The application of this internationally recognised approach to risk management would be seen as an important piece of evidence in support of a Statement of Internal Control.
- 1.1.3 The application of Controls Assurance standards within the HPSS, was announced in Circular HSS (PPM) 8/2002. This process would enable individual HPSS organisations to provide evidence that they are doing their reasonable best to protect users, staff, the public and other stakeholders against risk of all kinds. It is a means by which Chief Executives as Accounting Officers can discharge their responsibilities and provide assurances to the Department, the Assembly and the Public.
- 1.1.4 In January 2003, the Department of Health, Social Services and Public Safety issued guidance under Circular HSS (PPM) 10/2002, specific to clinical and social care

governance. The guidance was to enable HPSS organisations to formally begin the process of developing and implementing clinical and social care governance arrangements within their respective organisations and set a framework for action which highlighted the roles, responsibilities, reporting and monitoring mechanisms that are necessary to ensure delivery of high quality health and social care.

The circular also stipulated the requirement that this new guidance should be read in the context of previous guidance already issued on the implementation of a common system of risk management and the development of controls assurance standards for financial and organisational aspects of governance.

- 1.1.5 The Health and Personal Social Services (Quality Improvement and Regulation) (Northern Ireland) Order 2003 imposed a 'statutory duty of quality' on HPSS Boards and Trusts. To support this legal responsibility, the Quality Standards for Health and Social Care have been issued by Department of Health, Social Services and Public Safety. They are used by the new Regulation, Quality Improvement Authority (RQIA) to assess the quality of care provided by the HPSS.
- 1.1.6 In April 2009, the Department of Health, Social Services and Public Safety issued 'An Assurance Framework: A Practical Guide for Boards of DHSSPS Arm's Length bodies'. The Framework guidance which is mandatory is intended to help the Boards of HSC organisations, and other arm's length bodies of Department of Health, Social Services and Public Safety, improve the effectiveness of their systems of internal control.
- 1.1.7 HSC Performance and Assurance Roles and Responsibilities (MIPB 74/09) was issued in April 2009 and set out performance and assurance roles and responsibilities in relation to four key HSC domains and to identify the key functions and associated roles and responsibilities of DHSSPS, HSCB, PHA, BSO, Trusts and other Arm's Length Bodies.

1.2 Establishment of a Governance Committee

- 1.2.1 The Governance Committee is to be constituted as a Committee of the Health and Social Care Board to act with independence. The Terms of Reference of the Committee are to be approved by the Board and recorded in the Board minutes.
- 1.2.2 Governance Committee meetings shall be conducted formally and minutes submitted to the Board at its next meeting.

1.3 Role

- 1.3.1 It is important that the Health and Social Care Board discharges its functions in a way which ensures that risks are managed as effectively and efficiently as possible to meet corporate objectives and to continuously improve the quality of services. Good governance hinges on having clear objectives, sound practices, a clear understanding of the risks run by the organisation and effective monitoring arrangements.
- 1.3.2. The Governance Committee will support the Board in all aspects of corporate and clinical and social care governance. *Financial governance will be the responsibility of the HSCB Audit Committee.*
- 1.3.3 The Governance Committee assists the Board in these functions by providing an independent and objective review of:
- the adequacy and effectiveness of the system of internal control and to ensure a robust assurance framework is maintained;
 - how risks and opportunities are identified and managed;
 - the information provided to the Board,
 - compliance with law, guidance and codes of conduct and accountability

1.3.4 The Governance Committee shall give an assurance to the Board of the Health and Social Care Board each year on the adequacy and effectiveness of the system of internal control in operation within the Health and Social Care Board.

1.4. Terms of Reference

1.4.1. The Terms of Reference will be kept under review in light of any emerging or changing accountability arrangements for the Health and Social Care Board.

1.4.2. The Committee will:

- seek assurance and advise the Board on the scope and effectiveness of the system of internal control;
- ensure an assurance framework is in place for the organisation relating to the corporate and clinical and social care governance, and that it is both effective and robust;
- seek assurance and advise the Board on the strategic processes in place for managing risk;
- review the content of the annual Statement on Internal Control and mid-year assurance statement;
- approve the Governance Framework, Governance Strategy and other governance related policies and procedures; review Board officers responses and actions in relation to regional procedures in respect of the management and follow up of serious adverse incidents and complaints, where the HSCB has a regional responsibility;
- seek assurance and advise the Board on protocols in respect of the Health and Social Care Board's social care statutory responsibilities.

1.4.3 The following activity will fall within the remit of the Governance Committee:

- Management of corporate risk;
- Quality, safety and standards in health and social care;
- Social Care Delegated Statutory Functions;

- Controls assurance and internal control;
- Serious adverse incident management;
- Complaints management;
- Litigation management;
- Maintenance of the reputation, image and integrity of the Health and Social Care Board;
- Professional regulation;
- Research and education governance;
- Information governance;
- Other matters excluding finance that pertain to good corporate governance.

1.5. Composition of the Governance Committee

- 1.5.1 The Governance Committee shall comprise of four Non Executive Directors, to include the Non Executive Directors with a professional medical and nursing background. The quorum for meetings of the Committee will be three members. The full Senior Management Team of the Health and Social Care Board should normally be in attendance at all meetings of the Governance Committee.
- 1.5.2 None of the Non Executive Directors shall be the Chair of the Board although he may be invited to attend meetings that are discussing issues pertinent to the whole Board.

1.6. Meetings

- 1.6.1 The Governance Committee shall meet at least four times per year with a specific remit as the core of each meeting, although any appropriate matters may be considered at any meeting.

2. CONDUCT OF BUSINESS

2.1 Attendance

- 2.1.1 The HSCB Governance Manager, or deputy, would be required to be in attendance at all meetings of the Governance Committee.

2.1.2 Any member of staff of the Board may be required to attend a meeting of the Governance Committee as necessary.

2.1.3 A Corporate Business Officer shall service the Governance Committee.

2.2 Reporting

The Governance Committee will formally report to the Board after each meeting.

2.3 Relationship with the Governance Officers Group

The Governance Committee must obtain the necessary information to assure the Board that the system of internal control and the management of risk in respect of corporate, clinical and social care governance are operating effectively and for this, it relies on the work of the Governance Officers group.

The Governance Officers group will bring together aspects of the governance framework in order to accomplish continuous improvement in safety and quality.

LOCAL COMMISSIONING GROUPS (LCGS)

Contents

1 Remit and Constitution

- 1.1 Introduction
- 1.2 Role
- 1.3 Terms of Reference
- 1.4 Relationship with and reporting to the Board
- 1.5 Composition of Local Commissioning Groups
- 1.6 Establishment of Local Commissioning Groups

2 Conduct of Business

- 2.1 Attendance at Meetings
- 2.2 Procedures for Meetings

3. Scheme of Delegation

LOCAL COMMISSIONING GROUPS (LCGs)

1 REMIT AND CONSTITUTION

1.1 Introduction

The Health and Social Care Board will exercise its functions with the aim of:

- improving the performance of HSC Trusts, by reference to such indicators of performance as the Department of Health, Social Services and Public Safety may direct; and
- establishing and maintaining effective systems:
 - for managing the performance of HSC Trusts;
 - for commissioning health and social care; and
 - for ensuring that resources are used in the most economic, efficient and effective way in commissioning such care.

Section 9 of the Health and Social Care (Reform) Act (Northern Ireland) 2009 requires the Health and Social Care Board to appoint a prescribed number of Local Commissioning Groups as Committees of the Health and Social Care Board. Local Commissioning Groups have responsibility for addressing the needs of their local populations, working within regional policy and strategy frameworks, available resources and performance targets.

Local Commissioning Groups will have responsibility to commission services for the populations they cover, as set out in the Scheme of Delegation (see 3.0).

Each Local Commissioning Group shall comply with the Standing Orders and Standing Financial Instructions of the Health and Social Care Board.

The Local Commissioning Groups will initially be co-terminous with the five HSC Trusts, subject to review when the outcome of Local Government reform is known. However, individual Local Commissioning Group commissioning is likely to cross Trust boundaries in keeping with patient movement and care pathways.

The five Local Commissioning Groups are as follows:

- Belfast
- Northern
- South Eastern
- Southern
- Western

1.2 Role

Local Commissioning Groups are the point of local leadership in commissioning health and social care. The framework of the Board's Commissioning Plan will articulate the vision, purpose and control of the commissioning function for Local Commissioning Groups in order to deliver effective and efficient commissioning in their areas. They will need to understand, interact with, respond and adapt to their own situation and the external environment. Each Local Commissioning Group will be required to contribute to the Health and Social Care Board's strategic planning process to improve health and wellbeing, provide high quality health outcomes and reduce inequalities in its local population.

1.2.1 Each Local Commissioning Group shall exercise its functions as regards such area of Northern Ireland as may be prescribed.

1.2.2 Each Local Commissioning Group shall exercise:

- such functions with respect to the commissioning of health and social care as may be prescribed; and
- such other functions as the Health and Social Care Board may, with the agreement of the Department of Health, Social Services and Public Safety, determine.

Each Local Commissioning Group:

- must exercise its functions in accordance with the provisions of the Health and Social Care (Reform) Act (Northern Ireland) 2009 and in accordance with any scheme for the time being having effect under Article 18 of the Order of 1972 and;
- in connection with the exercise of its functions, must:
 - work in collaboration with the Public Health Agency and have due regard to any advice or information provided by it; and
 - undertake such consultation as the Department of Health, Social Services and Public Safety may direct.

1.3 Terms of Reference

To be kept under review in light of any emerging or changing accountability arrangements for Health and Social Care Board

1.3.1 Each Local Commissioning Group must exercise its functions with the aim of:

- improving the health and social well-being of people in the area as regards which the Local Commissioning Group exercises its functions;
- planning and commissioning health and social care to meet the needs of people in that area;
- securing the delivery to people in that area of health and social care that is efficient, co-ordinated and cost-effective; and
- improving the availability and quality of health and social care in that area.

1.4 Relationship with and Reporting to the Health and Social Care Board

The Health and Social Care Board has approved a scheme of delegation within which Local Commissioning Groups will operate. (See 3.0)

The Local Commissioning Group Chairs will be accountable to the Chair and Chief Executive of the Health and Social Care Board for discharging their responsibilities.

The Assistant Directors of Commissioning, leading the staff supporting the Local Commissioning Groups, will report to the Health and Social Care Board's Director of Commissioning.

Local Commissioning Groups will be subject to the Code of Practice on Openness referred to in Standing Order 5.2.1 .

1.5 Composition of Local Commissioning Groups

The membership of Local Commissioning Groups has been set as follows by the Department of Health, Social Services and Public Safety:

- 2 Voluntary sector/Community sector representatives
- 4 local elected representatives
- 4 General Medical Practitioners
- 1 Community Pharmacist
- 1 General Dental Practitioner
- 2 Social Workers (Health and Social Care Board)
- 1 Public Health Specialist (Public Health Agency)
- 1 Nursing Professional (Public Health Agency)
- 1 Allied Health Professional (Public Health Agency)

No decisions may be taken at a meeting unless 50% of members appointed are present.

1.6. Establishment of Local Commissioning Groups

- 1.6.1 Local Commissioning Groups are to be constituted as Committees of the Health and Social Care Board in accordance with the Act. Their Terms of Reference must be approved by the Board of the Health and Social Care Board and recorded in the Board minutes.

- 1.6.1 Local Commissioning Group meetings shall be conducted formally and minutes submitted to the Health and Social Care Board at its next meeting in accordance with section 5.2.21 of the Standing Orders.

2 CONDUCT OF BUSINESS

2.1 Attendance at Meetings

- 2.1.1 Only the members of the Committee, supported by the designated Assistant Director of Commissioning and such other senior staff as determined by the Local Commissioning Group Chair, shall attend meetings as a matter of course.
- 2.1.2 Other officers of the Health and Social Care Board, Public Health Agency, Patient and Client Council, Business Services Organisation and HSC Trusts may be invited to attend as required. The Director of Commissioning shall have a standing invitation to attend all meetings.
- 2.1.3 Corporate Services Officers in each Local Office shall service the Committee.

2.2 Procedures for Meetings

- 2.2.1 Local Commissioning Groups should normally meet at least **nine** times per year. Further meetings may be arranged at the discretion of the Chair as necessary.

Meetings of Local Commissioning Groups will be held in public, although certain issues may be taken in a confidential section of the meeting, and the procedures for meetings will be in accordance with Health and Social Care Board Standing Orders 5.2.2 – 5.2.24, the exception being the provisions within Standing Order 5.2.23 which relate to the “Appointment of the Chair and Members and Terms of Office”.

3.0 SCHEME OF DELEGATION

The Health and Social Care Board is a single organisation with accountability to its Board through the Chief Executive as Accounting Officer. The Local Commissioning Groups, as part of the corporate organisation, are subject to the Health and Social Care Board's accountability and governance framework.

Local Commissioning Groups have a lead role in the strategic commissioning process, in particular helping to shape strategic thinking and applying it locally. They have responsibility for assessing health and social care needs in their areas, planning to meet current and emerging needs and securing the delivery of a comprehensive range of services to meet the needs of their populations. They have full delegated authority and the devolved ability to discharge these responsibilities, including a significant ability to direct resources.

In advance of each year, the Board will determine, in consultation with Local Commissioning Groups, the range of services to be commissioned locally by the Groups and regionally; and identify the corresponding budgets within which such services will be commissioned. Local Commissioning Groups will not be responsible for the operational management of service delivery.

Local Commissioning Group Principal Functions

The principal functions of Local Commissioning Group Members, collectively, will be:

- to take ownership and control of their local commissioning agenda; and
- to set the commissioning direction and priorities in their areas and exercise effective oversight and management.

Local Commissioning Groups will be required to engage their respective local populations and will explain to them how they plan, oversee investment and manage performance to

improve health and well-being outcomes on their behalf. Within the context of the agreed Commissioning Plan, they will make care commissioning decisions having due regard for:

- the identified needs of their population;
- available resources; and
- the advice of the Public Health Agency

In forming their views, Local Commissioning Groups will take account of:

- care needs of their populations;
- Ministerial and Regional Priorities;
- views of service users, carers and the wider public;
- views of, and performance by, service providers; and
- available evidence and best practice.

General Responsibilities and Accountabilities

Local Commissioning Groups will have:

- identified funds within which they will develop Commissioning Plans as part of the Board's Commissioning Plan.
- flexibility to introduce initiatives to involve primary and community care practitioners and community and voluntary groups at a local level, to actively engage in designing and reshaping services to better meet the needs of their local communities;
- as Committees of the Health and Social Care Board, a statutory duty to pay due regard to the views of the Public Health Agency in addressing the wider determinants of health and well-being; and
- arrangements in place for regular and meaningful engagement with elected representatives in Local Government Councils and with advocacy groups, patients, carers, and the wider public, consistent with Ministerial policy on "Personal and Public Involvement".

Local Commissioning Groups will be required to:

- adopt an inclusive approach to decision-making, recognising the distinctive contribution of all professional groups, lay representatives, patients, carers, the community and voluntary sector, locally elected representatives and the wider public;
- play a critical role in relation to the improvement of public health and well-being. They will forge partnerships with other appropriate bodies, including the Public Health Agency, to commission programmes of health improvement and to address health inequalities;
- manage and undertake robust and regular needs assessments that establish a full understanding of current and future health and social care needs and requirements;
- prioritise investment according to local needs, service requirements and Ministerial policy and objectives;
- be agents of innovation and continuous improvement;
- work in partnership with service providers, seeking to realise all opportunities to secure delivery of significantly higher standards for safe good quality care and improved health and well-being;
- pursue all opportunities to secure enhanced value for money and improved resource utilisation while contributing to the maintenance of sound financial stability of the local health and care economies.

In addition, Local Commissioning Groups will contribute to shaping commissioning decisions which affect populations extending beyond their own geography. As such, Local Commissioning Groups must work collaboratively on areas of mutual interest to ensure that, across the region, consistent approaches underpin needs assessment, service planning, procurement and performance management.

A Service Level Agreement will be developed between the Health and Social Care Board and the Public Health Agency to ensure appropriate professional support to Local Commissioning Groups to enable them to fulfil their responsibilities. In fulfilling their responsibilities, Local Commissioning Groups will also draw appropriately on other professional and support services provided within the Health and Social Care Board.

Financial Governance and Stewardship

Local Commissioning Groups must ensure that their annual expenditure remains within the resources allocated by the Board. They must also ensure that this expenditure is undertaken consistent with Department of Health, Social Services and Public Safety and Health and Social Care Board policy and established best practice.

The Health and Social Care Board Finance Director will make available necessary professional advice and support to Local Commissioning Groups to enable them to fulfil their responsibilities in this regard.

The Health and Social Care Board will adopt an approach to the allocation of funds which reflects the new financial regime directed by Department of Health, Social Services and Public Safety and is based on the following principles:

- It must be consistent, fair and transparent, taking account of capitation;
- It must be consistent with Health and Social Care Board budget-setting plans for 2010/11 onwards;
- It should not adversely impact on the financial stability of the Health and Social Care Board; and
- It must be simple and understandable.

The approach to the allocation of funds to Local Commissioning Groups will use “fair shares” principles, using the current Department of Health, Social

Services and Public Safety “needs weighted capitation funding” approach, subject to ongoing refinement for resource allocation and any decisions by the Minister in relation to transition arrangements to “full capitation” funding should the distance of specific Local Commissioning Groups from full capitation shares be significant.

**Appendix 9****PHARMACY PRACTICES COMMITTEE****Contents**

- 3 Remit and Constitution**
 - 1.1 Introduction
 - 1.2 Role
 - 1.3 Terms of Reference
 - 1.4 Relationship with and Reporting to the Board
 - 1.5 Composition of the Pharmacy Practices Committee
 - 1.6 Area Panels
 - 1.7 Establishment of a Pharmacy Practices Committee

- 4 Conduct of Business**
 - 2.1 Attendance
 - 2.2 Oral Representations
 - 2.3 Declaration of Interest
 - 2.4 Quorum
 - 2.5 Voting
 - 2.6 Notification of Decisions

PHARMACY PRACTICES COMMITTEE

1 REMIT AND CONSTITUTION

1.1 Introduction

The Health and Social Care (Reform) Act (Northern Ireland) 2009 applies.

1.2 Role

The primary role of the Pharmacy Practices Committee is to exercise the functions of the Board under Regulation 6(9) of the Pharmaceutical Services Regulations (Northern Ireland) 1997 on behalf of the Board and in accordance with Schedule 4 of the same Regulations.

1.3 Terms of Reference

The main function of the Committee is:

- to make recommendations to the Board on an application made by a person:
 - who wishes to be included in the pharmaceutical list for the provision of pharmaceutical services, or;
 - whose name is already included in the pharmaceutical list but who intends to open additional premises from which to provide pharmaceutical services or;
 - who wishes to relocate the premises from which they provide pharmaceutical services and the move does not meet the criteria for a “minor” relocation or;
 - who wishes to provide domiciliary oxygen as an additional pharmaceutical service

1.4 Relationship with and Reporting to the Board

The Committee shall report, in writing to the Board, its decisions.

1.5 Composition of the Pharmacy Practices Committee

The Committee shall comprise seven members of whom:

- two shall be the Chairperson and Vice-Chairperson respectively and be appointed as such by the Board. The Chairperson and Vice Chairperson shall be non-executive members of the Board and neither shall be a doctor, dentist, ophthalmic optician, pharmacist or a person, or the employee of a person whose name is included in the pharmaceutical list;
- three shall be pharmacists of whom:
 - one shall be a pharmacist whose name is not included on the pharmaceutical list and who is not an employee of a person whose name is included in that list, and they shall be appointed by the Board from persons nominated by the Pharmaceutical Society of Northern Ireland; and
 - two shall be pharmacists, each of whom is included in the pharmaceutical list or is an employee of a person whose name is included in the pharmaceutical list and each shall be appointed by the Board from persons nominated by the Northern Ireland Pharmaceutical Contractors Committee or such organisation which is, in the opinion of the Board, representative of the general body of pharmacists; and
 - two shall be non-pharmacist/lay members appointed by the Board, neither of whom shall be a person, or employee of a person, whose name is included in the pharmaceutical list, or be a doctor who is required to supply drugs or appliances in terms of Part III of the above regulations.

Persons to act as deputies for each of those categories of person appointed as above shall, provided they satisfy the criteria specified above, be appointed by the Board, and, in the absence of any of those persons, a deputy from the appropriate category shall be entitled to act in their place.

If a nomination is sought for a pharmacist member as above, and is not made before such date as the Board may determine, the Board may appoint as a member a person who satisfies the above criteria.

1.6. Area Panels

The membership for each meeting will be drawn from four area panels, mapped to each HSC Board office, in order to reflect the location of the application(s) being considered, where possible. The composition of each area panel will mirror the membership of the Pharmacy Practices Committee, with deputies as required.

The Board shall determine the nominating arrangements for the non-pharmacist/lay members. It shall prepare and maintain lists of the persons who have been appointed as above and who currently serve on the Committee and shall provide this to the Department of Health, Social Services and Public Safety.

1.7 Establishment of a Pharmacy Practices Committee

The Pharmacy Practices Committee shall be constituted as a Committee of the Board with the power to make decisions in accordance with its Terms of Reference. The Terms of Reference shall be approved by the Board and recorded in the Board minutes.

Committee meetings shall be conducted formally and minutes submitted to the Board at its next meeting.

The Committee shall expect to meet routinely as required to ensure prompt response to requests from pharmacists. Agenda and briefing papers shall be prepared and circulated in sufficient time for members to give them due consideration.

1.8 Corporate Business Officers in each Local Office shall service the Committee.

2 CONDUCT OF BUSINESS

2.1 Attendance

- 2.1.1 Only the members of the Committee shall attend meetings as a matter of course. A Corporate Business Officer shall be in attendance to record the business of the meetings.
- 2.1.2 A designated senior Board Pharmacist shall be in attendance at meetings to assist the Committee and advise on procedural and professional issues. The Assistant Director of Medicines and Pharmacy Management shall have a standing invitation to attend meetings.
- 2.1.3 Any member of staff of the Board may be required to attend a meeting of the Committee, as necessary.

2.2 Oral Representations

- 2.2.1 The Committee will be convened to hear oral representations and shall give reasonable notice to the applicant and to any other person who was notified of the application and who submitted written representations within the allowed consultation period.
- 2.2.2 These persons shall be invited to make oral representations at the meeting in accordance with the procedures determined by the Committee on behalf of the Board.
- 2.2.3 The Chair may permit, where appropriate, the applicant and those who have submitted written representations to be assisted in making oral representations by another person, but that person shall not be entitled to be heard in the capacity of counsel or solicitor.

2.3 Declaration of Interest

- 2.3.1 At the start of each meeting of the Pharmacy Practices Committee, the Chairperson or Vice Chairperson, if acting as Chairperson, shall ask those present whether, in respect of any matter to be considered at the meeting, any of them has an interest to declare or is associated with a person who has such interest, and anyone who has or, as the case may be, is associated with a person who has any such interest shall declare it accordingly. All members must comply with the requirements of the Bribery Act 2010.
- 2.3.2 Anyone who has declared an interest, or who, in the opinion of the Chairperson or Vice Chairperson if acting as Chairperson, shall have declared such an interest, shall not be present at the consideration or discussion of that matter or the voting on it, and a deputy who has no such interest may act in their place.

2.4 Quorum

- 2.4.1 The Quorum is five members. No business shall be transacted at a meeting of the Pharmacy Practices Committee unless the Chairperson or Vice Chairperson acting as chairperson; one member appointed as a pharmacist not on the pharmaceutical list; one member appointed as a pharmacist on the pharmaceutical list and two lay members are present.

2.5 Voting

- 2.5.1 Every application shall be considered by all members present, but be determined only by a majority of votes of members present who are entitled to vote.
- 2.5.2 The Chairperson or Vice Chairperson, if acting as Chairperson, shall not be entitled to vote except in the case of an equality of votes of the other persons present and voting, in which case they shall have a casting vote.
- 2.5.3 A member appointed as a pharmacist on the pharmaceutical list shall not be entitled to vote and shall

withdraw immediately before a decision on an application by voting takes place.

- 2.5.4 The proceedings shall not be invalidated by any vacancy in its membership or any defect in a member's appointment.

2.6 Notification of Decisions

- 2.6.1 The Pharmacy Practices Committee shall within 14 days of the meeting give written notice of its decision and the reasons to the applicant and to those who were invited to respond to the original consultation letter
- 2.6.2 These persons shall be advised of their right to appeal against the decision within 21 days from the date on which the notification of the decision was sent.



Appendix 10

REFERENCE COMMITTEE

Contents

1 Remit and Constitution

1.1 Introduction

1.2 Terms of Reference

1.3 Composition of the Reference Committee

1.4 Establishment of a Reference Committee

1.5 Frequency of Meetings

REFERENCE COMMITTEE

1 REMIT AND CONSTITUTION OF BUSINESS

1.1 Introduction

The Health and Social Care (Reform) Act (Northern Ireland) 2009 applies.

- 1.1.1 In its letter of April 1996 (Revised Disciplinary Arrangements for Practitioners - Disciplinary Procedures Regulations) Health and Safety Executive directed that the Board may wish to create a Committee of the Board named the Reference Committee which would exercise the Board's function with respect to the referral of disciplinary matters relating to family health service practitioners (General Medical, Dental, Pharmaceutical and Ophthalmic Practitioners).

1.2 Terms of Reference

To be kept under review in light of any emerging or changing accountability arrangements for HSCB.

- 1.2.1 The role of the Committee is to exercise the Health and Social Care Board's function under the Disciplinary Procedures Regulations (NI) 1996 with respect to the referral of disciplinary matters.
- 1.2.2 Where an appropriate Reference Committee receives information which it considers could amount to an allegation that a practitioner has failed to comply with his/her terms of service, it shall decide to either take no further action or to take one or more of the courses of action set out below:
- To refer the matter for appropriate investigation.
 - To refer the information to, as it considers appropriate, a Health and Social Care tribunal, the relevant professional body or to the police.

- To refer to the appropriate Professional Officer of the Health and Social Care Board for a remedy without a Disciplinary Investigation.
- To take action as appropriate under current regulations.

1.2.3 In the decision on which course of action to be taken by the Reference Committee, it shall adhere to the regulations as detailed in both the revised Disciplinary Procedures for FHS practitioners (April 1996) and to the guidelines (September 1996) issued by the HSS Executive.

1.3 Action under General Medical Services Contract (2004)

1.3.1 Under the General Medical Services Contract the options for the Reference Committee when considering a serious concern raised against a general medical practice now include:

- a) Take no further action
- b) Referral to General Medical Council
- c) Referral to the HSC Tribunal
- d) Referral to the Police
- e) Request Board Officers to take and complete further investigation / action
- f) Request Board Officers to instigate the proceedings for breach of contract under the GMS Contracts Regulations
- g) Determine the content of sanctions to be applied, or to determine whether the contract should be terminated and the basis for this.

For actions (a) to (e) the arrangements of the Health and Social Care Board's Regional Professional Panel (RPP) will be followed.

For actions (f) to (g) Board officers will also bring to the Reference Committee those cases where a contractor has not taken the required steps to remedy a breach of contract, following the issuing of a remedial or breach notice; or where conditions specified in the Regulations are not satisfied. (Regulation 4 (1) (2) (3); Regulation 5; Paragraphs 103-106 refer)

1.4 Composition of Reference Committee

- 1.4.1 The Reference Committee shall consist of three members. One member must be an Executive Director. In addition two Non-Executive Directors shall also be appointed. A minimum of two Lay Advisors may be appointed and shall attend meetings of the Committee and shall participate fully in the discussions but shall not be able to vote.
- 1.4.2 Where possible one member of the Committee shall have a legal background.
- 1.4.3 The members shall select a Chair of the Committee from among their number.
- 1.4.4 The Reference Committee shall have a quorum of two one of which should be an Executive Director.
- 1.4.5 Appropriate HSC officers (including relevant professional advisers from Integrated Care Directorate) shall attend the meetings as required.

1.5 Establishment of a Reference Committee

- 1.5.1 The Reference Committee is to be constituted as a Committee of the Health and Social Care Board and as such may exercise the Health and Social Care Board's powers under the regulations with respect to the referral of disciplinary matters.
- 1.5.2 Reference Committee meetings shall be conducted formally and minutes (in accordance with Standing Order 5.2.21) submitted to the confidential session of the Health and Social Care Board at its next meeting.
- 1.5.3 Agenda and briefing papers shall be prepared and circulated in sufficient time for members to give them due consideration.
- 1.5.4 The Committee Chair shall request fuller explanatory information in papers put before them, if there are any doubts or uncertainties and the issues discussed shall be summarised in the minutes.

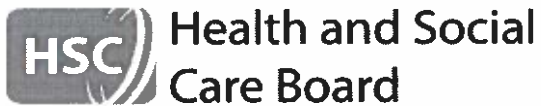
1.5.5 A Corporate Business Officer shall service the Committee.

1.6 Frequency of Meetings

1.6.1 Frequency of meetings of the Reference Committee shall be determined by the Chairperson of the Committee when information is received concerning possible breaches by practitioners of terms of service and by the time limits for referral stipulated by the regulations. All referrals to the Committee shall be processed through the Health and Social Care Board's Committee Support mechanisms to the Chair of the Committee.

1.6.2 The Reference Committee may also meet to consider the recommendations of the Regional Professional Panel or any similar panels existing or which may be established in the future in relation to Family Practitioners.

1.6.3 The Committee shall meet at least once per year to review its working arrangements and advise the Health and Social Care Board Chair.

**Appendix 11****REMUNERATION AND TERMS OF SERVICE COMMITTEE****Contents:**

- 1 Remit and Constitution**
 - 1.1 Introduction
 - 1.2 Background
 - 1.3 Role
 - 1.4. Terms of Reference
 - 1.5. Relationship with and Reporting to the Board
 - 1.6 Composition of the Remuneration and Terms of Service Committee
 - 1.7 Establishment of a Remuneration and Terms of Service Committee

- 2. Conduct of Business**
 - 2.1. Attendance
 - 2.2. Frequency of Meetings

REMUNERATION AND TERMS OF SERVICE COMMITTEE

1 REMIT CONSTITUTION AND CONDUCT OF BUSINESS

1.1 Introduction

The Health and Social Care (Reform) Act (Northern Ireland) 2009 applies.

The Code of Conduct and Code of Accountability set out in Circular HPSS PDD 8/94 requires that a Remuneration and Terms of Service Committee be established.

1.2 Background

All staff, with the exception of Senior Executives, are on the nationally agreed terms and conditions of service. The work of the Committee must take place within this context.

1.3 Role

The primary responsibility of the Remuneration and Terms of Service Committee is to advise the Board about appropriate remuneration and terms of service for the Chief Executive and other Senior Executives.

1.4 Terms of Reference

The main functions of the Committee are:

- to make decisions on behalf of the Board of the HSCB on the total remuneration and terms of service package for Executive Directors and Senior Executives to ensure that they are fairly rewarded for their individual contribution to the organisation. This would include having proper regard to the organisation's circumstances and performance.

The Remuneration Committee shall also ensure that Board members' total remuneration can be justified as reasonable in accordance with DHSSPS and in the light of general practice in the public sector in Northern Ireland;

- to oversee the proper functioning of performance and appraisal systems including Knowledge and Skills Framework;
- to oversee appropriate contractual arrangements for all staff. This would include a proper calculation and scrutiny of termination payments, taking account of such national guidance as is appropriate;
- to agree and monitor a remuneration strategy that reflects national agreements and Departmental policy; and
- to monitor the application of the remuneration strategy to ensure adherence to all equality legislation.

1.5 Relationship with and Reporting to the Board of the HSCB

The Committee shall report, in writing, to the Board of the HSCB the basis for its decisions. Minutes of the Board meeting shall record such decisions.

1.6 Composition of the Remuneration and Terms of Service Committee

The Committee shall comprise the HSCB Chair and at least two Non Executive Directors. A quorum shall be two members.

The Committee shall be chaired by the HSCB Chair.

The Chief Executive and other Senior Executives shall not be present for discussions about their own remuneration and terms of service. However, they can be invited to attend meetings of the Committee to discuss other staffs' terms as required.

The Chief Executive, a nominated HR officer (from BSO) and the Director of Finance shall provide advice and support to the Committee.

1.7 Establishment of Remuneration and Terms of Service Committee

The Committee shall be constituted as a Committee of the Board with the power to make decisions on behalf of the Board of the HSCB and, where appropriate, make recommendations to the Board of the HSCB. The Terms of Reference are to be approved by the Board and recorded in the Board minutes.

Committee meetings shall be conducted formally and minutes submitted to the Board at its next meeting in accordance with the Policy set out in 5.2.21.

The Committee shall expect to meet a minimum of once per annum. Agenda and briefing papers shall be prepared and circulated in sufficient time for members to give them due consideration.

A Corporate Business Officer shall service the Committee.

2 CONDUCT OF BUSINESS

2.1 Attendance

2.1.1 Only the members of the Committee, the Chief Executive, the Director of Finance and a nominated HR officer (from BSO) shall attend the meetings as a matter of course.

Appropriate administrative support staff shall be in attendance to record the business of the meetings.

2.1.2 Other Executive or Non Executive Directors and Officers may be invited to attend as required. The Director of Finance shall have a standing invitation to attend all meetings.

- 2.1.3 A nominated HR officer (BSO) will be responsible for the implementation of remuneration and terms and conditions of service in the HSCB. He/she shall deal with all matters affecting terms and conditions of service. He/she shall be present at every meeting.
- 2.1.4 Any member of staff of the HSCB may be required to attend a meeting of the Committee, as necessary.
- 2.1.5 The Committee Chair shall request fuller explanatory information in papers put before them, if there are any doubts or uncertainties and the issues discussed shall be summarised in the minutes

2.2 Frequency of Meetings

- 2.2.1 Meetings should be held as a minimum, once per year to review remuneration matters or deal with specific matters. Further meetings may be arranged at the discretion of the Chair, as necessary.

**Appendix 12****Review Panel**

Contents

- 1.0 Background
- 2.0 Establishment and Composition of the Review Panel
- 3.0 Conduct of Oral Hearings
- 4.0 Attendance at Oral Hearings
- 5.0-10.0 Review Panel's Proceedings
- 11.0 Appeals

REVIEW PANEL

1.0 Background

- 1.1 “The HPSS (Primary Medical Services Performers List) Regulations (Northern Ireland) 2004 were amended by regulations of the same title which came into effect on 8th December 2008. Under the Amendment Regulations the HSCB may:
- (i) Conditionally include the practitioner in accordance with Regulation 8A.
 - (ii) Contingently remove the practitioner in accordance with Regulation 10A.
 - (iii) Suspend a practitioner in accordance with Regulation 12A.
- 1.2 The Amendment Regulations entitle the HSCB to review its conditions placed on practitioners at any time, in certain circumstances and if requested to do so by the practitioner.

2.0 Establishment and Composition of the Review Panel

- 2.1 In January 2010 the HSCB established a Review Panel to conduct oral hearings in relation to conditional inclusion, contingent removal, removal from the PMPL other than in circumstances where the HSCB is obliged to remove a performers name or in relation to suspension of a performer.
- 2.2 The Review Panel is a Committee of the HSCB and as such exercises the functions of the HSCB in these matters.
- 2.3 The Review Panel is composed of a medical member and a lay non-executive member of the HSCB:
- 2.3.1 The Review Panel has a quorum of its two members;
 - 2.3.2 The Chair is selected by the members themselves and membership should change every 3 years;
 - 2.3.3 Medical members may be drawn from the HSCB directors or members and from LCG members;
 - 2.3.4 Medical members should be General Medical Practitioners.

2.4 The Review Panel shall not include any person who has been involved in the HSCB investigation of the practitioner or who may be called as a witness at the hearing or who is likely to be involved in subsequent disciplinary proceedings should a later decision to take formal action against a practitioner be made.

3.0 **Conduct of all Oral Hearings**

3.1 The overriding duty on the Panel is to ensure that the matters before the Panel are considered in a way which is fair to both the practitioner and the HSCB in exercising its duty to protect patient safety.

3.2 To give effect to this overriding duty, the Chair shall have a general discretion to conduct the hearing in a way which he/she considers just and fair and may vary any procedural requirement herein in order to achieve this objective.

3.3 The hearing shall take place in private.

4.0 **Attendance at Oral Hearings**

4.1 It is expected that at oral hearings the following shall attend and the Chair will have the right to adjudicate in any matters of dispute regarding attendance:

- the practitioner,
- one person to accompany/assist the practitioner in the presentation of their case who will usually be a union representative or work colleague (as these are internal proceedings and it is not a quasi-judicial hearing there will be no right on the part of the Board or the practitioner to legal representation. Should the person assisting the practitioner or the HSCB be legally qualified they will not be permitted to cross-examine witnesses or address panel members directly);
- Investigating Officer of the HSCB;
- one person assisting the Investigating Officer in the presentation of their case;
- any witnesses (but only while giving evidence unless the Chair otherwise directs and the parties agree.)

- an officer from the HSCB Committee Secretariat to formally record the hearing.
- a HSCB professional clinical adviser(s) with relevant experience of any clinical issues involved in a case shall attend hearings at the request of the Panel to provide any required clinical input.

A Corporate Business Officer shall service the Panel.

5.0 Oral Hearing – Procedure

- 5.1 In these procedures, the ‘hearing’ means the ‘open’ part of the Panel meeting (not including any initial pre-meeting by the Panel or the subsequent deliberations of the Panel).
- 5.2 At the commencement of the hearing the Chair shall explain:
- the purpose of the hearing;
 - the procedure that will be followed;
 - what will happen after the panel has finished hearing the parties’ representations and taking evidence and the parties leave the hearing.
- 5.3 Further the Chair should:
- ask both parties whether they wish to apply to produce any further documentary evidence.
- 5.4 Subject to the discretion of the Chair, the following procedures should be followed at the hearing:
- 5.4.1 The persons assisting the practitioner and HSCB, Secretariat Staff, must be permitted to be present throughout the hearing unless a direction is made by the Chair to the contrary.
- 5.4.2 The determination of any procedural and/or legal matters at the hearing shall be for the Review Panel and not just the Chair alone.

- 5.4.3 The HSCB shall present its case for suspension conditional inclusion, removal or contingent removal and make reference as appropriate to relevant Regulations, documentation and any witness statements submitted by the HSC Board. The investigating officer usually presents the HSC Board's case.
- 5.4.4 The HSCB should then call any witnesses on its behalf. Witnesses may only be questioned by the Review Panel. Witnesses who have made written statements that may be used during the hearing may be asked to attend. Witnesses are not under any legal obligation to attend and, generally speaking, their written statements should be sufficient. If a witness is asked to attend it will be to give direct evidence. They may be questioned by the Review panel, but not by the Investigating Officer or by the doctor who is making representations. The Chair should have an absolute right of adjudication if there is any question about admissibility. If, exceptionally, a witness wishes to be accompanied, their companion will be unable to play any part in the proceedings.
- 5.4.5 The final decision as to the attendance of witnesses will rest with the Chair and witnesses will usually only be asked to attend when the Chair is satisfied that their attendance will add materially to the decision-making process.
- 5.4.6 The practitioner shall be invited to present his case and call any witnesses on his behalf following the same procedure as was applicable to the HSC Board.
- 5.4.7 The Review Panel may also receive oral or written evidence on its own initiative from third parties provided that such evidence has been sufficiently disclosed to the practitioner and the HSC Board.

5.4.8 At the conclusion of the evidence, the HSCB and then the practitioner are invited to sum up their cases and add any final comment.

5.4.9 The Review Panel members may take their own notes of the proceedings throughout the hearing. All notes made by Review Panel members shall be collected by the Secretary to the Review Panel at the end of their deliberations and securely stored with a set of the hearing papers.

6.0 Non-Attendance by Practitioner

6.1 In the event that the practitioner does not attend the hearing at the time and place agreed and the Review Panel is satisfied that notice has been served upon the practitioner and they have failed to attend without good reason, the Chair will consider the circumstances and decide whether the hearing should proceed in the practitioner's absence.

6.2 If the hearing proceeds in the absence of the practitioner, the Review Panel shall first consider the written evidence. The Review Panel should weigh the allegations/concerns and supporting evidence against any representations, documents and written evidence submitted by the practitioner.

6.3 The Review Panel may then require the HSCB to call witnesses, if any, as it considers necessary to determine the matters before the Review Panel.

6.4 If a practitioner's health prevents a hearing from taking place the HSCB will consider any related medical evidence provided.

7.0 Evidence

7.1 The standard of proof in relation to allegations against the practitioner shall be that of "the balance of probability" (i.e. that the stated assertion of fact is more likely than not).

7.2 Any issue as to whether any evidence should be admitted shall be determined by the Chair.

- 7.3 In the event that the HSCB seeks to rely on matters and evidence concerning the practitioner going beyond those originally notified to the practitioner, the Review Panel may also agree to admit such evidence and permit the issues before the Review Panel to be extended to include the investigation of matters relating to further allegations.
- 7.4 In the event that the issues are extended as referred to above, the Review Panel should give the practitioner the opportunity to have the hearing adjourned on the grounds that it is unfair to permit the hearing to continue with the additional issues. However if the practitioner agrees to its continuation a formal note should be made of the offer of an adjournment and its rejection by the practitioner.
- 7.5 The Review Panel shall consider and rule upon such an application and may adjourn the hearing if it considers that it is appropriate to do so.
- 7.6 On conclusion of the evidence and final statements the Review Panel shall withdraw to consider its decision. No person other than a member of the Review Panel and if requested by the Chair, the Committee Secretary, shall be entitled to be present during their deliberations.
- 8.0 Adjournment**
- 8.1 The Review Panel may adjourn the hearing at any stage. In the event of an adjournment, and if reasonably practicable, the adjourned hearing date should be fixed within seven days of the original date where possible.
- 8.2 If the HSCB itself needs to postpone the hearing an alternative date within seven days of the original date where possible will be offered to the practitioner.
- 8.3 In suspension proceedings the practitioner may be suspended pending the adjourned hearing date.

9.0 The Decision

- 9.1** Upon conclusion of the summing up the Review panel will deliberate in private and shall determine whether the proposed action recommended by the HSCB Investigating Officer should be accepted or if alternative action should be taken.
- 9.2** The Review Panel should ordinarily communicate its decision to the practitioner after the hearing by way of a written report. The preparation of the report shall be the responsibility of the Chair and the practitioner will be notified within seven days of the decision being taken.
- 9.3** The report shall contain such matters as:
- Details of material evidence given to the panel;
 - The panel's findings on all relevant questions of fact;
 - The conclusion which, in the view of the panel, may be properly drawn from such findings of fact as to the allegations made against the practitioner or the matters under review;
 - the panel's reasons for drawing such conclusions;
 - the panel's decision;
 - (in removal proceedings) a statement of the condition or conditions upon which they are relying in the event that their decision is that the practitioner should be contingently removed from the list;
 - (in admission proceedings) a statement of the condition or conditions upon which they are relying in the event that their decision is that the practitioner should be conditionally included in the list.
- 9.4** When the report is sent to the practitioner it shall be accompanied by a communication from the Chief Executive notifying the practitioner (if appropriate) of any right of appeal and/or review under the Regulations.

10.0 Service of Documents

- 10.1 Any notice or other document which is required to be served on a party under this procedure may be served by any of the following methods:
- 10.2 In the case of the practitioner, by leaving it with the practitioner personally, sending it by recorded delivery or other secure method to the practitioner's usual or last known home or practice address.
- 10.3 In the case of the HSC Board by delivering it to or sending it by recorded delivery or first class post to the HSC Board Chief Executive.
- 10.4 By any other method agreed between the parties.
- 10.5 A document will be considered to be served on the second day after the document was posted or the day after it was delivered to the permitted address.

11.0 Appeals

- 11.1 There is no right of appeal against a decision to suspend.
- 11.2 In relation to all other decisions, the performer has a right to appeal to the Department of Health, Social Services and Public Safety within 28 days, or longer period as the Department for reasonable cause allows, from the date the HSCB notified the practitioner of its decision.