

**SCHEDULE OF MATTERS RESERVED
TO THE BOARD AND
SCHEME OF DELEGATION**

1. INTRODUCTION

This document forms part of the Trust's corporate governance manual, which details the regulatory framework for the business conduct of the Trust within which all Trust officers are expected to comply.

The aim is not to create bureaucracy but to protect the Trust's interests and to protect staff from any accusation that they have acted less than properly. It does this by ensuring that all staff, particularly budget managers and authorised signatories are aware of their authorities and responsibilities for compliance with the relevant procedures. The key documents in this framework include the following and should be read in conjunction with the Schedule of matters reserved to the Board and scheme of delegation;

- Standing Orders
- Standing Financial Instructions including Delegated Financial Limits

1.1 Schedule of matters reserved to the Board and Scheme of Delegation

The NHS Foundation Trust Code of Governance requires that there should be a formal schedule of matters specifically reserved for decision by the Board of Directors.

This document sets out the powers reserved to the Board of Directors and the Scheme of Delegation including financial limits and approval thresholds.

Notwithstanding any specific delegation, the Board of Directors remains accountable for all of its functions including those that have been delegated. Therefore the Board of Directors expect to receive information about the exercise of delegated functions to enable it to maintain a monitoring role.

1.2 Role of the Chief Executive

All powers of the Trust which have not been retained as reserved by the Board of Directors or delegated to a committee shall be exercised on behalf of the Board of Directors by the Chief Executive or other Executive Directors. The Scheme of Delegation identifies which functions the Chief Executive shall perform personally and which functions have been delegated to other directors or officers.

All powers delegated by the Chief Executive can be re-assumed by them should the need arise.

The Chief Executive is the Accountable Officer of the NHS Foundation Trust and is accountable to the Chief Executive of the NHS. -Caution over the Use of Delegated Powers

Powers are delegated to directors and officers on the understanding that they would not exercise delegated powers in a manner which in their judgement was likely to be a cause for public concern.

1.3 Absence of Directors or Officer to Whom Powers have been Delegated

In the absence of a director or officer, to whom powers have been delegated those powers shall be exercised by that director or officer's superior unless the Director has made provision of a nominated deputy to cover. If the Chief Executive is absent, powers delegated to them may be exercised by the Deputy Chief Executive.

SECTION 1 - DECISIONS RESERVED TO THE BOARD OF DIRECTORS

RESERVED TO		DECISIONS RESERVED TO THE BOARD OF DIRECTORS The Code of Conduct and Accountability which has been adopted by the Trust requires the Board of Directors to determine those matters on which decisions are reserved unto it. Board members share corporate responsibility for all decisions of the Board.
Board of Directors		General Enabling Provision
	1	The Board may determine any matter it wishes, for which it has delegated or statutory authority, in full session within its statutory powers.
Board of Directors		Constitutional Powers
	1	To exercise all powers of an NHS foundation trust set out in the NHS Act 2006, subject to any restrictions in the Trust's Licence; enforcement undertakings given to regulators or as delegated in accordance with this Scheme of Delegation. (Constitution paragraph 4)
	2	Determine the composition of the Board of Directors (Constitution paragraph 9)
	3	Make available for inspection by members of the public the following: register of members; register of members of the Council of Governors; register of interest of members of the Council of Governors; register of members of the Board of Directors; register of interests of members of the Board of Directors; Constitution; Licence; latest Annual Accounts and Auditor's report on them; latest Annual Report and Forward Plan; and any notice issued by the NHS Improvement under Section 52 of the NHS Act 2006.
	4	Appoint the Returning Officer
	5	Approve payment of expenses and remuneration to Returning Officer
	6	Make available for inspection by members of the public statements of nominated candidates and nomination papers
	7	Approve and deliver to the Returning Officer a list of Members eligible to vote
	8	Retain documents relating to elections to the Council of Governors and make these available for inspection by members of the public, subject to any restriction in the Election Rules.
	9	Approve proposals to amend the Constitution which must be approved by the Council of Governors.
	10	Specify partnership organisations
	11	Receive and determine disputes under the Constitution, including disputes between the Council of Governors and the Board of Directors.
	12	Present Annual Accounts, any reports of the Auditor on them and the Annual Report at the Annual General Meeting.
	13	Prepare the Annual Report
	14	Prepare the Forward Plan

Board of Directors		Regulations and Control
	1	Review and amend, standing orders, a schedule of matters reserved to the Board and Standing Financial Instructions for the regulation of its proceedings and business.
	2	Suspend Standing Orders in accordance with SO3.18 (Annex 7 & 8 Constitution)
	3	Vary or amend the Standing Orders in accordance with SO3.19 (Annex 7 & 8 Constitution)
	4	Ratify any urgent decisions taken by the Chairman and Chief Executive in accordance with SO6.2 (Annex 8 Constitution)
	5	Approve a scheme of delegation of powers from the Board to committees
	6	Require and receive the declaration of Board members' interests which may conflict with those of the Trust and determining the extent to which that member may remain involved with the matter under consideration
	7	Require and receive the declaration of officers' interests that may conflict with those of the Trust
	8	Receive reports from committees including those that the Trust is required by the Secretary of State or other regulation to establish and to action appropriately
	9	Confirm the recommendations of the Trust's committees where the committees do not have executive powers
	10	Establish terms of reference and reporting arrangements of all committees and sub-committees that are established by the Board
	11	Authorise use of the seal
	12	Discipline members of the Board or employees who are in breach of statutory requirements or SOs
	13	Approve any urgent decisions taken by the Chairman of the Trust and Chief Executive for ratification by the Trust in public session in accordance with SOs
	14	Approve arrangements for dealing with complaints
	15	Adopt the organisation structures, processes and procedures to facilitate the discharge of business by the Trust and to agree modifications thereto
	16	Approve arrangements relating to the discharge of the Trust's responsibilities as a bailer for patients' property
	17	Ratify or otherwise instances of failure to comply with Standing Orders brought to the Chief Executive's attention in accordance with SO6.6
		Appointments/Dismissal
	1	(Non-Executive Directors) Appoint the Chief Executive
	2	Appoint and dismiss other committees (and individual members) that are directly accountable to the Board
	3	Confirm appointment of members of any committee of the Trust as representatives on outside bodies

	4	Appoint, appraise, and if necessary dismiss Executive Directors (subject to SO2.6)
	5	Appoint appraise, discipline and dismiss the Secretary (if the appointment of a Secretary is required under Standing Orders)
	6	Approve proposals of the Remuneration Committee regarding directors and senior employees and those of the Chief Executive for staff not covered by the Remuneration Committee
		Strategy, Integrated Plan and Budget
	1	Define the strategic aims and objectives of the Trust
	2	Identify the key strategic risks, evaluate them and ensure adequate responses are in place and are monitored
	3	Approve the Trust's policies and procedures for the management of risk
	4	Approve proposals for ensuring quality and developing clinical governance in services provided by the Trust or its constituent practices, having regard to any guidance issued by the Secretary of State
	5	Approve the capital programme
	6	Approve budgets (in accordance with delegated financial limits)
	7	Approve annually Trust's proposed organisational development proposals
	8	Ratify proposals for acquisition, disposal or change of use of land and/or buildings
	9	Approve PFI proposals
	10	Approve the opening of bank accounts
	11	Approve proposals in individual cases for the write off of losses or making of special payments above the limits of delegation to the Chief Executive and Director of Finance (for losses and special payments) previously approved by the Board
	12	Approve individual compensation payments
	13	Approve proposals for action on litigation against or on behalf of the Trust
	14	Approve proposals on individual contracts (other than NHS contracts) of a capital or revenue nature amounting to, or likely to amount to over [£250,000] over a 3-year period or the period of the contract
	15	Approve litigation claims over £500,000 (via Quality & Safety Committee)
		Policy Determination <i>The approval of Trust management policies including;</i>
	1	Approve management policies including personnel policies incorporating the arrangements for the appointment, removal and remuneration of staff.
	2	Approve procedure for Managing Conflicts of Interests including the declaration of hospitality and sponsorship
	3	Ensure proper and widely publicised procedures for voicing complaints, concerns about maladministration,

		breaches of code of conduct and other ethical concerns
		Audit
	1	Receive the annual management letter from the external auditors, taking account of the advice, where appropriate, of the Audit Committee
	2	Receive an annual report from the internal auditor and agree action on recommendations where appropriate of the Audit Committee
		Monitoring
	1	Receive such reports as the Board sees fit from committees in respect of their exercise of powers delegated
	2	Continuous appraisal of the affairs of the Trust by means of the provision to the Board as the Board may require from directors, committees, and officers of the Trust as set out in management policy statements.
	3	Receive reports from the Director of Finance and on financial performance against budget and the Annual Plan. Receive reports from the Director of Finance and Resources on actual and forecast income from contract.

SECTION 2 - DECISIONS / DUTIES DELEGATED BY THE BOARD TO COMMITTEES

RESERVED TO	DECISIONS / DUTIES DELEGATED BY THE BOARD TO COMMITTEES
Quality & Safety Committee	<p>The committee shall;</p> <ul style="list-style-type: none"> • Develop and monitor the implementation of the organisations Quality Strategy • Provide assurance to the Board of Directors that the Quality Strategy is being driven throughout the organisation • Develop and monitor the implementation of the organisations Risk Strategy • Provide assurance to the Board of Directors that the Risk Strategy is being driven throughout the organisation via the Risk Management Framework • Receive committee specific organisational risks and progression flagged risks as per the Risk Management Framework and as escalated by the Integrated Performance Group and/or Divisional Governance Group. • To consider the impact of organisational risks on the Board Assurance Framework • Provide scrutiny and analysis of the organisations quality and risk assurance processes by receiving the monthly Quality & Patient Experience Report and reporting by exception to the Board • Monitor the achievement of the organisations Commissioning for Quality and Innovation targets through the data presented in the monthly Quality Report • Scrutinise and take action on any clinical audit reports in which clinical care is not reaching the expected thresholds and escalating to board as appropriate. • Review the annual Quality Report and Account ahead of approval by the Audit Committee and publication on NHS Choices • Review assurance reports on compliance with the CQC Fundamental Standards of Quality and Safety • Receive six monthly reports in relation to the organisations Information Governance Toolkit submissions and report by exception to the Board of Directors • Approve all general policies which relate to: <ol style="list-style-type: none"> 1. Quality 2. Risk Management 3. Information Governance 4. Infection Prevention and Control 5. Safeguarding • Receive assurance of Wirral Community NHS Foundation Trust's response to reports from external agencies relevant to integrated governance, including the Care Quality Commission, Health and Safety Executive and the coroner and report by exception to the Board of Directors

	<ul style="list-style-type: none"> • Review the outcomes and action plans associated with all Serious Untoward Incidents to ensure that learning is implemented and shared across Wirral Community NHS Trust. • Receive new claim reports from the NHS Resolution and provide assurance to the board that the claims are managed in accordance with the NHS Resolution Claims Management Process and Wirral Community NHS Foundation Trust Claims Handling Policy. • Review the findings and monitor the resulting action plan from any internal audit reviews which relate to quality and governance. • Contribute to the Annual Governance Statement for review by the Audit Committee and approval by the Board of Directors • Review instances where the statutory Duty of Candour requirements are applied and where there may be breaches of those requirements ensuring action plans are put in place to address the situation. • To oversee any impact on quality or patient safety of any work stream or activity within the Transformation Programme via the monthly Quality & Patient Experience Report and the Risk Report. • To consider evidence in relation to the 'Well-Led Framework' associated with the work of the committee to demonstrate the trust's on-going compliance • To receive reports and assurances in respect of the systems and processes in place to support the effective implementation of the Raising Concerns Policy • To receive the annual self-assessment of EPPR standards prior to Board approval of the self-certification return to NHSE. <p>In performing its duties, the Committee will provide assurance to the Board of Directors that all areas of equality and diversity practices are being observed in order that it remains compliant with its public sector equality duty. The committee will also progress any actions devolved to it by Board of Directors.</p>
<p>Finance & Performance Committee</p>	<p>The committee shall;</p> <p>Financial management</p> <ul style="list-style-type: none"> • Review the trust's annual financial plan and targets, and performance against them before submission to the Board of Directors • Ensure delivery of financial targets by ensuring a comprehensive financial management control framework is in place • Receive monthly reports on the trust's financial and performance management position and review the robustness of the risk assessments underpinning forecasts and, where appropriate, any plans for corrective action • Receive regular updates in relation to Service Line Reporting to triangulate with service performance data • Monitor the detailed monthly income and expenditure position • Oversee the CIP governance arrangements and monitor reports on the progress of CIP delivery to

	<p>provide assurance to the Board of Directors that this is being driven throughout the organisation</p> <ul style="list-style-type: none"> • Oversee proactive and forward looking action in forecasting both financial and non-financial performance • Scrutinise and assess financial business cases escalated to the committee according to the Scheme of Reservation & Delegation <p>Performance</p> <ul style="list-style-type: none"> • Ensure delivery of performance targets by ensuring a comprehensive performance management control framework is in place • Receive monthly reports on detailed service performance and provide assurance that appropriate measures are in place to address under and over-performance and, where appropriate any plans for corrective action • Monitor commercial performance including SLAs and sub-contracting arrangements • Receive assurance on the management of contract queries to commissioners • Approve and monitor the implementation of supporting strategies (e.g. Estates Strategy, Procurement Strategy, IM&T Strategy, Business Intelligence Strategy and Commercial Development Strategy) • Receive committee specific organisational risks and progression flagged risks as per the Risk Management Framework and as escalated by the Integrated Performance Group and/or Divisional Governance Group • Consider the impact of organisational risks on the Board Assurance Framework • Consider evidence in relation to the 'Well-Led Governance Framework' associated with the work of the committee to demonstrate the trust's on-going compliance <p>In performing its duties, the Committee will have due regard to the Trust's commitment to equality, diversity and human rights as well as compliance with the Equalities Act 2010 and other legislation requirements.</p>
Education & Workforce Committee	<p>The committee shall;</p> <ul style="list-style-type: none"> • Report to the Board of Directors on workforce and education matters • Consider and make decisions on workforce strategy, organisational development and learning and development and monitor their effectiveness • Receive assurance on the development of the future workforce to meet the trust's strategic objectives and approve and monitor all plans for the education and training of the workforce • Review and monitor the workforce resources of the Trust to ensure their effective deployment, including the monitoring of workforce plans • Review, approve and monitor all Human Resources policies to support the effective management of the workforce • Monitor the wellbeing of the organisation and its workforce and ensure appropriate supporting strategies

	<p>are in place</p> <ul style="list-style-type: none"> • Oversee and support the implementation of the Leadership for All framework within all areas of the organisation • Scrutinise and continually monitor the performance of the Trust in relation to key workforce indicators • Receive committee specific organisational risks and progression flagged risks as per the Risk Management Framework and as escalated by the Integrated Performance Group and/or Divisional Governance Group. • Consider the impact of organisational risks on the Board Assurance Framework. • To receive updates on the work of the Raising Concerns Freedom To Speak Up Group in the management of concerns when raised by staff across the organisation. <p>In performing its duties, the Committee will provide assurance to the Trust Board that all areas of equality and diversity practices are being observed in order that it remains compliant with its public sector equality duty. The Committee will also progress any actions devolved to it by the Trust Board.</p>
Audit Committee	<p>The committee shall;</p> <ul style="list-style-type: none"> • Seek an independent review of the work of the relevant committees to enable it to 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 • Approve (based on delegated authority from the Board of Directors) approve the Annual Report, Financial Statements and Annual Governance Statement & Quality Report before submission to the regulators and Parliament • Review the adequacy and effectiveness of; <ul style="list-style-type: none"> • All risk and control related disclosure statements (in particular the Annual Governance Statement), together with any accompanying Head of Internal Audit statement, external audit opinion or other appropriate independent assurances, prior to endorsement by the Board • The underlying assurance processes that indicate the degree of achievement of corporate objectives, the effectiveness of the management of principal risks and the appropriateness of the above disclosure statements • The policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements and related reporting and self-certification • The Corporate Governance Manual, Standing Orders, Standing Financial Instructions and Scheme of Delegation

	<ul style="list-style-type: none"> • The policies and procedures for all work related to fraud and corruption as set out in Secretary of State Directions and as required by the NHS Counter Fraud and Security Management Service. • Ensure that there is an effective internal function that meets mandatory Public Sector Internal Audit Standards and provides appropriate independent assurance to the Audit Committee, Chief Executive and Board • Review the work and findings of the external auditors and consider the implications and management's responses to their work • Satisfy itself that the organisation has adequate arrangements in place for countering fraud and shall approve the counter fraud plan and review the outcomes of counter fraud work • In accordance with the UK Code, the Audit Committee shall remain aware of the arrangements and processes in place by which staff of the organisation may in confidence, raise concerns about possible improprieties in matters of financial reporting or others matters. The Audit Committee shall acknowledge the work and oversight of the Board of Directors and the Quality & Safety Committee in the application of the Trust's Raising Concerns Policy (GP51). The committee will receive the quarterly data set submitted to the national Freedom To Speak Up Guardian for assurance. <p>In performing its duties, the committee will have due regard to the Trust's commitment to equality, diversity and human rights as well as compliance with the Equality Act 2010 and other legislation requirements.</p>
Remuneration & Terms of Service Committee	<p>The committee shall;</p> <ul style="list-style-type: none"> • Ensure that the staff identified under Paragraph 20 are fairly rewarded for their individual contribution to the organisation, having proper regard for the organisation's circumstances and performance and to the provisions of any national arrangements where appropriate, including the Very Senior Manager Pay Framework • Determine, and agree with other Non-Executive Directors, the framework or policy for the Chief Executive and Executive Directors paid on the Very Senior Managers Pay Framework • Within the terms of the agreed policy, determine the total individual remuneration packages of the Chief Executive and Executive Directors paid on the Very Senior Managers Pay Framework including, where appropriate, bonuses and incentive payments; to have regard as required to any national policy on Very Senior Managers' pay • Determine the policy for and scope of termination/redundancy payments whilst ensuring they are in accordance with national guidelines • Determine any major changes in remuneration structures within the Trust • Determine policy on Trust specific terms and conditions of service • Determine the expenses policy for the Trust • Determine the relocation policy for the Trust

Table of Delegated Authority

Delegated matters in respect of decisions which may have a far reaching effect must be reported to the Chief Executive. The '**Delegated to**' authority is in accordance with the: Standing Orders and Standing Financial Instructions. The '**Operational Responsibility**' shown below is the lowest level to which authority is delegated.

Table A - Delegated Authority and Delegated Matters

Table B - Delegated Financial Limits

Delegation to lower levels is only permitted with written approval of the Chief Executive who will, before authorising such delegation, consult with other Senior Managers as appropriate.

DELEGATED MATTER	DELEGATED TO ①	OPERATIONAL RESPONSIBILITY
1. Standing Orders/Standing Financial Instructions		
a) Final authority in interpretation of Standing Orders	Chairman	Chairman
b) Notifying Directors and employees of their responsibilities within the Standing Orders and Standing Financial Instructions and ensuring that they understand the responsibilities	Chief Executive	Director of Corporate Affairs/Chief Finance Officer
c) Responsibility for security of the Trust's property, avoiding loss, exercising economy and efficiency in using resources and conforming with Standing Orders, Financial instructions and financial procedures	Chief Executive	All Directors and Employees
d) Suspension of Standing Orders	Board of Directors	Board of Directors
e) Review suspension of Standing Orders	Audit Committee	Audit Committee
f) Variation or amendment to Standing Orders	Board of Directors	Board of Directors
g) Emergency powers relating to the authorities retained by the Board of Directors	Chair and Chief Executive with two Non-Executives	Chair and Chief Executive with two Non-Executives
h) Disclosure of non-compliance with Standing Orders to the Chief Executive (report to the Board of Directors)	All staff	All staff
i) Disclosure of non-compliance with SFIs to the Chief Finance Officer and Development (report to the Audit Committee)	All staff	All staff
j) Advice on interpretation or application of SFIs and this Scheme of Delegation	Chief Finance Officer	Director of Corporate Affairs/Deputy Director of Finance & Business Intelligence

DELEGATED MATTER	DELEGATED TO	OPERATIONAL RESPONSIBILITY
1. Audit Arrangements		
a) Advise the Board on Internal and External Audit Services	Audit Committee	Chief Finance Officer
b) Review the establishment and maintenance of an effective system of integrated governance, internal control and risk management	Board of Directors	Audit Committee
c) Review, appraise and report in accordance with Public Sector Internal Audit Standards and best practice	Audit Committee	Internal Audit
d) Review the annual report and annual financial statements	Audit Committee/ Council of Governors	Audit Committee / External Audit
e) Ensure cost-effective audit service	Audit Committee/ Council of Governors	Chief Finance Officer
f) Implement recommendations	Chief Executive	Relevant Officers
2. Bank/GBS Accounts/Cash (Excluding Charitable Fund (Funds Held on Trust) Accounts)		
a) Operation: <ul style="list-style-type: none"> • Managing banking arrangements and operation of bank accounts (Board of Directors approves arrangements) • Opening bank accounts • Authorisation of transfers between Trust bank accounts • Approve and apply arrangements for the electronic transfer of funds • Authorisation of: <ul style="list-style-type: none"> ○ GBS schedules ○ BACS schedules ○ Automated cheque schedules ○ Manual cheques 	Chief Finance Officer Chief Finance Officer Chief Finance Officer Chief Finance Officer Chief Finance Officer	To be completed in accordance with bank mandate/internal procedures To be completed in accordance with bank mandate/internal procedures
b) Petty Cash	Chief Finance Officer	Refer to Delegated Financial Limits
3. Capital Investment		
a) Programme: <ul style="list-style-type: none"> • Ensure that there is adequate appraisal and approval process for determining capital expenditure priorities and the effect that each has on business plans / Service development Strategy • Preparation of Capital Investment Programme • Preparation of a business case • Financial monitoring and reporting on all capital scheme expenditure including variations to contract • Authorisation of capital requisitions • Assessing the requirements for the operation of the construction industry 	Chief Executive Chief Executive Chief Finance Officer Chief Finance Officer Chief Executive Chief Financial Officer	Chief Finance Officer Chief Finance Officer Relevant Head of Service/ Senior Manager / Director (with advice from Senior Finance Staff) Deputy Director of Finance & Business Intelligence Refer to Delegated Financial Limits Chief Finance Officer

DELEGATED MATTER	DELEGATED TO	OPERATIONAL RESPONSIBILITY
taxation deduction scheme.		
<ul style="list-style-type: none"> • Responsible for the management of capital schemes and for ensuring that they are delivered on time and within cost • Ensure that capital investment is not undertaken without availability of resources to finance all revenue consequences • Issue procedures to support: <ul style="list-style-type: none"> ○ capital investment ○ staged payments • Issue procedures governing financial management, including variation to contract, of capital investment projects and valuation for accounting purposes. • Issuing the capital scheme project manager with specific authority to commit capital, proceed / accept tenders in accordance with the SO's and SFI's <p>b) Private Finance:</p> <ul style="list-style-type: none"> • Demonstrate that the use of private finance represents best value for money and transfers risk to the private sector. Proposal to use PFI must be specifically agreed by the Board of Directors <p>c) Leases (property and equipment)</p> <ul style="list-style-type: none"> • Granting and termination of leases with Annual rent 	<p>Chief Finance Officer</p> <p>Chief Finance Officer</p> <p>Chief Finance Officer</p> <p>Chief Finance Officer</p> <p>Chief Executive</p> <p>Chief Executive</p> <p>Chief Executive</p>	<p>Deputy Director of Finance & Business Intelligence</p> <p>Chief Finance Officer</p> <p>Chief Finance Officer</p> <p>Refer to Delegated Financial Limits</p>
4. Clinical Audit	Chief Executive	Director of Nursing & Quality Improvement
5. Commercial Sponsorship		
Agreement to proposal	Chief Executive	Chief Executive / Board of Directors
6. Commissioning and Service Agreements		
a) Negotiation of Community Contract and Non Commercial Contracts having regard to quality, cost effectiveness and Trust objectives	Chief Executive	Chief Finance Officer/Chief Operating Officer /Director of Nursing & Quality Improvement
b) Quantifying and monitoring of both contract and non-contracted activity, reporting actual and forecast income on services provided	Chief Finance Officer/ Chief Operating Officer	Deputy Director of Finance & Business Intelligence/Deputy Director of Operations
c) Costing SLA/Contract and Non Commercial Contracts	Chief Finance Officer	Deputy Director of Finance & Business Intelligence
d) Reference costing/Payment by Results	Chief Finance Officer	Deputy Director of Finance & Business Intelligence
e) Ad hoc costing relating to changes in activity, developments, business cases and bids for funding	Chief Finance Officer	Deputy Director of Finance & Business Intelligence
f) Ensure the Trust enters into suitable contracts with service commissioners for the provision of NHS services	Chief Executive	Chief Operating Officer

DELEGATED MATTER	DELEGATED TO	OPERATIONAL RESPONSIBILITY
g) Sound system of financial monitoring to ensure effective accounting of expenditure under the contract. Including suitable audit trail but maintaining patient confidentiality.	Chief Finance Officer	Deputy Director of Finance & Business Intelligence/Divisional Managers
7. Complaints (Patients & Relatives)		
a) Overall responsibility for ensuring that all complaints are dealt with effectively	Chief Executive	Director of Nursing & Quality Improvement
b) Responsibilities for ensuring complaints relating to divisions / departments are investigated thoroughly	Chief Executive	Chief Operating Officer /Divisional Manager
c) Medico - Legal Complaints Coordination of their management	Chief Executive	Director of Nursing & Quality Improvement
8. Confidential Information		
a) Review of the Trust's compliance with the Caldicott report on protecting patients' confidentiality in the NHS	Chief Executive	Caldicott Guardian
b) Freedom of Information Act compliance code	Chief Executive	Director of Nursing & Quality Improvement
9. Data Protection Act		
Review of Trust's compliance	Chief Executive	Director of Nursing & Quality Improvement
10. Declaration of Interest		
a) Maintaining a register of interests	Chief Executive	Director of Corporate Affairs
b) Declaring relevant and material interest	Board of Directors	Board of Directors/ Senior Managers/ All staff
11. Disposal and Condemnations		
a) Items obsolete, redundant, irreparable or cannot be repaired cost effectively	Chief Finance Officer	Deputy Director of Finance & Business Intelligence
b) Develop arrangements for the sale of assets	Chief Finance Officer	Deputy Director of Finance & Business Intelligence
12. Environmental Regulations		
Review of compliance with environmental regulations, for example those relating to clean air and waste disposal	Chief Executive	Chief Finance Officer
13. Financial Planning / Budgetary Responsibility		
a) Setting: <ul style="list-style-type: none"> • Submit budgets to the Trust Board • Submit to Board financial estimates and forecasts • Compile and submit to the Board a Business Plan, which takes into account financial targets and forecast limits of available resources. The Business/ Financial Plan will contain: <ul style="list-style-type: none"> ○ a statement of the significant assumptions on which the plan is based ○ details of major changes in 	Chief Finance Officer	Deputy Director of Finance & Business Intelligence
	Chief Finance Officer	Deputy Director of Finance & Business Intelligence
	Chief Finance Officer/ Chief Operating Officer	Deputy Director of Finance & Business Intelligence/Deputy Director of Operations

DELEGATED MATTER	DELEGATED TO	OPERATIONAL RESPONSIBILITY
workload, delivery of services or resources required to achieve the plan.		
<p>b) Monitoring:</p> <ul style="list-style-type: none"> • Devise and maintain systems of budgetary control • Monitor performance against budget • Delegate budgets to budget holders • Ensuring adequate training is delivered to budget holders to facilitate their management of the allocated budget. • Submit in accordance with the NHSI's requirements for financial monitoring returns • Identify and implement cost improvements and income generation activities in line with the Business Plan <p>c) Preparation of:</p> <ul style="list-style-type: none"> • Annual Accounts • Annual Report • Quality Accounts/ Report <p>d) Budget Responsibilities Ensure that</p> <ul style="list-style-type: none"> • no overspend or reduction of income that cannot be met from virement is incurred without prior consent of Board • approved budget is not used for any other than specified purpose subject to rules of virement • no permanent employees are appointed without the approval of the Chief Executive other than those provided for within available resources and manpower establishment <p>e) Authorisation of Virement:</p>	<p>Chief Finance Officer</p> <p>Chief Finance Officer</p> <p>Chief Finance Officer</p> <p>Chief Executive</p> <p>Chief Executive</p> <p>Chief Finance Officer</p> <p>Chief Executive</p> <p>Chief Finance Officer</p> <p>Chief Executive</p>	<p>Deputy Director of Finance & Business Intelligence</p> <p>Finance Managers / Budget Holders</p> <p>Deputy Director of Finance & Business Intelligence</p> <p>Chief Finance Officer</p> <p>Chief Finance Officer</p> <p>Chief Operating Officer</p> <p>Chief Financial Accountant</p> <p>Chief Financial Accountant//Director of Corporate Affairs</p> <p>Director of Nursing & Quality Improvement</p> <p>Budget Holders</p> <p>Refer to Delegated Financial Limits</p>
14. Financial Procedures and Systems		
Maintenance & Update on Trust Financial Procedures	Chief Finance Officer	Deputy Director of Finance & Business Intelligence
15. Fire precautions • Ensure that the Fire Precautions and prevention policies and procedures are adequate and that fire safety and integrity of the estate is intact	Chief Finance Officer	Heads of Estates
16. Fixed Assets		
a) Maintenance of asset register including asset identification and monitoring	Chief Finance Officer	Deputy Director of Finance & Business Intelligence
b) Ensuring arrangements for financial control and financial audit of building and engineering contracts and property transactions.	Chief Finance Officer	Deputy Director of Finance & Business Intelligence

DELEGATED MATTER	DELEGATED TO	OPERATIONAL RESPONSIBILITY
c) Calculate and pay capital charges in accordance with the requirements of the DOH	Chief Finance Officer	Deputy Director of Finance & Business Intelligence
d) Responsibility for security of Trust's assets including notifying discrepancies to the Chief Finance Officer and reporting losses in accordance with Trust's procedures	Chief Finance Officer	All staff
17. Fraud (See also 26, 36)		
a) Monitor and ensure compliance with Trust Contractual requirements on fraud and corruption including the appointment of the Local Counter Fraud Specialist	Chief Executive and Chief Finance Officer	Local Counter Fraud Specialist.
b) Notify NHS Counter Fraud Authorities and External Audit of all suspected Frauds	Chief Finance Officer	Local Counter Fraud Specialist.
18. Funds Held on Trust (Charitable and Non Charitable Funds)		
a) Management: <ul style="list-style-type: none"> Funds held on behalf of the trust are managed appropriately Maintenance of authorised signatory list of nominated fund holders Expenditure Limits <ul style="list-style-type: none"> Over 5k Below 5k Systems for dealing with Donations 	Chief Finance Officer Chief Finance Officer	Chief Financial Accountant Chief Executive Divisional Managers/Senior Managers Chief Financial Accountant
19. Health and Safety		
Review of all statutory compliance with legislation and Health and Safety requirements including control of Substances Hazardous to Health Regulations	Chief Executive	Chief Finance Officer
20. Hospitality/Gifts		
a) Keeping of hospitality register	Chief Executive	Director of Corporate Affairs
b) Applies to both individual and collective hospitality receipt items. See Delegated Financial Limits and Managing Conflicts of Interest Policy (GP7).		All staff in accordance with Managing Conflicts of Interest Policy (GP7).
21. Infectious Diseases & Notifiable Outbreaks		
	Chief Executive	Director of Nursing & Quality Improvement.
22. Information Management & Technology		
Financial Systems <ul style="list-style-type: none"> Developing financial systems in accordance with the Trust's IM&T Strategy Implementing new systems and ensuring they are developed in a controlled manner and thoroughly tested Seeking third party assurances regarding financial systems operated externally 	Chief Finance Officer	Deputy Director of Finance & Business Intelligence/ Deputy Director of IM&T

DELEGATED MATTER	DELEGATED TO	OPERATIONAL RESPONSIBILITY
<ul style="list-style-type: none"> Ensure that contracts for computer services for financial applications define responsibility re security, privacy, accuracy, completeness and timeliness of data during processing and storage. 	Chief Finance Officer	Deputy Director of IM&T
23. Information Governance		
<ul style="list-style-type: none"> Ensure that risks to the Trust from use of IT are identified and considered and that disaster recovery plans are in place. Undertake duties and responsibilities of the Senior Information Risk Officer (SIRO). Ensure compliance with information governance requirements and annual completion of IG Toolkit 	<p>Chief Finance Officer (SIRO)</p> <p>Chief Finance Officer</p> <p>Chief Finance Officer</p>	<p>Deputy Director of IM&T</p> <p>Chief Finance Officer</p> <p>Head of Quality & Patient Safety</p>
24. Legal Proceedings		
<p>a) Engagement of Trust's Solicitors / Legal Advisors</p> <p>b) Approve and sign all documents which will be necessary in legal proceedings, i.e. executed as a deed</p> <p>c) Sign on behalf of the Trust any agreement or document not requested to be executed as a deed</p>	<p>Chief Executive</p> <p>Chief Executive</p> <p>Chief Executive</p>	<p>Director of Human Resources and Organisational Development</p> <p>All Directors</p> <p>All Directors</p>
25. Losses, Write-off & Compensation		
<p>a) Prepare procedures for recording and accounting for condemnations, losses and special payments including preparation of a Fraud Response Plan that sets out the action to be taken both by persons detecting a suspected fraud and those persons responsible for investigating it.</p> <p><u>Losses</u></p> <p>For losses apparently caused by theft, arson, neglect of duty or gross carelessness, except if trivial the Chief Finance Officer must immediately notify:</p> <ul style="list-style-type: none"> The Board of Directors The External Auditor Counter Fraud and Local Security Management Services <p>Writing off of all losses and special payments in accordance with the Scheme of Reservation and Delegation</p> <p>Authority to take any necessary steps to safeguard the Trust's interests in bankruptcies and company liquidations.</p> <p>Consider whether any insurance claim can be made.</p>	<p>Chief Executive</p> <p>Chief Finance Officer</p> <p>Chief Finance Officer</p> <p>Chief Finance Officer</p> <p>Chief Finance Officer</p>	<p>Chief Finance Officer</p> <p>Chief Finance Officer</p> <p>Chief Finance Officer</p> <p>Chief Finance Officer</p>

DELEGATED MATTER	DELEGATED TO	OPERATIONAL RESPONSIBILITY
<p><u>Special Payments</u> Compensation payments by Court Order</p> <p><u>Ex Gratia Payments</u></p> <ul style="list-style-type: none"> • To patients/staff for loss of personal effects • For clinical negligence after legal advice • For personal injury after legal advice • Other ex gratia payments. <p>Maintain a Losses and Special Payments Register in which write-off action is recorded. This should be maintained by the Finance Department and be available for inspection.</p> <p>b) A report of all losses and special payments must be reported to the Audit Committee</p>	<p>Chief Executive</p> <p>Chief Finance Officer</p> <p>Chief Finance Officer</p> <p>Chief Finance Officer</p>	<p>Above Excess - NHS Resolve Below Excess - Chief Finance Officer</p> <p>Chief Finance Officer</p> <p>Deputy Director of Finance & Business Intelligence</p> <p>Deputy Director of Finance & Business Intelligence</p>
26. Meetings		
a) Calling meetings of the Trust Board	Chairman	Chairman
b) Chair all Trust Board meetings and associated responsibilities	Chairman	Chairman
27. Medical		
a) Clinical Governance arrangements	Chief Executive	Director of Nursing & Quality Improvement/Medical Director
b) Medical Leadership	Chief Executive	Medical Director
c) Programmes of medical education	Chief Executive	Medical Director
d) Medical staffing plans	Chief Executive	Medical Director
e) Medical Research	Chief Executive	Medical Director
28. Non Pay Expenditure		
a) Maintenance of a list of managers authorised to place requisitions/orders and accept goods in accordance with Delegated Financial Limits	Chief Finance Officer	Head of Procurement
b) Prepare procedural instructions where not already provided in the Scheme of Reservation and Delegation or procedure notes for budget holders on the obtaining of goods, works and services incorporating the thresholds.	Chief Finance Officer	Head of Procurement
c) Non-Pay Expenditure for which no specific budget has been set up and which is not subject to funding under delegated powers of virement. (Subject to the limits above in (a).	Chief Executive	Refer to Delegated Financial Limits
d) Develop systems for the payment of accounts	Chief Finance Officer	Chief Financial Accountant
e) Prompt payment of accounts in accordance with BPPC	Chief Finance Officer	Chief Financial Accountant
f) Approval and financial management and procedure arrangements for prepayments outside normal commercial arrangements	Chief Finance Officer	Refer To Delegated Financial Limits

DELEGATED MATTER	DELEGATED TO	OPERATIONAL RESPONSIBILITY
g) Approve joint finance arrangements with local authorities and voluntary bodies	Chief Finance Officer	Deputy Director of Finance & Business Intelligence
h) Financial limits for ordering/ requisitioning goods and services	Chief Finance Officer	Head of Procurement
29. Nursing		
a) Compliance with statutory and regulatory arrangements relating to professional nursing and midwifery practice	Chief Executive	Director of Nursing & Quality Improvement
b) Matters involving individual professional competence of nursing staff	Chief Executive	Director of Nursing & Quality Improvement
c) Compliance with professional training and development of nursing staff	Chief Executive	Director of Nursing & Quality Improvement
d) Quality assurance of nursing processes	Chief Executive	Director of Nursing & Quality Improvement
30. Personnel & Pay		
a) Nomination of officers to enter into contracts of employment regarding staff, agency staff or consultancy service contracts	Chief Executive	Director of Human Resources & Organisational Development/ Deputy Director of Human Resources & Organisational Development
b) Develop human resource policies and strategies for approval by the Board including training, industrial relations.	Director of Human Resources & Organisational Development	Deputy Director of Human Resources & Organisational Development
c) Authority to fill funded post on the establishment with permanent staff.	Director of Human Resources & Organisational Development	Divisional Managers in accordance with Trust Policy
d) The granting of additional increments to staff within budget	Director of Human Resources & Organisational Development	Deputy Director of Human Resources & Organisational Development
e) All requests for re-grading shall be dealt with in accordance with Trust Procedure	Director of Human Resources & Organisational Development	Deputy Director of Human Resources & Organisational Development
f) Establishments <ul style="list-style-type: none"> • Additional staff to the agreed establishment with specifically allocated finance • Additional staff to the agreed establishment without specifically allocated finance • Self financing changes to an establishment 	Chief Finance Officer	Budget holders/Deputy Director of Finance & Business Intelligence
	Chief Executive	Chief Finance Officer
	Chief Finance Officer	Chief Finance Officer
g) Pay <ul style="list-style-type: none"> • Presentation of proposals to the Trust Board for the setting of remuneration and conditions of service for those staff not covered by the Remuneration Committee. 	Chief Executive	Director of Human Resources & Organisational Development

DELEGATED MATTER	DELEGATED TO	OPERATIONAL RESPONSIBILITY
<ul style="list-style-type: none"> Authority to complete standing data forms effecting pay, new starters, variations and leavers Authority to complete and authorise positive reporting forms (SVLS) Authority to authorise overtime Authority to authorise travel & subsistence expenses 	<p>Director of Human Resources and Organisational Development</p> <p>Director of Human Resources and Organisational Development</p> <p>Director of Human Resources and Organisational Development</p> <p>Chief Finance Officer</p>	<p>Deputy Director of Human Resources and Organisational Development/Senior Managers</p> <p>Deputy Director of Human Resources and Organisational Development/Budget Holders/Senior Managers</p> <p>Budget Holders/Senior Managers</p> <p>Budget Holders</p>
<p>h) Leave (Note entitlement may be taken in hours)</p>		<p><i>Refer to Annual Leave & Bank Holiday Policy</i></p>
<p><u>Annual Leave</u></p>		
<ul style="list-style-type: none"> Approval of annual leave 	<p>Director of Human Resources & Organisational Development</p>	<p>Divisional Manager / Service Leads (as per divisional procedure)</p>
<ul style="list-style-type: none"> Annual leave - approval of carry over (applies to employees on adoption leave, paternity leave, maternity leave and long-term sickness absence only) 	<p>Director of Human Resources & Organisational Development</p>	<p>Divisional Manager / Service Leads (as per divisional procedure)</p>
<p><u>Special Leave</u></p>		
<ul style="list-style-type: none"> Compassionate leave 	<p>Director of Human Resources & Organisational Development</p>	<p>Deputy Director of Human Resources & Organisational Development</p>
<ul style="list-style-type: none"> Special leave arrangements for domestic/personal/family reasons (to be applied in accordance with Trust Policy) <ul style="list-style-type: none"> paternity leave carers leave adoption leave 		<p>Divisional Managers/Service Leads</p> <p>Divisional Managers/Service Leads</p>
<ul style="list-style-type: none"> Special Leave - this includes <ul style="list-style-type: none"> Jury Service, Armed Services, School Governor (to be applied in accordance with Trust Policy) Leave without pay Medical Staff Leave of Absence - paid and unpaid Time off in lieu Maternity Leave - paid and unpaid 		<p>Divisional Managers/Service Leads</p> <p>Divisional Managers/Service Leads</p> <p>Divisional Managers/Service Leads</p> <p>Divisional Managers/Service Leads</p>
		<p>Heads of Service/ Senior Managers</p> <p>Refer to Maternity, Paternity and Adoption Leave policy</p>

DELEGATED MATTER	DELEGATED TO	OPERATIONAL RESPONSIBILITY
<p><u>Sick Leave</u></p> <ul style="list-style-type: none"> • Extension of sick leave on pay • Return to work part-time on full pay to assist recovery 	<p>Director of Human Resources & Organisational Development</p>	<p>Director of Human Resources and Organisational Development</p> <p>Director of Human Resources and Organisational Development</p>
<p><u>Study Leave</u></p> <ul style="list-style-type: none"> • Study leave outside the UK • Medical staff study leave (UK) <ul style="list-style-type: none"> ○ Consultant / Non Career Grade ○ Career Grade • All other study leave (UK) 	<p>Chief Executive</p> <p>Chief Executive</p> <p>Executive Directors</p>	<p>Director of Nursing and Quality Improvement</p> <p>Medical Director</p> <p>Divisional Managers/Service Leads/Budget Holders</p>
<p>i) Removal Expenses, Excess Rent and House Purchases</p> <ul style="list-style-type: none"> • All staff (agreed at interview) maximum £6,000 • Senior Medical Staff maximum £8,000 • Authorisation of payment of removal expenses incurred by officers taking up new appointments (providing consideration was promised at interview) 	<p>Chief Finance Officer</p>	<p>Director of Human Resources and Organisational Development</p> <p>Refer to Delegated Financial Limits</p>
<p>j) Grievance Procedure</p> <p>All grievance cases must be dealt with strictly in accordance with the Grievance Procedure and the advice of the Director of HR and Organisational Development must be sought when the grievance reaches the level of Divisional Managers/Service Leads</p>	<p>Director of Human Resources & Organisational Development</p>	<p>Deputy Director of Human Resources and Organisational Development</p>
<p>k) Authorised Car Users</p> <ul style="list-style-type: none"> • Leased car 	<p>Chief Executive</p>	<p>Chief Finance Officer</p>
<p>l) Mobile Phone Users / iPads</p>	<p>Chief Finance Officer</p>	<p>Deputy Director of IM&T/Budget holders</p>
<p>m) Renewal of Fixed Term Contract</p>	<p>Director of Human Resources & Organisational Development</p>	<p>Budget Holder with advice from Chief Finance Officer/Director of Human Resources and Organisational Development</p>
<p>n) Staff Retirement Policy</p> <ul style="list-style-type: none"> • Authorisation of extensions of contract beyond normal retirement age in exceptional circumstances • Authorisation of return to work in part time capacity under the flexible retirement scheme 	<p>Director of Human Resources & Organisational Development</p> <p>Director of Human Resources & Organisational Development</p>	<p>Divisional Managers/Service Leads</p> <p>Divisional Manager/Service Leads</p>

DELEGATED MATTER	DELEGATED TO	OPERATIONAL RESPONSIBILITY
<p>o) Redundancy</p> <p>p) Ill Health Retirement Decision to pursue retirement on the grounds of ill-health following advice from the Occupational Health Department.</p> <p>q) Disciplinary Procedure (excluding Executive Directors)</p> <p>r) Ensure that all employees are issued with a contract of employment in a form approved by the Board of Directors and which complies with employment legislation.</p> <p>s) Engagement of staff not on the establishment</p> <ul style="list-style-type: none"> • Management Consultants • Booking of bank staff <ul style="list-style-type: none"> ○ nursing ○ other • Booking of agency staff <ul style="list-style-type: none"> ○ nursing ○ other 	<p>Chief Executive</p> <p>Chief Executive</p> <p>Chief Executive</p> <p>Director of Human Resources & Organisational Development</p> <p>Chief Finance Officer</p> <p>Director of Nursing & Quality Improvement</p> <p>Chief Operating Officer/Executive Directors</p> <p>Director of Nursing & Quality Improvement</p> <p>Chief Operating Officer/Executive Directors</p>	<p>Director of Human Resources & Organisational Development/Executive Directors</p> <p>Director of Human Resources & Organisational Development/Executive Directors</p> <p>To be applied in accordance with the Trust's Managing Performance Policy (HRP24) and Standards of Conduct & Disciplinary policy (HRP01)</p> <p>Head of Human Resources/Divisional Managers</p> <p>Divisional Manager/Service Leads</p> <p>Divisional Manager/Service Leads</p> <p>Divisional Manager/Service Leads</p> <p>Divisional Manager/Service Leads</p>
31. Quotation, Tendering & Contract Procedures		
<p>a) Services:</p> <ul style="list-style-type: none"> • Best value for money is demonstrated for all services provided under contract or in-house • Nominate officers to oversee and manage the contract on behalf of the Trust. <p>b) Competitive Tenders:</p> <ul style="list-style-type: none"> • Authorisation Limits • Maintain a register to show each set of competitive tender invitations despatched • Receipt and custody of tenders prior to opening • Opening Tenders • Decide if late tenders should be considered 	<p>Chief Finance Officer</p> <p>Chief Finance Officer</p> <p>Chief Executive</p> <p>Chief Finance Officer</p> <p>Chief Executive</p> <p>Chief Executive</p> <p>Chief Executive</p>	<p>Head of Procurement</p> <p>Head of Procurement</p> <p>Refer to Delegated Financial Limits</p> <p>Head of Procurement</p> <p>Chief Finance Officer</p> <p>Two officers from the approved list as authorised by the Audit Committee</p> <p>Chief Executive Officer</p>

DELEGATED MATTER	DELEGATED TO	OPERATIONAL RESPONSIBILITY
<ul style="list-style-type: none"> Ensure that appropriate checks are carried out as to the technical and financial capability of the firms invited to tender or quote <p>c) Quotations</p> <p>d) Waiving the requirement to request</p> <ul style="list-style-type: none"> tenders - subject to SOs (reporting to the Audit Committee) quotes - subject to SOs *reporting to the Audit Committee) 	<p>Chief Finance Officer</p> <p>Chief Executive</p> <p>Chief Finance Officer</p> <p>Chief Finance Officer</p>	<p>Head of Procurement</p> <p>Refer To Delegated Financial Limits</p> <p>Refer To Delegated Financial Limits</p> <p>Refer To Delegated Financial Limits</p>
32. Records		
a) Review Trust's compliance with the Records Management Code of Practice	Chief Executive	Executive Directors/ Heads of Service/ Senior Managers
b) Ensuring the form and adequacy of the financial records of all departments	Chief Finance Officer	Deputy Director of Finance & Business Intelligence
33. Reporting of Incidents to the Police		
a) Where a criminal offence is suspected	Chief Executive	Executive Director on call/Local Security Management Specialist
<ul style="list-style-type: none"> criminal offence of a violent nature arson or theft other 		
b) Where a fraud is involved (reporting to the Counter Fraud Services)	Chief Finance Officer	Local Counter Fraud Specialist/All staff
c) Deciding at what stage to involve the police in cases of misappropriation and other irregularities not involving fraud or corruption	Chief Finance Officer	LCFS
34. Risk Management		
a) Ensuring the Trust has a Risk Management Strategy and a programme of risk management	Chief Executive	Director of Corporate Affairs/Director of Nursing & Quality Improvement
b) Developing systems for the management of risk.	Chief Executive	Director of Corporate Affairs Director of Nursing & Quality Improvement
c) Developing incident and accident reporting systems	Chief Executive	Director of Corporate Affairs Director of Nursing & Quality Improvement
d) Compliance with the reporting of incidents and accidents	Chief Executive	All staff
35. Seal		
a) The keeping of a register of seal and safekeeping of the seal	Chief Executive	Director of Corporate Affairs
b) Attestation of seal in accordance with Standing Orders	Chairman /Chief Executive	Director of Corporate Affairs
c) Property transactions and any other legal requirement for the use of the seal.	Chairman /Chief Executive	Chief Executive or their nominated Director/Director of Corporate Affairs
36. Security Management		
a) Monitor and ensure compliance with Directions issued by the Secretary of State for Health on NHS security management including appointment of the Local Security Management Specialist.	Chief Executive	Chief Finance Officer

DELEGATED MATTER	DELEGATED TO	OPERATIONAL RESPONSIBILITY
37. Setting of Fees and Charges (Income)		
a) Private Patient, Overseas Visitors, Income Generation and other patient related services.	Chief Finance Officer	Deputy Director of Finance & Business Intelligence
b) Non patient care income	Chief Finance Officer	Deputy Director of Finance & Business Intelligence
c) Informing the Director of Finance and Development of monies due to the Trust	Chief Finance Officer	All Staff
d) Recovery of debt	Chief Financial Officer	Deputy Director of Finance & Business Intelligence
e) Security of cash and other negotiable instruments	Chief Financial Officer	Deputy Director of Finance & Business Intelligence
38. Stores and Receipt of Goods		
a) Responsibility for systems of control over stores and receipt of goods, issues and returns	Chief Finance Officer	Heads of Procurement/Divisional Managers/Service Leads
b) Stocktaking arrangements	Chief Finance Officer	Deputy Director of Finance & Business Intelligence
c) Responsibility for controls of pharmaceutical stock	Medical Director/ Director of Nursing & Quality Improvement	Medical Director/Deputy Medical Director

