



Northern Ireland Ambulance Service
Health and Social Care Trust

**STANDING ORDERS,
RESERVATION AND DELEGATION
of POWERS**

And

**STANDING FINANCIAL
INSTRUCTIONS**

June 2008

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SECTION A

1. INTERPRETATION AND DEFINITIONS FOR STANDING ORDERS AND STANDING FINANCIAL INSTRUCTIONS

- 1.1 Save as otherwise permitted by law, at any meeting the Chairman of the Trust shall be the final authority on the interpretation of Standing Orders (on which they should be advised by the Chief Executive).
- 1.2 Any expression to which a meaning is given in the HPSS (NI) Order 1991 and other Acts/Orders relating to the HPSS shall have the same meaning in these Standing Orders and Standing Financial Instructions and in addition:
- 1.2.1 "**Accounting Officer**" means the HPSS Officer responsible and accountable for funds entrusted to the Trust. The officer shall be responsible for ensuring the proper stewardship of public funds and assets. For this Trust it shall be the Chief Executive.
- 1.2.2 "**Trust**" means the Northern Ireland Ambulance Service (NIAS) Health & Social Care Trust.
- 1.2.3 "**Board**" means the Chairman, Executive and Non-Executive members of the Trust collectively as a body.
- 1.2.4 "**Budget**" means a resource, expressed in financial terms, proposed by the Board for the purpose of carrying out, for a specific period, any or all of the functions of the Trust.
- 1.2.5 "**Budget holder**" means the Director or employee with delegated authority to manage finances (Income and Expenditure) for a specific area of the organisation.
- 1.2.6 "**Chairman of the Board (or Trust)**" is the person appointed by the Departmental Public Appointments Unit to lead the Board and to ensure that it successfully discharges its overall responsibility for the Trust as a whole. The expression "the Chairman of the Trust" shall be deemed to include the member acting as Chairman of the Trust if the Chairman is absent from the meeting or is otherwise unavailable.
- 1.2.7 "**Chief Executive**" means the Chief Officer of the Trust.
- 1.2.8 "**Clinical Governance Committee**" means a Committee whose functions are concerned with the arrangements for the purpose of monitoring and improving the quality of health care for which the Northern Ireland Ambulance Service (NIAS) Trust has responsibility.
- 1.2.9 "**Commissioning**" means the process for determining the need for and for obtaining the supply of healthcare, social care and related services by the Trust within available resources.
- 1.2.10 "**Committee**" means a Committee or Sub-Committee created and appointed by the Trust.
- 1.2.11 "**Committee members**" means persons formally appointed by the Board to sit on or to chair specific committees.
- 1.2.12 "**Contracting and procuring**" 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.

- 1.2.13 **"Director of Finance"** means the Chief Financial Officer of the Trust.
- 1.2.14 **"Funds held on trust"** shall mean those funds which the Trust holds on date of incorporation, receives on distribution by statutory instrument or chooses subsequently to accept under powers derived under Article 16 of the HPSS (NI) Order 1991. Such funds may or may not be charitable.
- 1.2.15 **"Member"** means executive or non-executive member of the Board as the context permits. Member in relation to the Board does not include its Chairman.
- 1.2.16 **"Associate Member"** means a person appointed to perform specific statutory and non-statutory duties which have been delegated by the Trust Board for them to perform and these duties have been recorded in an appropriate Trust Board minute or other suitable record.
- 1.2.17 **"Membership, Procedure and Administration Arrangements Regulations"** means HSS Trusts (Membership and Procedure) Regulations (Northern Ireland) 1994.
- 1.2.18 **"Nominated officer"** means an officer charged with the responsibility for discharging specific tasks within Standing Orders and Standing Financial Instructions.
- 1.2.19 **"Officer"** means employee of the Trust or any other person holding a paid appointment or office with the Trust.
- 1.2.20 **"Secretary"** means a person appointed to act independently of the Board to provide advice on corporate governance issues to the Board and the Chairman and monitor the Trust's compliance with the law, Standing Orders, and DHSS&PS guidance.
- 1.2.21 **"SFI's"** means Standing Financial Instructions.
- 1.2.22 **"SO's"** means Standing Orders.
- 1.2.23 **"Member acting as Chairman"** means the non-executive member appointed by the Board to take on the Chairman's duties if the Chairman is absent for any reason.

SECTION B – STANDING ORDERS

1.0 INTRODUCTION

1.1 Statutory Framework

The Northern Ireland Ambulance Service (NIAS) HSC Trust (the Trust) is a statutory body which came into existence on 1 April 1995 under the Northern Ireland Ambulance Service Health and Social Services Trust (Establishment) Order (Northern Ireland) 1995.

1. The principal place of business of the Trust is Northern Ireland Ambulance Service, Headquarters, Site 30, Knockbracken Healthcare Park, Saintfield Road, Belfast, BT8 8SG.
2. HSS Trusts are provided for under Article 10(1) of the Health and Personal Social Services (NI) Order 1991.
3. The functions of the Trust are conferred by this legislation.
4. As a statutory body, the Trust has specified powers to contract in its own name and to act as a corporate trustee.
5. Schedule 3 of the HPSS (NI) Order 1991 specifies the duties, powers and status of HSS Trusts.
6. Circular HSS (PDD) 8/94 and the Codes of Conduct and Accountability require the Trust to adopt Standing Orders for the regulation of its proceedings and business. The Trust must also adopt Standing Financial Instructions (SFIs) as part of Standing Orders setting out the responsibilities of individuals.
7. The Trust will also be bound by such other statutes and legal provisions which govern the conduct of its affairs.

1.2 HPSS Framework

1. In addition to the statutory requirements the Minister for Health through the DHSS&PS issues further directions and guidance. These are normally issued under cover of a circular or letter.
2. The Codes of Conduct and Accountability require that, inter alia, Boards draw up a schedule of decisions reserved to the Board, and ensure that management arrangements are in place to enable responsibility to be clearly delegated to senior executives (a scheme of delegation). The code also requires the establishment of audit and remuneration committees with formally agreed terms of reference. The Standards of Business Conduct make various requirements concerning possible conflicts of interest of Board members.
3. The Trust will produce and publish an annual report for each financial year within the timescales set by the DHSSPS. The Annual Report will identify the Chairman, Chief Executive and Non Executive Directors, as well as the Chairman and members of the Audit, Clinical Governance and Remuneration Committees.
4. The Trust will comply with the Code of Practice on Openness issued by the HSS Executive in 1996.

1.3 Delegation of Powers

The Trust has powers to delegate and make arrangements for delegation. The Standing Orders set out the detail of these arrangements. Under the Standing Order relating to the Arrangements for the Exercise of Functions (SO 5) the Trust is given powers to "make arrangements for the exercise, on behalf of the Trust of any of their functions by a committee, sub-committee or joint committee appointed by virtue of Standing Order 4 or by an officer of the Trust, in each case subject to such restrictions and conditions as the Trust thinks fit or as the Minister for Health may direct". Delegated Powers are covered in a separate document (Reservation of Powers to the Board and Delegation of Powers). (See circular HSS (PDD) 8/94).

2. THE TRUST BOARD: COMPOSITION OF MEMBERSHIP, TENURE AND ROLE OF MEMBERS

2.1 Composition of the Membership of the Trust Board

In accordance with the Membership, Procedure and Administration Arrangements regulations the composition of the Board shall be:

1. The Chairman of the Trust (Appointed by the DHSS&PS Public Appointments Unit);
2. Up to 5 Non-Executive members (appointed by the DHSS&PS Public Appointments Unit);
3. Up to 5 Executive members (but not exceeding the number of non-executive members) including:
 - the Chief Executive;
 - the Director of Finance;

The Trust Board shall have not less than 8 members (unless otherwise determined by the Minister for Health and set out in the Trust's Establishment Order or such other communication from DHSS&PS).

2.2 Appointment of Chairman and Members of the Trust

1. The Chairman and Non-Executive Directors of the Trust are appointed by the DHSS&PS Public Appointments Unit following approval by the Minister for Health.

2.3 Terms of Office of the Chairman and Members

1. The regulations setting out the period of tenure of office of the Chairman and members and for the termination or suspension of office of the Chairman and members are contained in Part 2, Articles 7 - 9 of the HSS Trusts (Membership and Procedure) Regulations (NI) 1994.

2.4 Joint Members

1. Where more than one person is appointed jointly to a post mentioned in Part 2, regulation 6 of the HSS Trusts (Membership and Procedure) Regulations (NI) 1994, those persons shall count for the purpose of Standing Order 2.1 as one person.
2. Where the office of a member of the Board is shared jointly by more than one person:

- (a) Either or both of those persons may attend or take part in meetings of the Board;
- (b) If both are present at a meeting they should cast one vote if they agree;
- (c) In the case of disagreements no vote should be cast;
- (d) The presence of either or both of those persons should count as the presence of one person for the purposes of Standing Order 3.11 Quorum.

2.5 Role of Members

The Board will function as a corporate decision-making body, Executive and non-executive Members will be full and equal members. Their role as members of the Board of Directors will be to consider the key strategic and managerial issues facing the Trust in carrying out its statutory and other functions as set out in 2.8.

1. *Executive Members*

Executive Members shall exercise their authority within the terms of these Standing Orders and Standing Financial Instructions and the Scheme of Delegation.

2. *Chief Executive*

The Chief Executive shall be responsible for the overall performance of the executive functions of the Trust. He/she is the **Accounting Officer** for the Trust and shall be responsible for ensuring the discharge of obligations under Financial Directions and in line with the requirements of the Accounting Officer Memorandum for Trust Chief Executives issued by the DHSSPS.

3. *Director of Finance*

The Director of Finance shall be responsible for the provision of financial advice to the Trust and to its members and for the supervision of financial control and accounting systems. He/she shall be responsible along with the Chief Executive for ensuring the discharge of obligations under relevant Financial Directions.

4. *Non-Executive Members*

The Non-Executive Members shall not be granted nor shall they seek to exercise any individual executive powers on behalf of the Trust. They may however, exercise collective authority when acting as members of or when chairing a committee of the Trust which has delegated powers.

5. *Chairman*

The Chairman shall be responsible for the operation of the Board and chair all Board meetings when present. The Chairman has certain delegated executive powers. The Chairman must comply with the terms of appointment and with these Standing Orders.

The Chairman shall liaise with the DHSS&PS Public Appointments Unit over the appointment of Non-Executive Directors and once appointed shall take responsibility for their induction, their portfolios of interests and assignments, and their performance.

The Chairman shall work closely with the Chief Executive and shall ensure that key and appropriate issues are discussed by the Board in a timely manner with all the necessary information and advice being made available to the Board to inform the debate and ultimate resolution.

2.6 Corporate Role of the Board

1. All business shall be conducted in the name of the Trust.
2. All funds received in trust shall be held in the name of the Trust as corporate trustee.
3. The powers of the Trust established under statute shall be exercised by the Board meeting in public session except as otherwise provided for in Standing Order No. 3.
4. The Board shall define and regularly review the functions it exercises on behalf of the Minister for Health.

2.7 Schedule of Matters reserved to the Board and Scheme of Delegation

1. The Board may resolve that certain powers and decisions may only be exercised by the Board in formal session. These powers and decisions should be set out in the 'Schedule of Matters Reserved to the Board' and shall have effect as if incorporated into the Standing Orders. Those powers which it has delegated to officers and other bodies should be contained in the Scheme of Delegation.

2.8 Lead Roles for Board Members

1. The Chairman will ensure that the designation of lead roles or appointments of Board members as required by the DHSS&PS or as set out in any statutory or other guidance will be made in accordance with that guidance or statutory requirements.

3. MEETINGS OF THE TRUST BOARD

3.1 Calling Meetings

1. Ordinary meetings of the Board shall be held at regular intervals at such times and places as the Board may determine. The Board shall determine the minimum number of meetings to be held each year.
2. The Chairman of the Trust may call a meeting of the Board at any time.
3. One third or more members of the Board may requisition a meeting in writing. If the Chairman refuses, or fails, to call a meeting within seven days of a requisition being presented, the members signing the requisition may forthwith call a meeting.

3.2 Notice of Meetings and the Business to be Transacted

1. Before each meeting of the Board a written notice specifying the business proposed to be transacted shall be delivered to every member, or sent by post to the usual place of residence of each member, so as to be available to members at least three working days before the meeting. The notice shall be signed by the Chairman or by an officer authorised by the Chairman to sign on his/her behalf. Lack of service of such a notice on any member shall not affect the validity of a meeting.
2. In the case of a meeting called by members in default of the Chairman calling the meeting, the notice shall be signed by those members.
3. No business shall be transacted at the meeting other than that specified on the agenda, or emergency motions allowed under Standing Order 3.6.
4. A member desiring a matter to be included on an agenda shall make his/her request in writing to the Chairman at least 10 working days before the meeting. The request should state whether the item of business is proposed to be transacted in the presence of the public and should include appropriate supporting information. Requests made less than 10 working days before a meeting may be included on the agenda at the discretion of the Chairman.
5. Before each meeting of the Board a public notice in accordance with circular HSS (PPM) 4/2001 shall be issued detailing the time and place of the meeting. The public part of the agenda shall be displayed at the Trust's principal offices at least one week before the meeting (required by section 54 of the Health and Personal Social Services Act (Northern Ireland) 2001).

3.3 Agenda and Supporting Papers

The Agenda will be sent to members at least 5 working days before the meeting and supporting papers, whenever possible, shall accompany the agenda, but will be despatched no later than three working days before the meeting, save in emergency.

3.4 Petitions

Where a petition has been received by the Trust the Chairman shall include the petition as an item for the agenda of the next meeting.

3.5 Notice of Motion

1. Subject to the provision of Standing Orders 3.7 'Motions: Procedure at and during a meeting' and 3.8 'Motions to rescind a resolution', a member of the Board wishing to move a motion shall send a written notice to the Chief Executive who will ensure that it is brought to the immediate attention of the Chairman.
2. The notice shall be delivered at least [15] clear days before the meeting. The Chief Executive shall include in the agenda for the meeting all notices so received that are in order and permissible under governing regulations. This Standing Order shall not prevent any motion being withdrawn or moved without notice on any business mentioned on the agenda for the meeting.

3.6 Emergency Motions

Subject to the agreement of the Chairman, and subject also to the provision of Standing Order 3.7 'Motions: Procedure at and during a meeting', a member of the Board may give written notice of an emergency motion after the issue of the notice of meeting and agenda, up to one hour before the time fixed for the meeting. The notice shall state the grounds of urgency. If in order, it shall be declared to the Trust Board at the commencement of the business of the meeting as an additional item included in the agenda. The Chairman's decision on the inclusion of an item shall be final.

3.7 Motions: Procedure at and During a Meeting

1. Who May Propose

A motion may be proposed by the Chairman of the meeting or any member present. It must also be seconded by another member.

2. Contents of Motions

The Chairman may exclude from the debate at his/her discretion any such motion of which notice was not given on the notice summoning the meeting other than a motion relating to:

- The reception of a report;
- Consideration of any item of business before the Trust Board;
- The accuracy of minutes;
- That the Board proceeds to next business;
- That the Board adjourns;
- That the question be now put.

3. Amendments to Motions

A motion for amendment shall not be discussed unless it has been proposed and seconded.

Amendments to motions shall be moved relevant to the motion, and shall not have the effect of negating the motion before the Board.

If there are a number of amendments, they shall be considered one at a time. When a motion has been amended, the amended motion shall become the substantive motion before the meeting, upon which any further amendment may be moved.

4. Rights of reply to Motions

a) Amendments

The mover of an amendment may reply to the debate on their amendment immediately prior to the mover of the original motion, who shall have the right of reply at the close of debate on the amendment, but may not otherwise speak on it.

b) Substantive/Original Motion

The member who proposed the substantive motion shall have a right of reply at the close of any debate on the motion.

5. **Withdrawing a Motion**

A motion, or an amendment to a motion, may be withdrawn.

6. **Motions once under Debate**

When a motion is under debate, no motion may be moved other than:

- An amendment to the motion;
- The adjournment of the discussion, or the meeting;
- That the meeting proceeds to the next business;
- That the question should be now put;
- The appointment of an 'ad hoc' committee to deal with a specific item of business;
- That a member be not further heard;
- A motion under Section 23(2) of the Local Government Act (NI) 1972 resolving to exclude the public, including the press (see Standing Order 3.17).

In those cases where the motion is either that the meeting proceeds to the 'next business' or 'that the question be now put' in the interests of objectivity these should only be put forward by a member of the Board who has not taken part in the debate and who is eligible to vote.

If a motion to proceed to the next business or that the question be now put, is carried, the Chairman should give the mover of the substantive motion under debate a right of reply, if not already exercised. The matter should then be put to the vote.

3.8 Motion to Rescind a Resolution

1. Notice of motion to rescind any resolution (or the general substance of any resolution) which has been passed within the preceding six calendar months shall bear the signature of the member who gives it and also the signature of three other members, and before considering any such motion of which notice shall have been given, the Trust Board may refer the matter to any appropriate Committee or the Chief Executive for recommendation.
2. When any such motion has been dealt with by the Trust Board it shall not be competent for any director/member other than the Chairman to propose a motion to the same effect within six months. This Standing Order shall not apply to motions moved in pursuance of a report or recommendations of a Committee or the Chief Executive.

3.9 Chairman of Meeting

1. At any meeting of the Trust Board the Chairman, if present, shall preside. In the Chairman's absence, the Chair of Audit Committee shall assume the position of Chairman. In the absence of both Chairman and Chair of Audit Committee, the Chair of Clinical Governance Committee shall assume the position of Chairman.
2. If the Chairman, Chair of Audit and Chair of Clinical Governance are absent, such member (who is not also an executive Member of the Trust) as the members present shall choose, shall preside.

3. Where the Chairman of the Trust has died or has ceased to hold office, or where they have been unable to perform their duties as Chairman owing to illness or any other cause, the provisions in 3.9.2&3 shall apply until a new Chairman is appointed or the existing Chairman resumes their duties, as the case may be; and references to the Chairman in these Standing Orders shall, so long as there is no Chairman able to perform those duties, be taken to include references to the member acting as Chairman.

3.10 Chairman's Ruling

The decision of the Chairman of the meeting on questions of order, relevancy and regularity (including procedure on handling motions) and their interpretation of the Standing Orders and Standing Financial Instructions, at the meeting, shall be final.

3.11 Quorum

1. No business shall be transacted at a meeting unless at least half of the whole number of the Chairman and members (including at least two members who are also executive Members of the Trust and two members who are not) is present.
2. An Officer in attendance for an Executive Director but without formal acting up status may not count towards the quorum.
3. If the Chairman or member has been disqualified from participating in the discussion on any matter and/or from voting on any resolution by reason of a declaration of a conflict of interest (see SO No.7) that person shall no longer count towards the quorum. If a quorum is then not available for the discussion and/or the passing of a resolution on any matter, that matter may not be discussed further or voted upon at that meeting. Such a position shall be recorded in the minutes of the meeting. The meeting must then proceed to the next business.

3.12 Voting

1. Save as provided in Standing Orders 3.13 - Suspension of Standing Orders and 3.14 - Variation and Amendment of Standing Orders, every question put to a vote at a meeting shall be determined by a majority of the votes of members present and voting on the question. In the case of an equal vote, the person presiding (ie: the Chairman of the meeting shall have a second, and casting vote).
2. At the discretion of the Chairman all questions put to the vote shall be determined by oral expression or by a show of hands, unless the Chairman directs otherwise, or it is proposed, seconded and carried that a vote be taken by paper ballot.
3. If at least one third of the members present so request, the voting on any question may be recorded so as to show how each member present voted or did not vote (except when conducted by paper ballot).
4. If a member so requests, their vote shall be recorded by name.
5. In no circumstances may an absent member vote by proxy. Absence is defined as being absent at the time of the vote.

6. A manager who has been formally appointed to act up for an Officer Member during a period of incapacity or temporarily to fill an Executive Director vacancy shall be entitled to exercise the voting rights of the Officer Member.
7. A manager attending the Trust Board meeting 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.
8. For the voting rules relating to joint members see Standing Order 2.5.

3.13 Suspension of Standing Orders

1. Except where this would contravene any statutory provision or any direction made by the Minister for Health or the rules relating to the Quorum (SO 3.11), any one or more of the Standing Orders may be suspended at any meeting, provided that at least two-thirds of the whole number of the members of the Board are present (including at least one member who is an Officer Member of the Trust and one member who is not) and that at least two-thirds of those members present signify their agreement to such suspension. The reason for the suspension shall be recorded in the Trust Board's minutes.
2. A separate record of matters discussed during the suspension of Standing Orders shall be made and shall be available to the Chairman and members of the Trust.
3. No formal business may be transacted while Standing Orders are suspended.
4. The Audit Committee shall review every decision to suspend Standing Orders.

3.14 Variation and Amendment of Standing Orders

These Standing Orders shall not be varied except in the following circumstances:

- Upon a notice of motion under Standing Order 3.5;
- Upon a recommendation of the Chairman or Chief Executive included on the agenda for the meeting;
- That two thirds of the Board members are present at the meeting where the variation or amendment is being discussed, and that at least half of the Trust's Non-Executive members vote in favour of the amendment;
- Providing that any variation or amendment does not contravene a statutory provision or direction made by the Minister for Health.

3.15 Record of Attendance

The names of the Chairman and Directors/members present at the meeting shall be recorded.

3.16 Minutes

The minutes of the proceedings of a meeting shall be drawn up and submitted for agreement at the next ensuing meeting where they shall be signed by the person presiding at it.

No discussion shall take place upon the minutes except upon their accuracy or where the Chairman considers discussion appropriate.

3.17 Admission of Public and the Press

1. *Admission and Exclusion on Grounds of Confidentiality of business to be transacted*

The public and representatives of the press may attend meetings of the Board, but shall be required to withdraw upon a resolution of the Trust Board as follows:

- 'that representatives of the press, and other members of the public, be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest', Section 23(2) of the Local Government Act (NI) 1972'

2. *General Disturbances*

The Chairman or the person presiding over the meeting shall give such directions as he thinks fit with regard to the arrangements for meetings and accommodation of the public and representatives of the press such as to ensure that the Trust'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 will be required to withdraw upon the Trust Board resolving as follows:

- 'That in the interests of public order the meeting adjourn for (the period to be specified) to enable the Trust Board to complete its business without the presence of the public'. Section 23(2) of the Local Government Act (NI) 1972.

3. *Business Proposed to be Transacted when the press and public have been excluded from a meeting*

Matters to be dealt with by the Trust Board following the exclusion of representatives of the press, and other members of the public, as provided in (i) and (ii) above, shall be confidential to the members of the Board.

Notwithstanding the provisions of 3.17(i), the Board shall make arrangements to ensure that any discussion of confidential matters relating to staff, patients or commercially sensitive issues are conducted by the Board meeting In-Committee. A separate confidential minute of such meetings will be maintained and approved by the board at its next meeting. In addressing such matters they shall operate with full executive powers.

Members and Officers or any employee of the Trust in attendance shall not reveal or disclose the contents of papers marked 'In Confidence' or minutes headed 'Items Taken in Private' outside of the Trust, without the express permission of the Trust. This prohibition shall apply equally to the content of any discussion during the Board meeting which may take place on such reports or papers.

4. ***Use of Mechanical or Electrical Equipment for Recording or Transmission of Meetings***

Nothing in these Standing Orders shall be construed as permitting the introduction by the public, or press representatives, of recording, transmitting, video or similar apparatus into meetings of the Trust or Committee thereof. Such permission shall be granted only upon resolution of the Trust.

3.18 Observers at Board meetings

The Trust will decide what arrangements and terms and conditions it feels are appropriate to offer in extending an invitation to observers to attend and address any of the Trust Board's meetings and may change, alter or vary these Terms and Conditions as it deems fit.

4. APPOINTMENT OF COMMITTEES AND SUB-COMMITTEES

4.1 Appointment of Committees

Subject to such directions as may be given by the Minister for Health, the Trust Board may appoint Committees of the Trust.

The Trust shall determine the membership and Terms of Reference of Committees and Sub-Committees and shall receive and consider reports of such committees. Only in exceptional circumstances will the Trust Board delegate executive powers to a Committee.

4.2 Joint Committees

1. Joint committees may be appointed by the Trust by joining together with one or more other Trusts consisting, wholly or partly, of the Chairman and members of the Trust or other health service bodies, or wholly of persons who are not members of the Trust or other health bodies in question.
2. Any Committee or joint Committee appointed under this Standing Order may, subject to such directions as may be given by the Minister for Health or the Trust or other health bodies in question, appoint Sub-Committees consisting wholly or partly of members of the Committees or Joint Committee (whether or not they are members of the Trust or health bodies in question) or wholly of persons who are not members of the Trust or health bodies in question or the Committee of the Trust or health bodies in question.

4.3 Applicability of Standing Orders and Standing Financial Instructions to Committees

The Standing Orders and Standing Financial Instructions of the Trust, as far as they are applicable, shall as appropriate apply to meetings and any committees established by the Trust. In which case the term "Chairman" is to be read as a reference to the Chairman of other committee as the context permits, and the term "member" is to be read as a reference to a member of other committee also as the context permits. (There is no requirement to hold meetings of committees established by the Trust in public.)

4.4 Terms of Reference

Each such Committee shall have such Terms of Reference and powers and be subject to such conditions (as to reporting back to the Board), as the Board shall decide and shall be in accordance with any legislation and regulation or direction issued by the Minister for Health. Such terms of reference shall have effect as if incorporated into the Standing Orders.

4.5 Committees Established by the Trust Board

The Committees, Sub-Committees, and Joint-Committees established by the Board are:

4.5.1 Audit Committee

In line with the requirements of the NHS Audit Committee Handbook, circular HSS (PDD) 8/94 on Codes of Conduct and Accountability, and more recently the Higgs report, an Audit Committee will be established and constituted to provide the Trust Board with an independent and objective review on its financial systems, financial information and compliance with laws, guidance, and regulations governing the HPSS. The Terms of Reference will be approved by the Trust Board, it will be reviewed on a periodic basis and it will be available to the public on request.

The Committee will be comprised exclusively of non-executive directors, with a minimum of three, of which one should have significant, recent and relevant financial experience. The Committee will meet on at least three occasions per year.

4.5.2 Remuneration and Terms of Service Committee

In line with the requirements of the Codes of Conduct and Accountability, and more recently the Higgs report, a Remuneration and Terms of Service Committee will be established and constituted.

The Committee will be comprised exclusively of the Chairman and at least two Non-Executive Directors.

The purpose of the Committee will be set out in a formal terms of reference that will be available to the public on request. As a minimum, the role of the Committee will be to advise the Trust Board about appropriate remuneration and terms of service for the Chief Executive and other Senior Executives 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.

4.5.3 Clinical Governance Committee

In line with relevant DHSSPS Guidance and Circulars a Clinical Governance Committee will be established and constituted.

The Committee will be comprised of two Non-Executive and two Executive Directors.

The purpose of the Committee will be set out in formal Terms of Reference that will be available to the public on request.

The Committee will be responsible for assuring the NIAS Board, that effective and regularly reviewed arrangements are in place to support the implementation and development of Clinical Governance.

4.5.4 **Risk Management Committee**

In line with relevant DHSSPS guidance and circulars a Risk Committee will be established and constituted.

The Committee will be comprised of the Executive Directors of the Trust and the Non-Executive Directors who Chair the Audit Committee and Clinical Governance Committee. The Committee will be Chaired by the Chief Executive of the Trust.

The purpose of the Committee will be set out in formal Terms of Reference that will be available to the public on request.

The Committee will be responsible for supporting the risk management accountability arrangements within the organisation and ensuring that all risks are properly considered and communicated to the Board as appropriate.

4.5.5 **Other Committees**

The Board may also establish such other Committees as required to discharge the Trust's responsibilities.

5. **ARRANGEMENTS FOR THE EXERCISE OF TRUST FUNCTIONS BY DELEGATION**

5.1 **Delegation of Functions to Committees, Officers or other bodies**

5.1.1 Subject to such directions as may be given by the Minister for Health, the Board may make arrangements for the exercise, on behalf of the Board, of any of its functions by a committee, sub-committee appointed by virtue of Standing Order 4, or by an officer of the Trust, or by another body as defined in Standing Order 5.1.2 below, in each case subject to such restrictions and conditions as the Trust thinks fit.

5.1.2 Section 13, schedule 3 of the HPSS (NI) Order 1991 allows for regulations to provide for the functions of Trust's to be carried out by third parties. In accordance with The HSS Trusts (Membership and Procedure) Regulations (NI) 1994 the functions of the Trust may also be carried out in the following ways:

- (i) By another Trust or service providing body;
- (ii) Jointly with any one or more of the following: HPSS trusts, Boards, agencies or a Centre of Procurement Expertise (in respect of procurement and logistics) or service providing body

5.1.3 Where a function is to be carried out on behalf of the Trust by a third party, appropriate arrangements will be put in place by contract or Service Level Agreement to ensure performance standards, monitoring arrangements and accountability.

5.2 **Emergency Powers and Urgent Decisions**

The powers which the Board has reserved to itself within these Standing Orders (see Standing Order 2.9) may in emergency or for an urgent decision be exercised by the Chief Executive and the Chairman after having consulted at least two non-executive members. The exercise of such powers by the Chief Executive and Chairman shall be reported to the next formal meeting of the Trust Board in public session for formal ratification.

5.3 **Delegation to Officers**

5.3.1 Those functions of the Trust which have not been retained as reserved by the Board or delegated to other committee or sub-committee or joint-committee shall be exercised on behalf of the Trust by the Chief Executive.

The Chief Executive shall determine which functions he/she will perform personally and shall nominate officers to undertake the remaining functions for which he/she will still retain accountability to the Trust.

5.3.2 The Chief Executive shall prepare a Scheme of Delegation identifying his/her proposals which shall be considered and approved by the Board. The Chief Executive may periodically propose amendment to the Scheme of Delegation which shall be considered and approved by the Board.

5.3.3 Nothing in the Scheme of Delegation shall impair the discharge of the direct accountability to the Board of the Director of Finance to provide information and advise the Board in accordance with statutory or DHSS&PS requirements. Outside these statutory requirements the roles of the Director of Finance shall be accountable to the Chief Executive for operational matters.

5.4 **Schedule of Matters Reserved to the Trust and Scheme of Delegation of Powers**

5.4.1 The arrangements made by the Board as set out in the "Schedule of Matters Reserved to the Board" and "Scheme of Delegation" of powers shall have effect as if incorporated in these Standing Orders.

5.5 **Duty to Report Non-Compliance with Standing Orders and Standing Financial Instructions**

If for any reason these Standing Orders or the Standing Financial Instructions are not complied with in any significant or material respect, 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 Board for action or ratification. All members of the Trust Board and staff have a duty to disclose any significant or material non-compliance with these Standing Orders to the Chief Executive as soon as possible.

5.6 **Endowment and Gift Funds**

In line with its role as a corporate trustee for any funds held in trust, either as charitable or non-charitable funds, the Trust Board will establish Trust Endowment and Gift Funds Procedures to administer those funds in accordance with any statutory or other legal requirements.

The provisions of this Standing Order must be read in conjunction with Standing Order 2.8 and Standing Financial Instruction 29.

6. OVERLAP WITH OTHER TRUST POLICY STATEMENTS/PROCEDURES, REGULATIONS AND THE STANDING FINANCIAL INSTRUCTIONS

6.1 Policy Statements: General Principles

The Trust will from time to time agree and approve Policy statements/procedures which will apply to all or specific groups of staff employed by the Trust. The approval will be recorded in an appropriate Board minute and will be deemed where appropriate to be an integral part of the Trust's Standing Orders and Standing Financial Instructions.

6.2 Standing Financial Instructions

Standing Financial Instructions adopted by the Trust Board in accordance with the Financial Regulations shall have effect as if incorporated in these Standing Orders.

6.3 Specific Guidance

Notwithstanding the application of SO 6.1 above, these Standing Orders and Standing Financial Instructions must be read in conjunction with all relevant guidance and legislation.

7. DUTIES AND OBLIGATIONS OF BOARD MEMBERS/DIRECTORS AND SENIOR MANAGERS UNDER THESE STANDING ORDERS

7.1 Declaration of Interests

7.1.1 Requirements for Declaring Interests and applicability to Board Members

- i) The Trust's policy on Standards of Business Conduct requires Trust Board Members to declare interests which are relevant and material to the HSS Trust of which they are a member. All existing Board members should declare such interests. Any Board members appointed subsequently should do so on appointment.

7.1.2 Interests which are Relevant and Material

- (i) Interests which should be regarded as "relevant and material" are:
 - a) Directorships, including Non-Executive Directorships held in private companies or PLCs (with the exception of those of dormant companies);
 - b) Ownership or part-ownership of private companies, businesses or consultancies likely or possibly seeking to do business with the HPSS;
 - c) Majority or controlling share holdings in organisations likely or possibly seeking to do business with the Trust;
 - d) A position of authority in a charity or voluntary organisation in the field of health and social care;

- e) Any connection with a voluntary or other organisation contracting for Trust services;
 - f) Research funding/grants that may be received by an individual or their department;
 - g) Interests in pooled funds that are under separate management.
- (ii) Any member of the Trust Board who comes to know that the Trust has entered into or proposes to enter into a contract in which he/she or any person connected with him/her (as defined in Standing Order 7.3 below and elsewhere) has any pecuniary interest, direct or indirect, the Board member shall declare his/her interest by giving notice in writing of such fact to the Trust as soon as practicable.

7.1.3 **Advice on Interests**

If Board members have any doubt about the relevance of an interest, this should be discussed with the Chairman of the Trust or with the Trust's Company Secretary.

Influence rather than the immediacy of the relationship is more important in assessing the relevance of an interest. The interests of partners in professional partnerships including general practitioners should also be considered.

7.1.4 **Recording of Interests in Trust Board Minutes**

At the time Board members' interests are declared, they should be recorded in the Trust Board minutes.

Any changes in interests should be declared at the next Trust Board meeting following the change occurring and recorded in the minutes of that meeting. The Chief Executive will be responsible for ensuring that the Trust Register of Interests is duly updated.

7.1.5 **Publication of Declared Interests in Annual Report**

Board members' directorships of companies likely or possibly seeking to do business with the Trust should be published in the Trust's annual report. The Chief Executive is responsible for ensuring that this information is reflected in the Register of Interests.

7.1.6 **Conflicts of interest which arise during the Course of a Meeting**

During the course of a Trust Board meeting, if a conflict of interest is established, the Board member concerned should withdraw from the meeting and play no part in the relevant discussion or decision. (See overlap with SO 7.3)

7.1.7 **Declaration of Objectivity and Interests for those Officers Engaged in Award of Contract**

Trust Officers participating in the preparation, evaluation and award of contracts must complete a declaration of objectivity and interests during the course of the tendering process to ensure the transparency of the process and that decisions made are not compromised. The administration of the declaration process will be handled by the Trust's Supplies Service provider in accordance with

appropriate guidance. Where a potential conflict of interest is apparent, the Supplies Service provider will contact the Chief Executive or Director of Finance to agree the appropriate course of action.

7.2 Register of Interests

- 7.2.1 The Chief Executive will ensure that a Register of Interests is established to record formally any declarations of interests of Board or Committee members. In particular the Register will include details of all directorships and other relevant and material interests (as defined in SO 7.1.2) which have been declared by both executive and non-executive Trust Board members.
- 7.2.2 These details will 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 will be incorporated.
- 7.2.3 The Register will be available to the public and the Chief Executive will take reasonable steps to bring the existence of the Register to the attention of local residents and to publicise arrangements for viewing it.

7.3 Exclusion of Chairman and Members in Proceedings on Account of Pecuniary Interest

7.3.1 Definition of Terms used in Interpreting 'Pecuniary' Interest

For the sake of clarity, the following definition of terms is to be used in interpreting this Standing Order:

- (i) **"Spouse"** shall include any person who lives with another person in the same household (and any pecuniary interest of one spouse shall, if known to the other spouse, be deemed to be an interest of that other spouse);
- (ii) **"Contract"** shall include any proposed contract or other course of dealing.
- (iii) **"Pecuniary interest"**

Subject to the exceptions set out in this Standing Order, a person shall be treated as having an indirect pecuniary interest in a contract if:-

- a) He/she, or a nominee of his/her, is a member of a company or other body (not being a public body), with which the contract is made, or to be made or which has a direct pecuniary interest in the same, or
- b) He/she is a partner, associate or employee of any person with whom the contract is made or to be made or who has a direct pecuniary interest in the same.
- iv) **Exception to Pecuniary interests**

A person shall not be regarded as having a pecuniary interest in any contract if:-

- a) Neither he/she or any person connected with him/her has any beneficial interest in the securities of a company of which he/she or such person appears as a member, or

- b) Any interest that he/she or any person connected with him/her may have in the contract is so remote or insignificant that it cannot reasonably be regarded as likely to influence him/her in relation to considering or voting on that contract, or
- c) Those securities of any company in which he/she (or any person connected with him/her) has a beneficial interest do not exceed £5,000 in nominal value or one per cent of the total issued share capital of the company or of the relevant class of such capital, whichever is the less.

Provided however, that where paragraph (c) above applies the person shall nevertheless be obliged to disclose/declare their interest in accordance with Standing Order 7.1.2 (ii).

7.3.2 Exclusion in Proceedings of the Trust Board

- (i) Subject to the following provisions of this Standing Order, if the Chairman or a member of the Trust Board has any pecuniary interest, direct or indirect, in any contract, proposed contract or other matter and is present at a meeting of the Trust Board at which the contract or other matter is the subject of consideration, they shall at the meeting and as soon as practicable after its commencement disclose the fact and shall not take part in the consideration or discussion of the contract or other matter or vote on any question with respect to it.
- (ii) The Minister for Health may, subject to such conditions as he/she may think fit to impose, remove any disability imposed by this Standing Order in any case in which it appears to him/her in the interests of the Health and Personal Social Services that the disability should be removed. (See SO 7.3.3 on the 'Waiver' which has been approved by the Minister for Health).
- (iii) The Trust Board may exclude the Chairman or a member of the Board 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.
- (iv) Any remuneration, compensation or allowance payable to the Chairman or a Member by virtue of paragraph 9, Schedule 3 of the Health and Personal Social Services (Northern Ireland) Order 1991 shall not be treated as a pecuniary interest for the purpose of this Standing Order.
- (v) This Standing Order applies to a committee or sub-committee and to a joint committee or sub-committee as it applies to the Trust and applies to a member of any such committee or sub-committee (whether or not he/she is also a member of the Trust) as it applies to a member of the Trust.

7.3.3 Waiver of Standing Orders made by the Minister for Health

(1) *Power of the Minister for Health to make Waivers*

Under regulation 20(2) of the HSS Trusts (Membership and Procedure) Regulations (NI) 1994, DHSS&PS may issue waivers if it appears in the interests of the health service that the disability in

regulation 11 (which prevents a chairman or a member from taking part in the consideration or discussion of, or voting on any question with respect to, a matter in which he has a pecuniary interest) should be removed. Any waiver that has been agreed will be in line with sub-sections (2) to (4) below.

(2) ***Definition of 'Chairman' for the Purpose of Interpreting this Waiver***

For the purposes of paragraph 7.3.3(3) below, the "relevant Chairman" is –

- a) At a meeting of the Trust, the Chairman of that Trust;
- b) At a meeting of a Committee –
 - (i) In a case where the member in question is the Chairman of that Committee, the Chairman of the Trust;
 - (ii) In the case of any other member, the Chairman of that Committee.

(3) **Application of Waiver**

A waiver will apply in relation to the disability to participate in the proceedings of the Trust on account of a pecuniary interest.

It will apply to:

- (i) A member of the Trust, who is a healthcare professional, within the meaning of regulation 5(5) of the Regulations, and who is providing or performing, or assisting in the provision or performance, of –
 - (a) Services under the Health and Personal Social Services (Northern Ireland) Order 1991; or
 - (b) Services in connection with a pilot scheme under the Health and Personal Social Services (Northern Ireland) Order 1991;for the benefit of persons for whom the Trust is responsible.
- (ii) Where the 'pecuniary interest' of the member in the matter which is the subject of consideration at a meeting at which he is present:-
 - (a) Arises by reason only of the member's role as such a professional providing or performing, or assisting in the provision or performance of, those services to those persons;
 - (b) Has been declared by the relevant Chairman as an interest which cannot reasonably be regarded as an interest more substantial than that of the majority of other persons who:-
- (iii) Are members of the same profession as the member in question,
- (iv) Are providing or performing, or assisting in the provision or performance of, such of those services as he provides or performs, or assists in the provision or performance of, for the benefit of persons for whom the Trust is responsible.

(4) **Conditions which Apply to the Waiver and the Removal of having a Pecuniary Interest**

The removal is subject to the following conditions:

- (a) The member must disclose his/her interest as soon as practicable after the commencement of the meeting and this must be recorded in the minutes;
- (b) The relevant chairman must consult the Chief Executive before making a declaration in relation to the member in question pursuant to paragraph 7.3.3 (2) (b) above, except where that member is the Chief Executive;
- (c) **In the case of a meeting of the Trust:**
 - (i) The member may take part in the consideration or discussion of the matter which must be subjected to a vote and the outcome recorded;
 - (ii) May not vote on any question with respect to it.
- (d) **In the case of a Meeting of the Committee:**
 - (i) The member may take part in the consideration or discussion of the matter which must be subjected to a vote and the outcome recorded;
 - (ii) May vote on any question with respect to it; but
 - (iii) The resolution which is subject to the vote must comprise a recommendation to, and be referred for approval by, the Trust Board.

7.4 Standards of Business Conduct

7.4.1 Trust Policy and National Guidance

All Trust staff and members of must comply with the Trust's Policy on Standards of Business Conduct and the guidance contained circular HSS (GEN1) 1/95 (see SO 6.2).

7.4.2 Interest of Officers in Contracts

- i) Any officer or employee of the Trust who comes to know that the Trust has entered into or proposes to enter into a contract in which he/she or any person connected with him/her (as defined in SO 7.3) has any pecuniary interest, direct or indirect, the Officer shall declare their interest by giving notice in writing of such fact to the Chief Executive or Trust's Company Secretary as soon as practicable.
- ii) An Officer should also declare to the Chief Executive any other employment or business or other relationship of his/her, or of a cohabiting spouse, that conflicts, or might reasonably be predicted could conflict with the interests of the Trust.

- iii) The Trust will require interests, employment or relationships so declared to be entered in a register of interests of staff.

7.4.3 Canvassing of and Recommendations by Members in Relation to Appointments

- i) Canvassing of members of the Trust or of any Committee of the Trust directly or indirectly for any appointment under the Trust shall disqualify the candidate for such appointment. The contents of this paragraph of the Standing Order shall be included in application forms or otherwise brought to the attention of candidates.
- ii) Members of the Trust shall not solicit for any person any appointment under the Trust or recommend any person for such appointment; but this paragraph of this Standing Order shall not preclude a member from giving written testimonial of a candidate's ability, experience or character for submission to the Trust.

7.4.4 Relatives of Members or Officers

- i) Candidates for any staff appointment under the Trust shall, when making an application, disclose in writing to the Trust whether they are related to any member or the holder of any office under the Trust. Failure to disclose such a relationship shall disqualify a candidate and, if appointed, render him liable to instant dismissal.
- ii) The Chairman and every member and officer of the Trust shall disclose to the Trust Board any relationship between himself and a candidate of whose candidature that member or officer is aware. It shall be the duty of the Chief Executive to report to the Trust Board any such disclosure made.
- iii) On appointment, members (and prior to acceptance of an appointment in the case of Executive Directors) should disclose to the Trust whether they are related to any other member or holder of any office under the Trust.
- iv) Where the relationship to a member of the Trust is disclosed, the Standing Order headed 'Disability of Chairman and members in proceedings on account of pecuniary interest' (SO 7) shall apply.

8. CUSTODY OF SEAL, SEALING OF DOCUMENTS AND SIGNATURE OF DOCUMENTS

8.1 Custody of Seal

The common seal of the Trust shall be kept by the Chief Executive or a nominated Manager by him/her in a secure place.

8.2 Sealing of Documents

Documents to be sealed require a resolution by the Trust Board. Where it is necessary that a document shall be sealed, the seal shall be affixed in the presence of one senior manager duly authorised by the Chief Executive, and not also from the originating department, along with one non-executive director and shall be attested by them.

8.3 Register of Sealing

The Chief Executive shall keep a register in which he/she, or another manager of the Trust authorised by him/her, shall enter a record of the sealing of every document.

8.4 Signature of Documents

Where any document will be a necessary step in legal proceedings on behalf of the Trust, it shall, unless any enactment otherwise requires or authorises, be signed by the Chief Executive or any Executive Director.

In land transactions, the signing of certain supporting documents will be delegated to Managers and set out clearly in the Scheme of Delegation but will not include the main or principal documents effecting the transfer (e.g. sale/purchase agreement, lease, contracts for construction works and main warranty agreements or any document which is required to be executed as a deed).

SECTION C - SCHEME OF RESERVATION AND DELEGATION

REF	RESERVED TO / DELEGATED TO	POSSIBLE AREAS TO BE INCLUDED IN A SCHEME OF RESERVATION AND DELEGATION
NA	TRUST BOARD	<p>General Enabling Provision</p> <p>The Board may determine any matter, for which it has delegated or statutory authority, in full session within its statutory powers.</p>
NA	TRUST BOARD	<p><i>Regulations and Control</i></p> <ol style="list-style-type: none"> 1. Approve Standing Orders (SOs), a schedule of matters reserved to the Board and Standing Financial Instructions for the regulation of its proceedings and business. 2. Suspend Standing Orders. 3. Vary or amend the Standing Orders. 4. Ratify any urgent decisions taken by the Chairman and Chief Executive in public session in accordance with SO 5.2 5. Approve a scheme of delegation of powers from the Board to committees. 6. Require and receive the declaration of Board members' interests that may conflict with those of the Trust and determining the extent to which that member may remain involved with the matter under consideration. 7. Require and receive the declaration of officers' interests that may conflict with those of the Trust. 8. Approve arrangements for dealing with complaints. 9. Adopt the organisation structures, processes and procedures to facilitate the discharge of business by the Trust and to agree modifications thereto. 10. Receive reports from committees including those that the Trust is required by the Minister for Health or other regulation to establish and to take appropriate action on. 11. Consider the recommendations of the Trust's committees and confirm as appropriate where the committees do not have executive powers. 12. Approve arrangements relating to the discharge of the Trust's responsibilities as a corporate trustee for funds held on trust. 13. Establish terms of reference and reporting arrangements of all committees and sub-committees that are established by the Board.

REF	RESERVED TO / DELEGATED TO	POSSIBLE AREAS TO BE INCLUDED IN A SCHEME OF RESERVATION AND DELEGATION
		14. Approve arrangements relating to the discharge of the Trust's responsibilities as an appointee for patients' and clients' property. 15. Authorise use of the seal. 16. Ratify or otherwise instances of failure to comply with Standing Orders brought to the Chief Executive's attention in accordance with SO 5.6. 17. Initiate disciplinary procedures for members of the Board or employees who are in breach of statutory requirements or SOs.
NA	TRUST BOARD	Appointments/ Dismissal 1. Appoint the member acting as Chairman of the Board. 2. Appoint and dismiss committees (and individual members) that are directly accountable to the Board. 3. Appoint, appraise, discipline and dismiss Executive Directors (subject to SO 2.2). 4. Confirm appointment of members of any committee of the Trust as representatives on outside bodies. 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 those of the Chief Executive for staff not covered by the Remuneration Committee.
NA	TRUST BOARD	Strategy, Plans and Budgets 1. Define the strategic aims and objectives of the Trust, and approve strategic plans. 2. Approve proposals for ensuring quality and developing clinical and social care governance in services provided by the Trust, having regard to any guidance issued by the Minister for Health. 3. Approve the Trust's policies and procedures for the management of risk. 4. Approve Outline and Final Business Cases for Capital Investment. 5. Approve budgets. 6. Approve annually Trust's proposed organisational development proposals. 7. Ratify proposals for acquisition, disposal or change of use of land and/or buildings. 8. Approve PFI proposals. 9. Approve the opening of bank accounts and Trust banking arrangements. 10. Approve proposals on individual contracts (other than HPSS contracts) of a capital or revenue nature in line with DHSSPS Guidance.

REF	RESERVED TO / DELEGATED TO	POSSIBLE AREAS TO BE INCLUDED IN A SCHEME OF RESERVATION AND DELEGATION
		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 above the limits of delegation to the Chief Executive and Director of Finance that have been previously approved by the Board.. 13. Approve proposals for action on litigation against or on behalf of the Trust above the limits delegated to an appropriate Board committee or the Chief Executive.
	TRUST BOARD	Policy Determination 1. Approve management policies including personnel policies incorporating the arrangements for the appointment, removal and remuneration of staff. Policies so adopted shall be listed and appended to this document [by the Secretary]
	TRUST BOARD	Audit 1. Receipt of the annual management letter from the external auditor and agreement of proposed action, taking account of the advice, where appropriate, of the Audit Committee. 2. Receipt of an annual report from the Internal Auditor and agree action on recommendations where appropriate of the Audit Committee.
NA	TRUST BOARD	Annual Reports and Accounts 1. Receipt and approval of the Trust's Annual Report and Annual Accounts. 2. Receipt and approval of the Accounts for funds held on trust.
NA	TRUST BOARD	Monitoring 1. Receipt of such reports as are required by statute or DHSS&PS regulation and other such reports as the Board requires from committees. 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. All monitoring returns required by the DHSS&PS shall be reported, at least in summary, to the Board. 3. Receive reports from the relevant Director on financial performance against budget and Trust Delivery Plan, including progress in meeting Priorities for Action targets.

DECISIONS/DUTIES DELEGATED BY THE BOARD TO COMMITTEES

REF	COMMITTEE	DECISIONS/DUTIES DELEGATED BY THE BOARD TO COMMITTEES
SFI 11.1.1	AUDIT COMMITTEE	<p>The Committee will:</p> <ol style="list-style-type: none"> 1. Advise the Board on internal and external audit services; 2. The Committee shall contribute to the review of 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; 3. Monitor compliance with Standing Orders and Standing Financial Instructions; 4. Review schedules of losses and compensations and making recommendations to the Board. 5. Review the annual financial statements prior to submission to the Board.
SFI 20.1.2	REMUNERATION AND TERMS OF SERVICE COMMITTEE	<p>The Committee will:</p> <ol style="list-style-type: none"> 1. Advise the Board about appropriate remuneration and terms of service for the Chief Executive and other Senior Executives including: <ul style="list-style-type: none"> • All aspects of salary (including any performance-related elements/bonuses); • Provisions for other benefits; • Arrangements for termination of employment and other contractual terms; • Make recommendations to the Board on the remuneration and terms of service of executive directors and senior employees to ensure they are fairly rewarded for their individual contribution to the Trust - having proper regard to the Trust's circumstances and performance and to the provisions of any national arrangements for such staff; • Proper calculation and scrutiny of termination payments taking account of such national guidance as is appropriate advise on and oversee appropriate contractual arrangements for such staff; 2. The Committee shall report in writing to the Board the basis for its recommendations.

REF	COMMITTEE	DECISIONS/DUTIES DELEGATED BY THE BOARD TO COMMITTEES
	<p style="text-align: center;">CLINICAL GOVERNANCE COMMITTEE</p>	<p>The Committee will</p> <ol style="list-style-type: none"> 1. Contribute to the review of 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; 2. Be responsible for assuring the NIAS Board that effective and regularly reviewed arrangements are in place to support the implementation and development of Clinical Governance. <p>The responsibilities of the Clinical Governance Committee will include:</p> <ul style="list-style-type: none"> • To monitor and oversee all clinical activities occurring within the Trust and provide advice on clinical matters to the Trust Board. • To ensure that processes for assuring the quality of clinical care are in place and regulated by the Trust • To monitor and oversee the establishment of a framework for professional self regulation within the Trust • To monitor the development and implementation of national standards of care and practice within the Trust • That there is a system and support for clinical audit in place and that there is regular audit of clinical activity within the Trust. • To ensure that professional performance procedures are in place and understood by all staff • To ensure that regular reports are provided to the Trust Board regarding the quality of clinical care delivered by the Trust • To monitor and oversee all clinical research and development activities taking place within the Trust • To ensure that evidence based health care is fostered. • To oversee clinical risk assessment procedures and outcomes • To oversee the continuing professional development of all staff within the Trust. • To oversee the management and outcome of complaints with a clinical component and ensure that all lessons are learned from such complaints and action taken to avoid the recurrence of similar problems in the future. • To monitor adverse clinical incident reporting to ensure that all untoward events are identified, openly investigated, lessons are learnt and promptly applied • To promote and facilitate a supportive "no-blame" culture committed to the concept of lifelong learning • To ensure that results from clinical review and risk management programmes inform the training agenda. • To promote, monitor and oversee the Trusts infection control programme. • To oversee the preparation of an Annual report on Clinical Governance.

REF	COMMITTEE	DECISIONS/DUTIES DELEGATED BY THE BOARD TO COMMITTEES
	RISK MANAGEMENT COMMITTEE	<p>The Committee will:</p> <ol style="list-style-type: none"> 1. 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; 2. Be responsible for supporting the risk management accountability arrangements within the organisation and ensuring that all risks are properly considered and communicated to the board as appropriate. <p>The responsibilities of the Risk Management Committee will include:</p> <ul style="list-style-type: none"> • To develop and deliver a Trust wide strategy for risk management, establishing key performance indicators and monitoring actual performance against them • To review the Trusts Risk Register on an ongoing basis, to agree risk treatment plans for significant corporate risks, ratify decisions on acceptable risk and refer as appropriate to the Trust Board • To review the outcome of serious untoward incidents and to ensure that appropriate remedial action has been taken including measures to prevent reoccurrence. • To monitor progress and ensure compliance with the DHSSPSNI's Controls Assurance Standards • To establish and receive reports from risk related working groups • To receive internal and external reviews and assessments relating to the management of risk within the trust • To secure adequate resources for risk management

SCHEME OF DELEGATION DERIVED FROM THE ACCOUNTING OFFICER MEMORANDUM

REF	DELEGATED TO	DUTIES TO BE DELEGATED / RESERVED
7	CHIEF EXECUTIVE	Accountable through HPSS Accounting Officer to Parliament / NI Assembly for stewardship of Trust resources
9	CHIEF EXECUTIVE	Ensure the accounts of the Trust are prepared under principles and in a format directed by the DHSS&PS. Accounts must disclose a true and fair view of the Trust's income and expenditure and its state of affairs. Sign the accounts on behalf of the Board.
10	CHIEF EXECUTIVE	Sign a statement in the accounts outlining responsibilities as the Accounting Officer. Sign a statement in the accounts outlining responsibilities in respect of Internal Control.
12 & 13	CHIEF EXECUTIVE	Ensure effective management systems that safeguard public funds and assist the Trust Chairman to implement requirements of corporate governance including ensuring managers: <ul style="list-style-type: none"> • “have a clear view of their objectives and the means to assess achievements in relation to those objectives • be assigned well defined responsibilities for making best use of resources • have the information, training and access to the expert advice they need to exercise their responsibilities effectively.”
12	CHIEF EXECUTIVE	Implement requirements of corporate governance.
13	DIRECTOR OF FINANCE	Achieve value for money from the resources available to the Trust and avoid waste and extravagance in the organisation's activities. Follow through the implementation of any recommendations affecting good practice as set out on reports from the Northern Ireland Audit Office (NIAO).
15	DIRECTOR OF FINANCE	Operational responsibility for effective and sound financial management and information.
15	CHIEF EXECUTIVE	Primary duty to see that DoF discharges this function.

REF	DELEGATED TO	DUTIES TO BE DELEGATED / RESERVED
16	CHIEF EXECUTIVE	Ensuring that expenditure by the Trust complies with Parliamentary / NI Assembly requirements.
18	CHIEF EXECUTIVE	Chief Executive, supported by Director of Finance, to ensure appropriate advice is given to the Board on all matters of probity, regularity, prudent and economical administration, efficiency and effectiveness.
19	CHIEF EXECUTIVE	If the Chief Executive considers that the Board or Chairman is doing something that might infringe probity or regularity, he/she should set this out in writing to the Chairman and the Board. If the matter is unresolved, he/she should ask the Audit Committee to inquire and if necessary the DHSS&PS.
21	CHIEF EXECUTIVE	If the Board is contemplating a course of action that raises an issue not of formal propriety or regularity but affects the Chief Executive's responsibility for value for money, the Chief Executive should draw the relevant factors to the attention of the Board. If the outcome is that you are overruled it is normally sufficient to ensure that your advice and the overruling of it are clearly apparent from the papers. Exceptionally, the Chief Executive should inform the DHSS&PS. In such cases, the Chief Executive should as a member of the Board vote against the course of action rather than merely abstain from voting.

SCHEME OF DELEGATION DERIVED FROM THE CODES OF CONDUCT AND ACCOUNTABILITY

REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
	TRUST BOARD	Approve procedure for declaration of hospitality and sponsorship.
	CHIEF EXECUTIVE	Ensure proper and widely publicised procedures for voicing complaints, concerns about misadministration, breaches of Code of Conduct, and other ethical concerns.
	ALL MEMBERS OF THE BOARD AND ALL EMPLOYEES AND OFFICERS	Subscribe to Code of Conduct.
	TRUST BOARD	Board members share corporate responsibility for all decisions of the Board.
	TRUST BOARD	Chair and non-executive members are responsible for monitoring the executive management of the organisation and are responsible to the Minister for Health for the discharge of those responsibilities.
	TRUST BOARD	<p>The Board has six key functions for which it is held accountable by the DHSS&PS on behalf of the Minister for Health:</p> <ol style="list-style-type: none"> 1. To ensure effective financial stewardship through value for money, financial control and financial planning and strategy; 2. To ensure that high standards of corporate governance and personal behaviour are maintained in the conduct of the business of the whole organisation; 3. To appoint, appraise and remunerate senior executives; 4. To ratify the strategic direction of the organisation within the overall policies and priorities of the Government and the HPSS, define its annual and longer term objectives and agree plans to achieve them; 5. To oversee the delivery of planned results by monitoring performance against objectives and ensuring corrective action is taken when necessary; 6. To ensure effective dialogue between the organisation and the local community on its plans and performance and that these are responsive to the community's needs.

REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
	TRUST BOARD	<p>It is the Board's duty to:</p> <ol style="list-style-type: none"> 1. Act within statutory financial and other constraints; 2. Be clear what decisions and information are appropriate to the Board and draw up Standing Orders, a schedule of decisions reserved to the Board and Standing Financial Instructions to reflect these, 3. Ensure that management arrangements are in place to enable responsibility to be clearly delegated to senior executives for the main programmes of action and for performance against programmes to be monitored and senior executives held to account; 4. Establish performance and quality measures that maintain the effective use of resources and provide value for money; 5. Specify its requirements in organising and presenting financial and other information succinctly and efficiently to ensure the Board can fully undertake its responsibilities; 6. Establish Audit and Remuneration Committees on the basis of formally agreed terms of reference that set out the membership of the sub-committee, the limit to their powers, and the arrangements for reporting back to the main Board.
	CHAIRMAN	<p>It is the Chairman's role to:</p> <ol style="list-style-type: none"> 1. Provide leadership to the Board; 2. Enable all Board members to make a full contribution to the Board's affairs and ensure that the Board acts as a team; 3. Ensure that key and appropriate issues are discussed by the Board in a timely manner, 4. Ensure the Board has adequate support and is provided efficiently with all the necessary data on which to base informed decisions; 5. Lead Non-Executive Board members through a formally-appointed Remuneration Committee of the main Board on the appointment, appraisal and remuneration of the Chief Executive and (with the latter) other Senior Executives; 6. Appoint Non-Executive Board members to an Audit Committee of the main Board; 7. Advise the Minister for Health on the performance of Non-Executive Board members.

REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
	CHIEF EXECUTIVE	<p>The Chief Executive is accountable to the Chairman and Non-Executive members of the Board for ensuring that its decisions are implemented, that the organisation works effectively, in accordance with Government policy and public service values and for the maintenance of proper financial stewardship. The Chief Executive should be allowed full scope, within clearly defined delegated powers, for action in fulfilling the decisions of the Board.</p> <p>The other duties of the Chief Executive as Accounting Officer are laid out in the Accounting Officer Memorandum.</p>
	CHAIRMAN	Non-Executive Directors are appointed by the DHSS&PS Public Appointments Unit to bring independent judgement to bear on issues of strategy, performance, key appointments and accountability through the DHSS&PS to the Minister and to the local community.
	TRUST BOARD	Declaration of conflict of interests.
	TRUST BOARD	HSS Trust Boards must comply with legislation and guidance issued by the DHSS&PS on behalf of the Minister for Health, respect agreements entered into by themselves or on their behalf and establish terms and conditions of service that are fair to the staff and represent good value for taxpayers' money.

SCHEME OF DELEGATION FROM STANDING ORDERS

SO REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
1.1	CHAIRMAN	Final authority in interpretation of Standing Orders (SOs).
2.4	TRUST BOARD	Appointment of Member acting as Chairman
3.1	CHAIRMAN	Call meetings.
3.9	CHAIRMAN	Chair all Board meetings and associated responsibilities.
3.10	CHAIRMAN	Give final ruling in questions of order, relevancy and regularity of meetings.
3.12	CHAIRMAN	Having a second or casting vote
3.13	CHAIRMAN	Suspension of Standing Orders
3.13	AUDIT COMMITTEE	Audit Committee to review every decision to suspend Standing Orders (power to suspend Standing Orders is reserved to the Board)
3.14	TRUST BOARD	<i>Variation or amendment of Standing Orders</i>
4.1	TRUST BOARD	Formal delegation of powers to sub committees or joint committees and approval of their constitution and terms of reference. (Constitution and terms of reference of sub committees may be approved by the Chief Executive.)
5.2	CHAIRMAN	The powers which the Board has retained to itself within these Standing Orders may in emergency be exercised by the Chair and Chief Executive after having consulted at least two Non-Executive members.
5.4	Chief Executive	The Chief Executive shall prepare a Scheme of Delegation identifying his/her proposals that shall be considered and approved by the Board, subject to any amendment agreed during the discussion.
5.6	TRUST BOARD	Disclosure of non-compliance with Standing Orders to the Chief Executive as soon as possible.
7.1	TRUST BOARD & OFFICERS	Declare relevant and material interests.

SO REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
7.2	DIRECTOR OF FINANCE	Maintain Register(s) of Interests.
7.4	ALL	Comply with the guidance contained in the Trust's Policy on Standards of Business Conduct for HPSS Staff.
7.4	ALL	Disclose relationships between self and candidates for staff appointment. (CE to report the disclosure to the Board.)
8.1/8.3	DIRECTOR OF FINANCE	Keep seal in safe place and maintain a register of sealing.
8.4	CHIEF EXECUTIVE	Approve and sign all documents which will be necessary in legal proceedings.

* Nominated officers and the areas for which they are responsible should be incorporated into the Trust's Schedule of Delegated Authority document.

SCHEME OF DELEGATION FROM STANDING FINANCIAL INSTRUCTIONS

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
10.1.3	DIRECTOR OF FINANCE	Approval of all financial procedures.
10.1.4	DIRECTOR OF FINANCE	Advice on interpretation or application of SFIs.
10.1.6	ALL MEMBERS OF THE BOARD AND ALL EMPLOYEES	Have a duty to disclose any significant / material non-compliance with the Standing Financial Instructions to the Director of Finance as soon as possible.
10.2.4	CHIEF EXECUTIVE	Responsible as the Accounting Officer to ensure financial targets and obligations are met and have overall responsibility for the System of Internal Control.
10.2.4	CHIEF EXECUTIVE & DIRECTOR OF FINANCE	Accountable for financial control but will, as far as possible, delegate their detailed responsibilities.
10.2.5	CHIEF EXECUTIVE	To ensure all Board members, officers and employees, present and future, are notified of and understand Standing Financial Instructions.
10.2.6	DIRECTOR OF FINANCE	Responsible for: a) Implementing the Trust's financial policies and coordinating corrective action; b) Maintaining an effective system of financial control including ensuring detailed financial procedures and systems are prepared and documented; c) Ensuring that sufficient records are maintained to explain Trust's transactions and financial position; d) Providing financial advice to members of Board and staff; e) Maintaining such accounts, certificates etc as are required for the Trust to carry out its statutory duties.
10.2.7	ALL MEMBERS OF THE BOARD AND ALL EMPLOYEES AND OFFICERS	Responsible for security of the Trust's property, avoiding loss, exercising economy and efficiency in using resources and conforming to Standing Orders, Financial Instructions and financial procedures.
10.2.8	CHIEF EXECUTIVE	Ensure that any contractor or employee of a contractor who is empowered by the Trust to commit the Trust to expenditure or who is authorised to obtain income are made aware of these instructions and their requirement to comply.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
11.1.1	AUDIT COMMITTEE	Provide independent and objective view on internal control and probity.
11.1.2	AUDIT COMMITTEE	Raise the matter at the Board meeting where Audit Committee considers there is evidence of ultra vires transactions or improper acts.
11.1.3 & 11.2.1	DIRECTOR OF FINANCE	Ensure an adequate internal audit service, for which he/she is accountable, is provided (and involve the Audit Committee in the selection process when/if an internal audit service provider is changed.)
11.2.1	DIRECTOR OF FINANCE	Decide at what stage to involve police in cases of misappropriation and other irregularities not involving fraud or corruption.
11.3	INTERNAL AUDIT	Review, appraise and report in accordance with NHS Internal Audit Manual and best practice.
11.4	AUDIT COMMITTEE	Ensure an effective External Audit.
11.5	CHIEF EXECUTIVE & DIRECTOR OF FINANCE	Monitor and ensure compliance with DHSS&PS Directions on fraud and corruption.
13.1.1	CHIEF EXECUTIVE	Compile and submit to the Board a Trust Delivery Plan which takes into account financial targets and forecast limits of available resources. The Trust Delivery 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 workload, delivery of services or resources required to achieve the plan.
13.1.2 & 13.1.3	DIRECTOR OF FINANCE	Submit budgets to the Board for approval. Monitor performance against budget; submit to the Board financial estimates and forecasts.
13.1.6	DIRECTOR OF FINANCE	Ensure adequate training is delivered on an on going basis to budget holders.
13.3.1	CHIEF EXECUTIVE	Delegate budget to budget holders.
13.3.2	CHIEF EXECUTIVE & ALL BUDGET HOLDERS	Must not exceed the budgetary total or virement limits set by the Board.
13.4.1	DIRECTOR OF FINANCE	Devise and maintain systems of budgetary control.
13.4.2	ALL BUDGET HOLDERS	Ensure that

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
		a) no overspend or reduction of income that cannot be met from virement is incurred without prior consent of Board; b) approved budget is not used for any other than specified purpose subject to rules of virement; c) no permanent employees are appointed without the approval of the Chief Executive other than those provided for within available resources and manpower establishment.
13.4.3	CHIEF EXECUTIVE	Identify and implement cost improvements and income generation activities in line with the TDP.
13.6.1	CHIEF EXECUTIVE	Submit monitoring returns
14.1	DIRECTOR OF FINANCE	Preparation of annual accounts and reports.
15.1	DIRECTOR OF FINANCE	Managing banking arrangements, including provision of banking services, operation of accounts, preparation of instructions and list of cheque signatories. (Board approves arrangements.)
16.	DIRECTOR OF FINANCE	Income systems, including system design, prompt banking, review and approval of fees and charges, debt recovery arrangements, design and control of receipts, provision of adequate facilities and systems for employees whose duties include collecting or holding cash.
16.2.3	ALL MEMBERS OF THE BOARD AND ALL EMPLOYEES	Duty to inform the Director of Finance of money due from transactions which they initiate/deal with.
17.	DIRECTOR OF FINANCE	Tendering and contract procedure.
17.5.3	CHIEF EXECUTIVE	Waive formal tendering procedures.
17.5.3	DIRECTOR OF FINANCE	Report waivers of tendering procedures to the Board.
17.5.5	DIRECTOR OF FINANCE	Where a supplier is chosen that is not on the approved list the reason shall be recorded in writing to the CE.
17.6.2	CENTRE OF PROCUREMENT EXPERTISE	Responsible for the receipt, endorsement and safe custody of tenders received.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
17.6.3	CENTRE OF PROCUREMENT EXPERTISE	Shall ensure that a register is maintained to show each set of competitive tender invitations despatched.
17.6.4	CHIEF EXECUTIVE & DIRECTOR OF FINANCE	Where one tender is received will assess for value for money and fair price with advice and support from a recognised Centre of Procurement Expertise.
17.6.6	DIRECTOR OF FINANCE	No tender shall be accepted which will commit expenditure in excess of that which has been allocated by the Trust and which is not in accordance with these Instructions except with the authorisation of the Chief Executive or Director of Finance.
17.6.8	DIRECTOR OF FINANCE	Will appoint a manager to maintain a list of approved firms.
17.6.9	CHIEF EXECUTIVE	Shall ensure that appropriate checks are carried out as to the technical and financial capability of those firms that are invited to tender or quote.
17.7.2	NOMINATED OFFICER	The Chief Executive or his nominated officer should evaluate the quotation and select the quote which gives the best value for money.
17.7.4	CHIEF EXECUTIVE & DIRECTOR OF FINANCE	No quotation shall be accepted which will commit expenditure in excess of that which has been allocated by the Trust and which is not in accordance with these Instructions except with the authorisation of the Chief Executive or Director of Finance.
17.10	CHIEF EXECUTIVE	The Chief Executive shall demonstrate that the use of private finance represents value for money and genuinely transfers risk to the private sector.
17.10	TRUST BOARD	All PFI proposals must be agreed by the Board.
17.11	CHIEF EXECUTIVE & NOMINATED OFFICER	The Chief Executive shall nominate an officer who shall oversee and manage each contract on behalf of the Trust.
17.12	CHIEF EXECUTIVE & NOMINATED OFFICER	The Chief Executive shall nominate officers with delegated authority to enter into contracts of employment, regarding staff, agency staff or temporary staff service contracts.
17.15	CHIEF EXECUTIVE	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.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
17.15.5	CHIEF EXECUTIVE & NOMINATED OFFICER	The Chief Executive shall nominate an officer to oversee and manage the contract on behalf of the Trust.
18.1.1	CHIEF EXECUTIVE	Must ensure the Trust enters into suitable Service Level Agreements (SLAs) with service commissioners for the provision of HPSS services
18.3	CHIEF EXECUTIVE	As the Accounting Officer, ensure that regular reports are provided to the Board detailing actual and forecast income from the SLA
20.1.1	TRUST BOARD	Establish a Remuneration & Terms of Service Committee
20.1.2	REMUNERATION & TERMS OF SERVICE COMMITTEE	Advise the Board on and make recommendations on the remuneration and terms of service of the Chief Executive and other senior executives to ensure they are fairly rewarded having proper regard to the Trust's circumstances and any national agreements; Monitor and evaluate the performance of individual senior executives; Advise on and oversee appropriate contractual arrangements for such staff, including proper calculation and scrutiny of termination payments.
20.1.3	REMUNERATION & TERMS OF SERVICE COMMITTEE	Report in writing to the Board its advice and its bases about remuneration and terms of service of directors and senior executives.
20.1.4	TRUST BOARD	Approve proposals presented by the Chief Executive for setting of remuneration and conditions of service for those employees and officers not covered by the Remuneration Committee.
20.2.2	CHIEF EXECUTIVE	Approval of variation to funded establishment of any department.
20.3	CHIEF EXECUTIVE	Staff, including agency staff, appointments and re-grading.
20.4.1 and 20.4.2	DIRECTOR OF FINANCE	Payroll: a) Specifying timetables for submission of properly authorised time records and other notifications; b) Final determination of pay and allowances; c) Making payments on agreed dates; d) Agreeing method of payment; e) Issuing instructions (as listed in SFI 10.4.2).

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
20.4.3	NOMINATED OFFICER	Submit time records in line with timetable. Complete time records and other notifications in required form. Submitting termination forms in prescribed form and on time.
20.4.4	DIRECTOR OF FINANCE	Ensure that the chosen method for payroll processing is supported by appropriate (contracted) terms and conditions, adequate internal controls and audit review procedures and that suitable arrangements are made for the collection of payroll deductions and payment of these to appropriate bodies.
20.5	DIRECTOR OF HUMAN RESOURCES	Ensure that all employees are issued with a Contract of Employment in a form approved by the Board and which complies with employment legislation; and Deal with variations to, or termination of, contracts of employment.
21.1	CHIEF EXECUTIVE	Determine, and set out, level of delegation of non-pay expenditure to budget managers, including a list of managers authorised to place requisitions, the maximum level of each requisition and the system for authorisation above that level. [It is good practice to append such lists to the Scheme of Delegation document.]
21.1.3	CHIEF EXECUTIVE	Set out procedures on the seeking of professional advice regarding the supply of goods and services.
21.2.1	REQUISITIONER	In choosing the item to be supplied (or the service to be performed) shall always obtain the best value for money for the Trust. In so doing, the advice of the Trust's adviser on supply shall be sought.
21.2.2	DIRECTOR OF FINANCE	Shall be responsible for the prompt payment of accounts and claims.
21.2.3	DIRECTOR OF FINANCE	<ul style="list-style-type: none"> a) In accordance with Public Procurement Regulations and DHSSPS Mini-Code guidance advise the Board regarding the setting of thresholds above which quotations (competitive or otherwise) or formal tenders must be obtained; and, once approved, the thresholds should be incorporated in standing orders and regularly reviewed; b) Prepare procedural instructions [where not already provided in the Scheme of Delegation or procedure notes for budget holders] on the obtaining of goods, works and services incorporating the thresholds; 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; e) A timetable and system for submission to the Director of Finance of accounts for payment; provision shall be made for the early submission of accounts subject to cash discounts or otherwise requiring early payment;

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
		f) Instructions to employees regarding the handling and payment of accounts within the Finance Department; g) Be responsible for ensuring that payment for goods and services is only made once the goods and services are received
21.2.4	NOMINATED OFFICER	Make a written case to support the need for a prepayment.
21.2.4	DIRECTOR OF FINANCE	Approve proposed prepayment arrangements.
21.2.4	NOMINATED OFFICER	Ensure that all items due under a prepayment contract are received (and immediately inform the appropriate Director or Director of Finance if problems are encountered).
21.2.5	CHIEF EXECUTIVE	Authorise who may use and be issued with official orders.
21.2.6	MANAGERS & OFFICERS	Ensure that they comply fully with the guidance and limits specified by the Director of Finance.
21.2.7	CHIEF EXECUTIVE & DIRECTOR OF FINANCE	Ensure that the arrangements for financial control and financial audit of building and engineering contracts and property transactions comply with the guidance contained within CONCODE and ESTATECODE. The technical audit of these contracts shall be the responsibility of the relevant Director.
21.3	DIRECTOR OF FINANCE	Lay down procedures for payments to local authorities and voluntary organisations.
22.1.1	DIRECTOR OF FINANCE	The DoF will advise the Board on the Trust's ability to pay dividend on PDC and report, periodically, concerning the PDC debt and all loans and overdrafts.
22.1.2	TRUST BOARD	Approve a list of employees authorised to make short term borrowings on behalf of the Trust. (This must include the CE and DoF.)
22.1.3	DIRECTOR OF FINANCE	Prepare detailed procedural instructions concerning applications for loans and overdrafts.
22.1.5	CHIEF EXECUTIVE OR DIRECTOR OF FINANCE	Be on an authorising panel comprising one other member for short term borrowing approval.
22.2.2	DIRECTOR OF FINANCE	Will advise the Board on investments and report, periodically, on performance of same.
22.2.3	DIRECTOR OF FINANCE	Prepare detailed procedural instructions on the operation of investments held.
23	DIRECTOR OF FINANCE	Ensure that Board members are aware of the Financial Framework and ensure compliance

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
24.1.1 & 2	CHIEF EXECUTIVE	Capital investment programme: a) Ensure that there is adequate appraisal and approval process for determining capital expenditure priorities and the effect that each has on plans b) Responsible for the management of capital schemes and for ensuring that they are delivered on time and within cost; c) Ensure that capital investment is not undertaken without availability of resources to finance all revenue consequences; d) Ensure that a business case is produced for each proposal.
24.1.2	DIRECTOR OF FINANCE	Certify professionally the costs and revenue consequences detailed in the business case for capital investment.
24.1.3	CHIEF EXECUTIVE	Issue procedures for management of contracts involving stage payments.
24.1.4	DIRECTOR OF FINANCE	Assess the requirement for the operation of the construction industry taxation deduction scheme.
24.1.5	DIRECTOR OF FINANCE	Issue procedures for the regular reporting of expenditure and commitment against authorised capital expenditure.
24.1.6	CHIEF EXECUTIVE	Issue manager responsible for any capital scheme with authority to commit expenditure, authority to proceed to tender and approval to accept a successful tender. Issue a scheme of delegation for capital investment management.
24.1.7	DIRECTOR OF FINANCE	Issue procedures governing financial management, including variation to contract, of capital investment projects and valuation for accounting purposes.
24.2.1	DIRECTOR OF FINANCE	Demonstrate that the use of private finance represents value for money and genuinely transfers significant risk to the private sector.
24.2.1	TRUST BOARD	Proposal to use PFI must be specifically agreed by the Board.
24.3.1	CHIEF EXECUTIVE	Maintenance of asset registers (on advice from Director of Finance).
24.3.5	DIRECTOR OF FINANCE	Approve procedures for reconciling balances on fixed assets accounts in ledgers against balances on fixed asset registers.
24.3.8	DIRECTOR OF FINANCE	Calculate and pay capital charges in accordance with DHSS&PS requirements.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
24.4.1	CHIEF EXECUTIVE	Overall responsibility for fixed assets.
24.4.2	DIRECTOR OF FINANCE	Approval of fixed asset control procedures.
24.4.4	ALL MEMBERS OF THE BOARD AND ALL EMPLOYEES AND OFFICERS	Responsibility for security of Trust assets including notifying discrepancies to Director of Finance, and reporting losses in accordance with Trust procedure.
25.2.1	CHIEF EXECUTIVE	Delegate overall responsibility for control of stores (subject to Director of Finance responsibility for systems of control). Further delegation for day-to-day responsibility subject to such delegation being recorded. (Good practice to append to the scheme of delegation document.)
25.2.1	NOMINATED OFFICER	Responsible for systems of control over stores and receipt of goods.
25.2.1	NOMINATED OFFICER	Responsible for controls of pharmaceutical stocks
25.2.1	NOMINATED OFFICER	Responsible for control of stocks of fuel oil and coal.
25.2.2	NOMINATED OFFICER	Security arrangements and custody of keys
25.2.3	DIRECTOR OF FINANCE	Set out procedures and systems to regulate the stores.
25.2.4	DIRECTOR OF FINANCE	Agree stocktaking arrangements.
25.2.5	DIRECTOR OF FINANCE	Approve alternative arrangements where a complete system of stores control is not justified.
25.2.6	DIRECTOR OF FINANCE	Approve system for review of slow moving and obsolete items and for condemnation, disposal and replacement of all unserviceable items.
25.2.6	NOMINATED OFFICER	Operate system for slow moving and obsolete stock, and report to DoF evidence of significant overstocking.
25.3.1	CHIEF EXECUTIVE	Identify persons authorised to requisition and accept goods from the Regional Supplies Service.
26.1.1	DIRECTOR OF FINANCE	Prepare detailed procedures for disposal of assets including condemnations and ensure that these are notified to managers.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
26.2.1	DIRECTOR OF FINANCE	Prepare procedures for recording and accounting for losses, special payments and informing the PSNI in cases of suspected arson or theft.
26.2.2	ALL MEMBERS OF THE BOARD AND ALL EMPLOYEES AND OFFICERS	Discovery or suspicion of loss of any kind must be reported immediately to either head of department or nominated officer. The head of department / nominated officer should then inform the CE and DoF.
26.2.2	DIRECTOR OF FINANCE	Where a criminal offence is suspected, Director of Finance must inform the PSNI.
26.2.2	DIRECTOR OF FINANCE	Notify DHSS&PS Counter Fraud Policy Unit of all frauds and External Audit if significant.
26.2.3	DIRECTOR OF FINANCE	Notify Board and External Auditor of losses caused by theft, arson, neglect of duty or gross carelessness (unless trivial).
26.2.4	TRUST BOARD	Approve write off of losses (within limits delegated by DHSS&PS).
26.2.6	DIRECTOR OF FINANCE	Consider whether any insurance claim can be made.
26.2.7	DIRECTOR OF FINANCE	Maintain losses and special payments register.
27.1	DIRECTOR OF FINANCE	Responsible for accuracy and security of computerised financial data.
27.1	DIRECTOR OF FINANCE	Satisfy himself/herself 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 organization, assurances of adequacy must be obtained from them prior to implementation.
27.1.3	CHIEF EXECUTIVE	Shall publish and maintain a Freedom of Information Publication Scheme.
27.2.1	ALL DIRECTORS AND EMPLOYEES	Send proposals for general computer systems to DoF
27.3	DIRECTOR OF FINANCE	Ensure that contracts with other bodies for the provision of computer services for financial applications clearly define responsibility of all parties for security, privacy, accuracy, completeness and timeliness of data during processing, transmission and storage, and allow for audit review. Seek periodic assurances from the provider that adequate controls are in operation.

SFI REF	DELEGATED TO	AUTHORITIES/DUTIES TO BE DELEGATED OR RESERVED
27.4	DIRECTOR OF FINANCE	Ensure that risks to the Trust from use of IT are identified and considered and that disaster recovery plans are in place.
27.5	DIRECTOR OF FINANCE	Where computer systems have an impact on corporate financial systems satisfy himself that: a) systems acquisition, development and maintenance are in line with corporate policies; b) data assembled for processing by financial systems is adequate, accurate, complete and timely, and that a management rail exists; c) DoF and staff have access to such data; Such computer audit reviews are being carried out as are considered necessary.
28.1	CHIEF EXECUTIVE	Responsible for taking all reasonable steps, taking account of the situations confronting ambulance personnel particularly in emergency cases, to ensure that patients property handed in or discovered is safely transferred to the receiving centre.
28.2	NOMINATED OFFICER	Inform staff of their responsibilities and duties for the administration of the property of patients.
29.1	DIRECTOR OF FINANCE	Shall ensure that each trust fund which the Trust is responsible for managing is managed appropriately.
30	DIRECTOR OF FINANCE	Ensure all staff are made aware of the Trust policy on the acceptance of gifts and other benefits in kind by staff
32	CHIEF EXECUTIVE	Retention of document procedures in accordance with DHSS&PS guidance.
33.1	CHIEF EXECUTIVE	Risk management programme.
33.1	CHIEF EXECUTIVE	Approve and monitor risk management programme.
33.2	DIRECTOR OF FINANCE	The Director of Finance shall ensure that the Board is informed of the nature and extent of the risks that arise as a result of the requirement for the Trust to self insure. The Director of Finance will draw up formal documented procedures for the management of any claims arising from third parties and payments in respect of losses that will not be reimbursed.

* Nominated officers and the areas for which they are responsible should be incorporated into the Trust's Schedule of Delegated Authority document.

SECTION D - STANDING FINANCIAL INSTRUCTIONS

9. INTRODUCTION

9.1 General

- 9.1.1 Each Trust shall agree Standing Financial Instructions for the regulation of the conduct of its members and officers in relation to all financial matters with which they are concerned. They shall have effect as if incorporated in the Standing Orders (SOs).
- 9.1.2 These Standing Financial Instructions detail the financial responsibilities, policies and procedures adopted by the Trust. They are designed to ensure that the Trust'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 Standing Orders, Schedule of Decisions Reserved to the Board and the Scheme of Delegation adopted by the Trust.
- 9.1.3 These Standing Financial Instructions identify the financial responsibilities which apply to everyone working for the Trust 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.
- 9.1.4 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 Trust's Standing Orders.
- 9.1.5 **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.**
- 9.1.6 **Overriding Standing Financial Instructions** – If these Standing Financial Instructions are not complied with in any significant or material respect, 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 significant or material non-compliance with these Standing Financial Instructions to the Director of Finance as soon as possible.

9.2 Responsibilities and Delegation

9.2.1 The Trust 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 Scheme of Delegation document.
- 9.2.2 The Board has resolved that certain powers and decisions may only be exercised by the Board in formal session. These are set out in the Reservation & Delegation of Powers document. All other powers have been delegated to the Chief Executive or such other committees as the Trust has established.
- 9.2.3 The Chief Executive and Director of Finance will, as far as possible, delegate their detailed responsibilities, but they remain accountable for financial control.
- 9.2.4 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, 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 Trust'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 Trust's system of internal control.
- 9.2.5 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.

9.2.6 **The Director of Finance**

The Director of Finance is responsible for:

- a) Implementing the Trust'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 Trust's transactions, in order to disclose, with reasonable accuracy, the financial position of the Trust at any time; and, without prejudice to any other functions of the Trust, and employees of the Trust, 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 Trust may require for the purpose of carrying out its statutory duties.

9.2.7 **Board Members and Employees**

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

- a) The security of the property of the Trust;
- b) Avoiding loss;
- c) Exercising economy and efficiency in the use of resources;
- d) Conforming to the requirements of Standing Orders, Standing Financial Instructions, Financial Procedures, the Scheme of Delegation and other financial procedures which the Director of Finance may issue.

9.2.8 **Contractors and their employees**

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

- 9.2.9 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.

10. **AUDIT**

10.1 **Audit Committee**

10.1.1 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;
- b) Reviewing financial and information systems and monitoring the integrity of the financial statements and reviewing significant financial reporting judgments;
- c) Contribute to the review of 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 the arrangements in place to support the Assurance Framework process prepared on behalf of the Board and advising the Board accordingly;
- g) Providing, or arranging to have provided, any other assurances that are required by Trust Board.

10.1.2 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 DHSS&PS. (To the Director of Finance in the first instance.)

10.1.3 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.

10.2 **Director of Finance**

10.2.1 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 in accordance with the Trust's Fraud Response Plan;
- e) 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 DHSS&PS 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;
- (f) Ensuring that an annual internal audit strategic audit plan covering the coming three years is produced and, based on year one of this plan, an operational plan for the coming year.

10.2.2 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 Trust;

- c) The production of any cash, stores or other property of the Trust under a member of the Board and an employee's control; and
- d) Explanations concerning any matter under investigation.

10.3 Role of Internal Audit

10.3.1 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 Trust'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) The adequacy of follow up action taken by management in response to Internal Audit reports
- f) Internal Audit shall also independently verify the Assurance Statements.

10.3.2 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.

10.3.3 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 Trust.

10.3.4 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 Government Internal Audit Standards. The reporting system shall be reviewed at least every three years.

10.4 External Audit

10.4.1 The External Auditor is appointed by the Northern Ireland Audit Office (NIAO). The Audit Committee will consider the performance of the External Auditor. If there are any problems relating to the service provided by the External Auditor, then this should be raised with the External Auditor and referred on to NIAO if the issue cannot be resolved. The Director of Finance will notify the Trust Board of any such instances.

10.5 Fraud and Corruption

10.5.1 In line with their responsibilities, the Trust Chief Executive and Director of Finance shall monitor and ensure compliance with all guidance issued by the DHSS&PS Counter Fraud Policy Unit on fraud and corruption.

11. ALLOCATIONS, PLANNING, BUDGETS, BUDGETARY CONTROL, AND MONITORING

11.1 Preparation and Approval of Plans and Budgets

11.1.1 The Chief Executive will compile and submit to the Board a Trust Delivery Plan (TDP) which takes into account financial targets and forecast limits of available resources. The TDP will contain:

- a) A statement of the significant assumptions on which the plan is based;
- b) Details of the organisation's priorities and objectives
- c) Details of major changes in workload, delivery of services or resources required to achieve the plan.

11.1.2 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 Trust Delivery Plan;
- b) Accord with workload and manpower plans;
- c) Be produced following discussion with appropriate budget holders;
- d) Be prepared within the limits of available funds;
- e) Identify potential risks.

11.1.3 The Director of Finance shall monitor financial performance against budget and plan, review them on a monthly basis and report to the Board.

11.1.4 All budget holders must provide information as required by the Director of Finance to enable budgets to be compiled.

11.1.5 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 successfully.

11.2 Budgetary Delegation

11.2.1 The Chief Executive may delegate the management of a budget to budget holders to permit the performance of a defined range of activities. This delegation must be in writing.

11.2.2 The Chief Executive and delegated budget holders must not exceed the budgetary total or virement limits set by the Board.

11.2.3 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.

11.2.4 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.

11.3 Budgetary Control and Reporting

11.3.1 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) Capital project spend and projected outturn against plan;
 - (iii) Explanations of any material variances from plan;
 - (iv) 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; and
- e) Arrangements for the authorisation of budget transfers.

11.3.2 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.

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

11.4 Capital Expenditure

11.4.1 The general rules applying to delegation and reporting shall also apply to capital expenditure. (The particular applications relating to capital are contained in SFI 24).

11.5 **Monitoring Returns**

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

12. **ANNUAL ACCOUNTS AND REPORTS**

12.1 The Director of Finance, on behalf of the Trust, will:

- a) Prepare financial returns in accordance with the accounting policies and guidance given by the DHSS&PS and the Treasury, the Trust's accounting policies, and generally accepted accounting practice;
- b) Prepare and submit annual financial reports to the DHSS&PS certified in accordance with current timetable and guidelines;
- c) Submit financial returns to the DHSS&PS for each financial year in accordance with the timetable prescribed by the DHSS&PS.

12.2 The Trust's annual accounts must be audited by an auditor appointed by the Northern Ireland Audit Office (NIAO). The Trust's audited annual accounts must be presented to a public meeting and made available to the public.

12.3 The Trust 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 DHSS&PS Manual for Accounts.

13. **BANK ACCOUNTS**

13.1 **General**

13.1.1 The Director of Finance is responsible for managing the Trust's banking arrangements and for advising the Trust Board on the provision of banking services and operation of accounts. This advice will take into account guidance and directions issued from time to time by the DHSS&PS.

13.1.2 The Board shall approve the banking arrangements.

13.2 **Bank Accounts**

13.2.1 The Director of Finance is responsible for:

- a) Bank accounts;
- b) Establishing separate bank accounts for the Trust'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) Reporting to the Board all arrangements made with the Trust's bankers for accounts to be overdrawn.
- e) Monitoring compliance with DHSS&PS guidance on the level of cleared funds.

13.3 Banking Procedures

13.3.1 The Director of Finance will prepare detailed instructions 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 Trust's accounts;
- c) The limit to be applied to any overdraft.

13.3.2 The Director of Finance must advise the Trust's bankers in writing of the conditions under which each account will be operated including the nominated officers who are authorised to release monies from the bank accounts.

13.4 Tendering and Review

13.4.1 The Director of Finance will review the commercial banking arrangements of the Trust at regular intervals to ensure they reflect best practice and represent best value for money by periodically seeking competitive tenders for the Trust's commercial banking business. The Trust should avail of the regional HPSS banking contract, save in exceptional circumstances.

13.4.2 Competitive tenders should be sought at least every five years. The results of the tendering exercise should be reported to the Board.

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

14.1 Income Systems

14.1.1 The Director of Finance is responsible for designing, maintaining and ensuring compliance with systems for the proper recording, invoicing, collection and coding of all monies due.

14.1.2 The Director of Finance is also responsible for the prompt banking of all monies received.

14.2 Fees and Charges

14.2.1 The Trust shall follow DHSS&PS guidance in setting prices for HPSS service agreements.

14.2.2 The Director of Finance is responsible for approving and regularly reviewing the level of all fees and charges other than those determined by the DHSS&PS 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 Trust's policy on Standards of Business Conduct shall be followed.

14.2.3 All employees must inform the Director of Finance promptly of money due to the Trust arising from transactions which they initiate/deal with, including all contracts, leases, tenancy agreements, private patient undertakings and other transactions.

14.3 Debt Recovery

14.3.1 The Director of Finance is responsible for the appropriate recovery action on all outstanding debts.

14.3.2 Income not received should be dealt with in accordance with losses procedures and DHSS&PS guidance.

14.3.3 Overpayments should be detected (or preferably prevented) and recovery initiated.

14.4 Security of Cash, Cheques and other Negotiable Instruments

14.4.1 The Director of Finance is responsible 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 Trust.

Official money shall not under any circumstances be used for the encashment of private cheques or IOUs.

14.4.2 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.

14.4.3 All unused cheques and other orders will be subject to the same security precautions as are applied to cash.

14.4.4 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 Trust is not to be held liable for any loss, and written indemnities must be obtained from the organisation or individuals absolving the Trust from responsibility for any loss.

14.4.5 Any shortfall in cash, cheques or other negotiable instruments, however occasioned, will be reported immediately to the Director of Finance in accordance with the Trust's losses procedure.

15. TENDERING AND CONTRACTING PROCEDURE

15.1 Duty to comply with Standing Orders and Standing Financial Instructions

The procedure for making all contracts by or on behalf of the Trust shall comply with all relevant legislation, Northern Ireland Public Procurement Policy and these Standing Orders and Standing Financial Instructions (except where Standing Order No. 3.13 Suspension of Standing Orders is applied).

15.2 Northern Ireland Public Procurement Policy, EU Directives Governing Public Procurement and DHSS&PSSSPS Mini-Code Guidance

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

15.3 Reverse eAuctions

The Trust should have policies and procedures in place for the control of all tendering activity carried out through Reverse eAuctions. For further guidance on Reverse eAuctions refer to the Trust's Centre of Procurement Expertise.

15.4 Capital Investment Manual and other DHSS&PS Guidance

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

15.5 Formal Competitive Tendering

15.5.1 General Applicability

The Trust 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 DHSS&PS);
- For the design, construction and maintenance of building and engineering works (including construction and maintenance of grounds and gardens); for disposals.

15.5.2 Health Care Services

Where the Trust 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 Trust 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.

15.5.3 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**;
- b) where the supply is proposed under special arrangements negotiated by the DHSS&PS 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 the circumstances will be detailed in an appropriate Trust record;
- e) Where the requirement is covered by an existing contract let in accordance with Trust SFI's;
- f) Where National agreements are in place that offer best value for money and are legally accessible to the Trust;
- 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) 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 Trust record and reported to the Audit Committee at each meeting.

15.5.4 **Fair and Adequate Competition**

Where the exceptions set out in SFI Nos. 17.1 and 17.5.3 apply, the Trust shall ensure that invitations to tender are sent to a sufficient number of firms/individuals to provide fair and adequate competition as appropriate.

15.5.5 **List of Approved Firms**

The Trust 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 17.6.8 List of Approved Firms).

15.5.6 **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 DHSS&PS approval.

15.5.7 **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 Trust Board Officer), and be recorded in an appropriate Trust record.

15.6 Contracting/Tendering Procedure

15.6.1 **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:
 - (a) Submitted in a plain sealed package or envelope bearing a pre-printed label supplied by the Trust (or the word "tender" followed by the subject to which it relates) and the latest date and time for the receipt of such tender addressed to the Chief Executive or nominated Manager; and
 - (b) 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 HPSS 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 DHSS&PS guidance and, in minor respects, to cover special features of individual projects.

15.6.2 **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.

15.6.3 **Opening tenders and Register of tenders**

- (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 'originating' Department will be taken to mean the Department sponsoring or commissioning the tender.
- (iv) 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.

- (v) 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 Trust's Company Secretary will count as a Director for the purposes of opening tenders.

- (vi) Every tender received shall be marked with the date of opening and initialled by those present at the opening.

- (vii) A record shall be maintained by the Chief Executive, or a person(s) authorised by him, to show for each set of competitive tender invitations despatched:

- 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.

Each record shall be signed (digitally where an e-tendering system is in use) by those present.

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

- (viii) 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).

15.6.4 **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 Trust.

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. despatched 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.

15.6.6 **Acceptance of formal tenders (See overlap with SFI No. 17.7)**

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 Trust 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 most economically advantageous tender to the Trust, shall be accepted unless there are good and sufficient reasons to the contrary. In order to comply with EU Regulations and Good Practice a detailed record of contract award shall be maintained showing the performance of tenders against a pre-determined set of award criteria.
- (iv) No tender shall be accepted which will commit expenditure in excess of that which has been allocated by the Trust and which is not in accordance with these Instructions except with the authorisation of the Chief Executive 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 audit and inspection.

15.6.7 **Tender Reports to the Trust Board**

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

15.6.8 **List of approved firms (see SFI No. 17.5.5)**

a) **Responsibility for Maintaining List**

A manager nominated by the Chief Executive shall on behalf of the Trust 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 Trust 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.

(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 Trust's Centre of Procurement Expertise may make or institute any enquiries deemed 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 competence.

15.6.9 **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 Trusts 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.

15.7 **Quotations: Competitive and non-competitive**

15.7.1 **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 DHSS&PS Mini-code Guidance.

15.7.2 **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 Trust.
- (ii) All quotations should be treated as confidential and should be retained for audit and inspection.
- (iii) 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 Trust, or the highest if payment is to be received by the Trust, then the choice made and the reasons why should be recorded in a permanent record.

15.7.3 **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 (i.e.: (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.

15.7.4 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 Trust and which is not in accordance with Standing Financial Instructions except with the authorisation of either the Chief Executive or Director of Finance.

15.8 Authorisation of Tenders and Competitive Quotations

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 delegated.

The levels of authorisation may be varied or changed and need to be read in conjunction with the Trust Board's Scheme of Delegation.

Formal authorisation must be put in writing. In the case of authorisation by the Trust Board this shall be recorded in their minutes.

Where the contract to be awarded is a multi-Trust or Regional Contract then the Chief Executive shall nominate in advance a Trust 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 Trust.

15.9 Private Finance for capital procurement (see overlap with SFI No. 24)

The Trust 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 DHSS&PS for approval or treated as per current guidelines.
- c) The proposal must be specifically agreed by the Board of the Trust.
- d) The selection of a contractor/finance company must be on the basis of competitive tendering or quotations.

15.10 Compliance requirements for all contracts

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

- a) The Trust'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 HPSS Standard Contract Conditions as are applicable.
- e) 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.
- f) 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 Trust.

15.11 Personnel and Agency or Temporary Staff Contracts

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

15.12 Health and Social Care Service Agreements (see overlap with SFI No. 18)

Service agreements between HSS organisations shall not be regarded for any purpose as giving rise to contractual rights or liabilities, but if any dispute arises with respect to such an arrangement, either party may refer the matter to the DHSS&PS for determination.

15.13 Disposals (See overlap with SFI No. 26)

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 nominated officer;
- b) Obsolete or condemned articles and stores, which may be disposed of in accordance with the supplies policy of the Trust;
- c) Items to be disposed of with an estimated sale value of less than £[n], 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 DHSS&PS guidance has been issued but subject to compliance with such guidance.

15.14 In-house Services

- 15.4.1 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 Trust may also determine from time to time that in-house services should be market tested by competitive tendering.
- 15.4.2 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.
 - c) Evaluation team, comprising normally a specialist officer, a supplies officer and a Director of Finance representative. For services having a likely annual expenditure exceeding £500k, a non-executive director should be a member of the evaluation team.
- 15.14.3 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.
- 15.14.4 The evaluation team shall make recommendations to the Board.
- 15.14.5 The Chief Executive shall nominate an officer to oversee and manage the contract on behalf of the Trust.

15.15 Applicability of SFI's on Tendering and Contracting to funds held in trust (see overlap with SFI No. 29)

These Instructions shall not only apply to expenditure from Exchequer funds but also to works, services and goods purchased from the Trust's trust funds and private resources.

16. HPSS SERVICE AGREEMENTS FOR PROVISION OF SERVICES (see overlap with SFI No. 17.13)

16.1 Service and Budget Agreements (SBA's)

- 16.1.1 The Chief Executive, as the Accounting Officer, is responsible for ensuring the Trust enters into suitable Service and Budget Agreements (SBA) with service commissioners for the provision of health and social care services.

All SBA's should aim to implement the agreed priorities contained within the Trust Delivery Plan (TDP) 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 provision of reliable information on cost and volume of services;
- That SBA's are based on integrated care pathways.

16.2 **Involving Partners and Jointly Managing Risk**

A good SBA will result from a dialogue of clinicians, users, carers, public health professionals and managers. It will reflect knowledge of local needs and inequalities. This will require the Chief Executive to ensure that the Trust 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 Trust can jointly manage risk with all interested parties.

16.3 **Reports to Board on SBA's**

The Chief Executive, as the Accounting Officer, will need to ensure that regular reports are provided to the Board detailing actual and forecast income from the SBA. This will include information on costing arrangements, which increasingly should be based upon Healthcare Resource Groups (HRGs). Where HRGs are unavailable for specific services, all parties should agree a common currency for application across the range of SBA's.

17. **TERMS OF SERVICE, ALLOWANCES AND PAYMENT OF MEMBERS OF THE TRUST BOARD, SENIOR EXECUTIVES AND EMPLOYEES**

17.1 **Remuneration and Terms of Service (see overlap with SO No. 4)**

17.1.1 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.

17.1.2 The Committee will:

- a) Advise the Board about appropriate remuneration and terms of service for the Chief Executive and other senior executives 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 the Chief Executive and other senior executives to ensure they are fairly rewarded for their individual contribution to the Trust - having proper regard to the Trust'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 the Chief Executive and individual senior executives;

- 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.

17.1.3 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. Minutes of the Board's meetings should record such decisions.

17.1.4 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 the Committee.

17.1.5 The Trust will pay allowances to the Chairman and non-executive members of the Board in accordance with the Payment of Remuneration to Chairmen and Non-Executive Members Determination issued by the DHSS&PS.

17.2 **Funded Establishment**

17.2.1 The manpower plans incorporated within the annual budget will form the funded establishment.

17.2.2 The funded establishment of any department may not be varied without the approval of the Chief Executive.

17.3 **Staff Appointments**

17.3.1 No officer or Member of the Trust Board or 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 (as noted in the Scheme of Delegation);
- b) Within the limit of their approved budget and funded establishment.

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

17.4 **Processing Payroll**

17.4.1 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.

17.4.2 The Director of Finance will issue instructions 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;
- m) a system to ensure the recovery from those in and leaving the employment of the Trust of sums of money and property due by them to the Trust.

17.4.3 Appropriately nominated managers have delegated responsibility for:

- a) Submitting time records, and other notifications e.g. changes in hours 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.

17.4.4 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.

17.5 **Contracts of Employment**

17.5.1 The Board shall delegate responsibility to an officer 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.

18. **NON-PAY EXPENDITURE**

18.1 **Delegation of Authority**

18.1.1 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.

18.1.2 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.

18.1.3 The Chief Executive shall set out procedures on the seeking of professional advice regarding the supply of goods and services.

18.1.4 Non-pay expenditure should be committed in accordance with the Northern Ireland Public Procurement Policy.

18.2 **Choice, Requisitioning, Ordering, Receipt and Payment for Goods and Services (see overlap with Standing Financial Instruction No. 17)**

18.2.1 **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 Trust. In so doing, the advice of the Trust'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.

18.2.2 **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 the Public Sector Prompt Payment Policy.

18.2.3 The Director of Finance will:

- 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 those senior employees who are authorised to certify invoices (possibly including specimens of their signatures).
 - (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 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 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. 21.2.4 below.

18.2.4 **Prepayments**

Prepayments are only permitted where exceptional circumstances apply. This excludes normal regular expenditure such as telephone rentals, insurance or other rental agreements. 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%).
- b) The appropriate officer 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 Trust 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.

18.2.5 **Official Orders**

Official Orders must:

- a) Be consecutively numbered;
- b) Be in a form approved by the Director of Finance;
- c) State the Trust's terms and conditions of trade;
- d) Only be issued to, and used by, those duly authorised by the Chief Executive.

18.2.6 **Duties of Managers and Officers**

Managers and officers 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 guidance issued by the DHSS&PS;
- 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;
 - (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 Trust'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 the next working day 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 Trust to a future uncompetitive purchase;
- j) Changes to the list of 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.

20.2.7 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.

18.3 Joint Finance Arrangements with Local Authorities and Voluntary Bodies

18.3.1 Payments to local authorities and voluntary organisations made under the powers of Schedule 3, HPSS (NI) Order 1991 **shall** comply with procedures laid down by the Director of Finance which shall be in accordance with these Orders.

19. EXTERNAL BORROWING

19.1.1 The Director of Finance will advise the Board concerning the Trust's ability to pay dividend on, and repay Public Dividend Capital and any proposed new borrowing, within the limits set by the DHSS&PS. The Director of Finance is also responsible for reporting periodically to the Board concerning the PDC debt and all loans and overdrafts.

19.1.2 The Board will agree the list of employees (including specimens of their signatures) who are authorised to make short term borrowings on behalf of the Trust. This must contain the Chief Executive and the Director of Finance.

- 19.1.3 The Director of Finance must prepare detailed procedural instructions concerning applications for loans and overdrafts.
- 19.1.4 All short-term borrowings should be kept to the minimum period of time possible, consistent with the overall cashflow position, represent good value for money, and comply with the latest guidance from the DHSS&PS.
- 19.1.5 Any short-term borrowing must be with the authority of two members of an authorised panel, one of which must be the Chief Executive or the Director of Finance. The Board must be made aware of all short term borrowings at the next Board meeting.
- 19.1.6 All long-term borrowing must be consistent with the plans outlined in the current TDP and be approved by the Trust Board.

19.2 Investments

- 19.2.1 Temporary cash surpluses must be held only in such public or private sector investments as notified by the DHSS&PS and authorised by the Board.
- 19.2.2 The Director of Finance is responsible for advising the Board on investments and shall report periodically to the Board, or delegated sub-committee, concerning the performance of investments held.
- 19.2.3 The Director of Finance will prepare detailed procedural instructions on the operation of investment accounts and on the records to be maintained.

20. HSS TRUST FINANCIAL GUIDANCE

- 20.1 The Director of Finance should ensure that members of the Board are aware of the extant finance guidance issued by DHSS&PS and that this direction and guidance are followed.

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

21.1 Capital Investment

21.1.1 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 business 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 purchaser(s) support and the availability of resources to finance all revenue consequences, including capital charges.

21.1.2 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 Trust personnel and external agencies;
 - (iii) 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.

21.1.3 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.

21.1.4 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.

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

21.1.6 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. 17.6);
- c) Approval to accept a successful tender (see overlap with SFI No. 17.6).

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

21.1.7 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 circular HSS(F) 13/06.

21.2 **Private Finance (see overlap with SFI No. 17.10)**

21.2.1 The Trust should normally test for PFI when considering capital procurement. When the Trust 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 DHSS&PS or in line with any current guidelines.
- c) The proposal must be specifically agreed by the Board.

21.3 **Asset Registers**

- 21.3.1 The Chief Executive is responsible for the maintenance of registers 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.
- 21.3.2 Each Trust 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 DHSS&PS.
- 21.3.3 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.
- 21.3.4 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).
- 21.3.5 The Director of Finance shall approve procedures for reconciling balances on fixed assets accounts in ledgers against balances on fixed asset registers.
- 21.3.6 The value of each asset shall be indexed to current values in accordance with methods specified in the *Capital Accounting Manual* issued by the DHSS&PS.
- 21.3.7 The value of each asset shall be depreciated using methods and rates as specified in the *Capital Accounting Manual* issued by the DHSS&PS.
- 21.3.8 The Director of Finance of the Trust shall calculate and pay capital charges as specified in the *Capital Accounting Manual* issued by the DHSS&PS.

21.4 **Security of Assets**

- 21.4.1 The overall control of fixed assets is the responsibility of the Chief Executive.
- 21.4.2 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.
- 21.4.3 All discrepancies revealed by verification of physical assets to fixed asset register shall be notified to the Director of Finance.
- 21.4.4 Whilst each employee and officer has a responsibility for the security of property of the Trust, 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.
- 21.4.5 Any damage to the Trust'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.
- 21.4.6 Where practical, assets should be marked as Trust property.

22. STORES AND RECEIPT OF GOODS

22.1 General Position

- 22.1.1 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.

22.2 Control of Stores, Stocktaking, Condemnations and Disposal

- 22.2.1 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. The control of any Pharmaceutical stocks shall be the responsibility of a designated Pharmaceutical Officer; the control of any fuel oil and coal of a designated estates manager.
- 22.2.2 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/Pharmaceutical Officer. Wherever practicable, stocks should be marked as health service property.
- 22.2.3 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.

22.2.4 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.

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

22.2.6 The designated Manager/Pharmaceutical 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. 25 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.

22.3 Goods supplied by Centres of Procurement Expertise / HPSS Service Providers

22.3.1 For goods supplied via 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 and notify the Centre of Procurement Expertise of any shortages or discrepancies using established Trust procedures.

23. DISPOSALS AND CONDEMNATIONS, LOSSES AND SPECIAL PAYMENTS

23.1 Disposals and Condemnations

23.1.1 Procedures

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

23.1.2 When it is decided to dispose of a Trust 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.

23.1.3 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.

23.1.4 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.

23.2 Losses and Special Payments

23.2.1 Procedures

The Director of Finance must prepare procedural instructions on the recording of and accounting for condemnations, losses, and special payments.

23.2.2 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 fraud or corruption, the Director of Finance will determine when to inform the PSNI in accordance with the Trust's Fraud Response Plan.

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

23.2.3 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.

23.2.4 Within limits delegated to it by the DHSS&PS, the Board shall approve the writing-off of losses.

23.2.5 The Director of Finance shall be authorised to take any necessary steps to safeguard the Trust's interests in bankruptcies and company liquidations.

23.2.6 For any loss, the Director of Finance should consider whether any insurance claim can be made.

23.2.7 The Director of Finance shall maintain a Losses and Special Payments Register in which write-off action is recorded.

23.2.8 No special payments exceeding delegated limits shall be made without the prior approval of the DHSS&PS.

23.2.9 All losses and special payments must be reported to the Audit Committee at every meeting.

24. INFORMATION TECHNOLOGY

24.1 Responsibilities and duties of the Director of Finance

24.1.1 The Director of Finance, who is responsible for the accuracy and security of the computerised financial data of the Trust, shall:

- a) Devise and implement any necessary procedures to ensure adequate (reasonable) protection of the Trust'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.

24.1.2 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.

24.1.3 The Director of Information Technology 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 Trust that we make publicly available.

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

24.2.1 In the case of computer systems which are proposed General Applications (i.e. normally those applications which HSS bodies 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 HPSS, or from another public sector organisation, the operational requirement.

24.3 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 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 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.

24.4 Risk Assessment

The Director of Finance shall ensure that risks to the Trust 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.

24.5 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.

25. PATIENTS AND CLIENTS' PROPERTY

25.1 The Chief Executive will take all reasonable steps (taking account of the situations confronting ambulance personnel particularly in emergency cases) to ensure that patients property handed in or discovered is safely transferred to the receiving centre.

25.2 Staff should be informed, on appointment, by the appropriate departmental or senior manager of their responsibilities and duties for the administration of the property of patients.

26. ENDOWMENT AND GIFT (E&G) FUNDS

26.1 Trust responsibilities for E&G funds are distinct from responsibilities for exchequer funds and may not necessarily be discharged in the same manner, but there must still be adherence to the overriding general principles of financial regularity, prudence and propriety. The Director of Finance should ensure that each E&G fund is managed appropriately with regard to its purpose and requirements.

26.2 This section of the SFI's should be interpreted and applied in conjunction with the rest of these instructions, subject to modifications contained herein.

26.3 The Director of Finance has primary responsibility to the Board, and E&G Committee if appropriate, for ensuring that these SFI's are applied.

Existing Trust Funds

26.4 The Director of Finance should arrange for the administration of all existing E&G funds. They should ensure that a governing instrument exists for every trust fund and should produce detailed codes of procedure covering every aspect of the financial management of E&G funds, for the guidance of directors and employees. Such guidelines should identify the restricted nature of certain funds.

26.5 The Director of Finance should periodically review the E&G funds in existence and should make recommendations to the Board regarding the potential for rationalisation of such funds within statutory guidelines.

New Trust Funds

26.6 The Director of Finance should arrange for the creation of a new E&G fund where funds and/or other assets, received in accordance with policies, cannot adequately be managed as part of an existing E&G fund.

26.7 The governing document for each new E&G fund should clearly identify, inter alia, the objectives of the new fund, the capacity to delegate powers to manage and the power to assign the residue of the E&G fund to another fund contingent upon certain conditions, eg, discharge of original objects.

Sources of New Trust Funds

Donations

26.8 In respect of donations, the Director of Finance should:

- a) Provide guidelines to officers of the Trust as to how to proceed when offered funds. These include:
 - (i) The identification of the donor's intention;
 - (ii) Where possible, the avoidance of new E&G funds;
 - (iii) The avoidance of impossible, undesirable or administratively difficult objects;
 - (iv) Sources of immediate further advice; and
 - (v) Treatment of offers for personal gifts.
- b) Provide secure and appropriate receipting arrangements which will indicate that funds have been accepted directly into E&G funds and that the donor's intentions have been noted and accepted.

Legacies and Bequests

26.9 In respect of legacies and bequests, the Director of Finance should:

- a) Provide guidelines to officers covering any approach regarding:
 - (i) The wording of wills;
 - (ii) The receipt of funds/other assets from executors;
- b) Where necessary, obtain grant of probate, or make application for grant of letters of administration, where the E&G fund is the beneficiary;
- c) Be empowered to negotiate arrangements regarding the administration of a will with executors and to discharge them from their duty; and
- d) Be directly responsible for the appropriate treatment of all legacies and bequests.

Fund Raising

26.10 In respect of fund-raising, the Director of Finance shall:

- a) Deal with all arrangements for fund-raising by and/or on their behalf and ensure compliance with all statutes and regulations;

- b) Be empowered to liaise with other organisations/persons raising funds and provide them with an adequate discharge. The Director of Finance shall be the only officer empowered to give approval for such fund-raising subject to the overriding direction of the Board;
- c) Be responsible for alerting the Board to any irregularities regarding the use of the E&G fund's name or its registration numbers; and
- d) Be responsible for the appropriate treatment of all funds received from this source.

Trading Income

26.11 In respect of trading income, the Director of Finance shall:

- a) Be primarily responsible for any trading undertaken; and
- b) Be primarily responsible for the appropriate treatment of all funds received from this source.

Investment Income

26.12 In respect of investment income, the Director of Finance shall be responsible for the appropriate treatment of all dividends, interest and other receipts from this source (see below).

Investment Management

26.13 The Director of Finance shall be responsible for all aspects of the management of the investment of E&G funds. The issues on which he/she should be required to provide advice to the Board should include:

- a) The formulation of investment policy within the powers of the E&G fund under statute and within governing instruments to meet its requirements with regard to income generation and the enhancement of capital value;
- b) The appointment of advisers, brokers, and where appropriate, fund managers in accordance with Section 17 of these Standing Financial Instructions. The Director of Finance should agree the terms of such appointments and for such appointments written agreements should be signed by the Chief Executive;
- c) Pooling of investment resources and the preparation of a submission to the DHSS&PS for them to make a scheme;
- d) The participation in common investment funds and the agreement of terms of entry and withdrawal from such funds;
- e) That the use of Trust investments shall be appropriately authorised in writing and charges raised within policy guidelines;
- f) The review of the performance of brokers and fund managers;
- g) The reporting of investment performance.

Disposition Management

26.14 The exercise of dispositive discretion shall be managed by the Director of Finance in conjunction with the Board. In so doing he/she shall be aware of the following:

- a) The objects of various funds and the designated objectives;
- b) The availability of liquid funds within each trust fund;
- c) The powers of delegation available to commit resources;
- d) The avoidance of the use of Exchequer funds to discharge E&G fund liabilities (except where administratively unavoidable), and to ensure that any indebtedness to the Exchequer shall be discharged by E&G funds at the earliest possible time;
- e) That E&G funds are to be spent rather than preserved, subject to the wishes of the donor and the needs of the E&G fund; and
- f) The definitions of “charitable purposes” as agreed by the DHSS&PS.

Banking Services

26.15 The Director of Finance should advise the Board and, with its approval, should ensure that appropriate banking services are available to the E&G fund. These bank accounts should permit the separate identification of liquid funds to each fund where this is deemed necessary by the DHSS&PS.

Asset Management

26.16 Assets in the ownership of or used by the E&G fund, shall be maintained along with the general estate and inventory of assets. The Director of Finance shall ensure:

- a) In conjunction with the legal adviser, that appropriate records of all assets owned are maintained, and that all assets, at agreed valuations, are brought to account;
- b) That appropriate measures are taken to protect and/or to replace assets. These to include decisions regarding insurance, inventory control, and the reporting of losses;
- c) That donated assets received on trust rather than into the ownership of the Trust shall be accounted for appropriately;
- d) That all assets acquired from E&G funds which are intended to be retained within the E&G funds are appropriately accounted for, and that all other assets so acquired are brought to account in the name of the Trust.

Reporting

26.17 The Director of Finance shall ensure that regular reports are made to the Board with regard to, inter alia, the receipt of funds, investments, and the disposition of resources.

26.18 The Director of Finance shall prepare annual E&G fund accounts in the required manner which shall be submitted to the Board and DHSS&PS within agreed timescales.

Accounting and Audit

26.19 The Director of Finance shall maintain all financial records to enable the production of E&G fund reports as above and to the satisfaction of internal and external audit.

26.20 The Director of Finance shall ensure that the records, accounts and returns receive adequate scrutiny by internal audit during the year. He will liaise with external audit and provide them with all necessary information.

26.21 The Board shall be advised by the Director of Finance on the outcome of the annual audit. The Chief Executive shall submit the Management Letter to the Board.

Administration Costs

26.22 The Director of Finance shall identify all costs directly incurred in the administration of E&G funds and, in agreement with the Board, shall charge such costs to the appropriate E&G accounts.

Taxation and Excise Duty

26.23 The Director of Finance shall ensure that any E&G fund liability to taxation and excise duty is managed appropriately, taking full advantage of available concessions, through the maintenance of appropriate records, the preparation and submission of the required returns and the recovery of deductions at source.

27. ACCEPTANCE OF GIFTS BY STAFF AND LINK TO STANDARDS OF BUSINESS CONDUCT (see overlap with SO No. 6 and SFI No. 21.2.6 (d))

The Director of Finance shall ensure that all staff are made aware of the Trust policy on acceptance of gifts and other benefits-in-kind by staff. This policy follows the guidance contained in the DHSS&PS 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. 6).

28. PAYMENTS TO INDEPENDENT CONTRACTORS

See Section 17.5.2.

29. RETENTION OF RECORDS

29.1 The Chief Executive shall be responsible for maintaining archives for all records required to be retained in accordance with DHSS&PS guidelines.

29.2 The records held in archives shall be capable of retrieval by authorised persons.

29.3 Records held in accordance with latest DHSS&PS guidance shall only be destroyed at the express instigation of the Chief Executive. Detail shall be maintained of records so destroyed.

30. RISK MANAGEMENT AND INSURANCE

30.1 Programme of Risk Management

The Chief Executive shall ensure that the Trust has a programme of risk management, in accordance with current DHSS&PS 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 audit, health and safety review;
- f) 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 DHSS&PS guidance.

30.2 Insurance arrangements with commercial insurers

30.2.1 The Director of Finance shall ensure that the Board is informed of the nature and extent of the risks that arise as a result of the requirement for the Trust to self insure. The Director of Finance will draw up formal documented procedures for the management of any claims arising from third parties and payments in respect of losses that will not be reimbursed.

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

- a) Trust's may enter commercial arrangements for **insuring motor vehicles** owned by the Trust including insuring third party liability arising from their use;
- b) Where the Trust 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
- c) Where **income generation activities** take place. Income generation activities should normally be insured against all risks using commercial insurance. In any case of doubt concerning a Trust's powers to enter into commercial insurance arrangements the Finance Director should consult the DHSS&PS.