

RESERVATION OF POWERS AND SCHEME OF DELEGATION

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Reservation of Powers to the Board of Directors and Delegation of Powers

Introduction

The NHS Foundation Trust Code of Governance requires that there should be a formal schedule of matters specifically reserved for decision by the Board of Directors. This document sets out the powers reserved to the Board of Directors and the Scheme of Delegation including financial limits and approval thresholds. Notwithstanding any specific delegation, the Board of Directors remains accountable for all of its functions, including those which have been delegated. Therefore the Board of Directors expect to receive information about the exercise of delegated functions to enable it to maintain a monitoring role.

All powers of the Trust which have not been retained as reserved by the Board of Directors or delegated to a Board Committee shall be exercised on behalf of the Board of Directors by the Chief Executive or other Executive Directors. The Scheme of Delegation identifies any functions which the Chief Executive shall perform personally and those delegated to other directors or officers. All powers delegated by the Chief Executive can be re-assumed by him/her should the need arise.

Purpose

1.1 The purpose of this document is to define the control framework set by the Board for committing trust resources. The Board reserves certain matters to itself which are set out in the Schedule of Matters Reserved to the Board. The Scheme of Delegation identifies which powers and functions the Chief Executive shall perform personally and those which he has delegated to other Directors and Officers.

1.2 All powers delegated by the Chief Executive can be re-assumed by him/her should the need arise. In the absence of the Chief Executive the powers of the Chief Executive are delegated to the Deputy Chief Executive.

1.3 The Scheme of Delegation shows only the top level of delegation with the Trust. The Scheme is to be used in conjunction with the Trust's Standing Orders, Schedule of Matters Reserved to the Board, Standing Financial Instructions including the system of budgetary control and other established policies and procedures within the Trust.

1.4 In the absence of a director or officer to whom powers have been delegated those powers shall be exercised by that Director or Officer's superior unless alternative arrangements have been approved by the Board. If the chief Executive is absent, powers delegated to him may be exercised by the Director who has been duly authorised to act up for him taking appropriate advice from the Chairman.

Scope

2.1 To ensure that all staff, particularly budget managers and authorised signatories are aware of their authorities and responsibilities for compliance with the relevant procedures.

2.2 The Scheme of Delegation is consistent with the NHS Code of Conduct and Accountability and Monitor's Code of Governance. Directors and Officers are reminded

that powers are delegated to them on the understanding that they would not exercise delegated powers in a manner which in their judgement was likely to be a cause for public concern. The Code of Conduct of Accountability in the NHS and the Code of Governance sets out the core standards of conduct expected of NHS managers.

2.3 Provide details of delegated limits to all officers holding responsibilities. Budget Holders agree to operate within the budget limit and within the delegated limits as outlined in this document. It is their responsibility to manage within their budget and to identify any changes to the budget assumptions surrounding activity, timing and staffing issues which may result in changes to financial risk. If a proposed transaction is beyond their authority and outside the Annual Plan, it should be referred to their manager. Failure to do so may result in disciplinary action.

2.4 The document forms part of the Trust's corporate governance framework, which is the regulatory framework for the business conduct of the Trust within which all Trust officers are expected to comply. The aim is not to create bureaucracy but to protect the Trust's interests and to protect staff from any accusation that they have acted less than properly. It does this by ensuring that all staff, particularly budget managers and authorised signatories are aware of their authorities and responsibilities for compliance with the relevant procedures. The key documents in this framework include the following and should be read in conjunction with the Reservation of Powers by the Board of Directors and Delegation of Powers:

- Standing Orders.
- Standing Financial Instructions

Principles of the Scheme of Delegation

3.1 Principles that are followed by the Scheme of Delegation

- There is no spend beyond authorised limits except with the approval as appropriate
- The business case process is mandatory.

Governors' legal responsibilities

4.1 The Trust has a body of elected individuals that make up the Council of Governors. Governors have a number of legal rights and responsibilities. These include:

- The appointment or dismissal of the Chairman and Non-executive Directors
- The approval of the appointment of the Chief Executive
- At a general meeting the Council of Governors will:
 - receive the annual accounts annual report and Quality Report and annual audit letter from the external auditors
 - approve the remuneration and allowances and other terms and conditions of the office of the Chairman and Non-executive Directors
 - appoint or replace the Trust's auditor at a general meeting
- Providing the views of the Council of Governors to the Board of Directors for the purposes of the preparation by the Board of Directors of the document containing information as to the Trust's forward planning in respect of each Financial Year to be given to Monitor
- Receiving and considering the views of the Members on matters of significance to the future plans of the Trust
- Approval of the amended of the constitution

- Hold the Non-executive Directors individually and collectively to account for the performance of the Board of Directors
- Represent the interests of the NHS Foundation Trust members and the public served by the Trust
- Approving significant transactions that fall within the definition
- Appointment and removal of the External Auditors
- Approval of the increase of non- NHS income where it is 5% or more in any one year

Scheme of matters reserved for the Board

5.1 General enabling provision

The Board may determine any matter (for which it has delegated or statutory authority) it wishes in full session within its statutory powers, subject to any restrictions contained in the Trust's Constitution and/ or terms of the Licence.

5.2 Constitutional Powers

- To exercise all powers of an NHS foundation trust set out in the NHS Act 2006, subject to any restrictions in the Trust's Licence; enforcement undertakings given to regulators or as delegated in accordance with this Scheme of Delegation. (Constitution paragraph 4)
- Determine the composition of the Board of Directors (Constitution paragraph 9)
- Make available for inspection by members of the public the following: register of Members; register of members of the Council of Governors; register of interest of members of the Council of Governors; register of members of the Board of Directors; register of interests of members of the Board of Directors; Constitution; Licence; latest Annual Accounts and Auditor's report on them; latest Annual Report and Forward Plan; and any notice issued by the Monitor under Section 52 of the NHS Act 2006.
- Appoint the Returning Officer
- Approve payment of expenses and remuneration to Returning Officer
- Make available for inspection by members of the public statements of nominated candidates and nomination papers.
- Approve and deliver to the Returning Officer a list of Members eligible to vote
- Retain documents relating to elections to the Council of Governors and make these for inspection by members of the public, subject to any restriction in the Election Rules.
- Approve proposals to amend the Constitution which must be approved by the Council of Governors.
- Specify Partnership Organisations
- Receive and determine disputes under the Constitution, including disputes between the Council of Governors and the Board of Directors.
- Present Annual Accounts, any reports of the Auditor on them and the Annual Report at the Annual General Meeting.
- Prepare the Annual Report
- Prepare the Forward Plan

5.3 Regulation and controls

- Approval, suspension, variation or amendment of Standing Orders, Reservation of Powers and Delegation of Powers and Standing Financial Instructions for the regulation of its proceedings and business
- Approval of the Reservation of Powers and Delegation of Powers from the Board to officers
- Requiring and receiving the Declaration of Directors' Interests which may conflict with those of the Trust and determining the extent to which that director may remain involved with the matter under consideration
- Requiring and receiving declaration of interest from officers which may conflict with those of the Trust.
- Approve arrangements relating to the discharge of the Trust's responsibilities as a bailer for patients' property
- Approval of the arrangements for dealing with complaints
- Adoption of the organisational structure, processes and procedures to facilitate the discharge of business by the Trust and to agree any modification there to
- To establish terms of reference and reporting arrangements of all committees established by the Board of Directors
- To receive reports from committees including those which the Trust is required to provide by the Secretary of State, Monitor or other regulatory body or regulation to establish and to take appropriate action thereon
- To confirm recommendations presented to the Board of Directors by the Trust's Committees
- Ratification of any urgent decisions taken by the Chairman in accordance with Standing Orders
- Approve the Trust's Major Incident Plan
- Prescribe the Financial and Performance reporting arrangement required by the Board of Directors
- Approval of arrangements relating to the discharge of the Trust's responsibility as a corporate trustee for funds received in trust and Funds Held on Trust
- Approval of the Trust's banking arrangements (SFI 5.2)
- Authorise use of the common seal of the Trust (SO10)
- Ratify or otherwise instances of failure to comply with Standing Orders (SO3.13)
- Discipline members of the Board of Directors or Officers who are in breach of statutory requirements or Standing Orders
- Call meetings of the Board of Directors (SO3.1)
- Resolve to require withdrawal of the press and public from meetings of the Board of Directors
- Approve minutes of the proceedings of the meetings of the Board of Directors (SO 3.12)
- Resolve to adjourn any meeting of the Board of Directors

5.4 Appointments/ Dismissal

- The appointment and dismissal of Board Committees
- The appointment of the Vice Chairman in consultation with the Council of Governors
- The appointment of the Senior Independent Director in consultation with the Council of Governors
- Through the Remuneration Committee the appointment and appraisal of Executive Directors and the disciplinary procedures of the Trust
- Ratification of the appointment of senior medical staff

- Approval of all new consultant appointments related to a business case
- The appointment of membership of the Board sub-committees
- The appointment of any representative body outside the organisation

5.5 Policy Determination

- The Board of Directors will approve policies that require specific Board approval including:
 - Management of Risk
 - Fire Safety Policy
 - Health and Safety Policy
 - Security Policy

This is not an exhaustive list.

5.6 Strategy and plans

- Define and approve the strategic aims and objectives of the Trust
- Approve strategic business plans incorporating a programme of investment in respect of the application of available financial resources
- Approve proposals for ensuring quality and safety and developing clinical governance in services provided by the Trust, having regard to any guidance issued by the Secretary of State
- Approve annually Trust budgets (SFI 3.1.1)
- Approve final business cases for the use of private finance for capital schemes (SFI 10.2)
- Approve proposals for action on litigation against or on behalf of the Trust
- Review use of NHSLA risk pooling schemes, commercial insurers and self-insurance (SFI 18.3)

5.7 General matters

- Acquisition, disposal of land/ or buildings above a value of £1m.
- Change of use of land
- Joint ventures
- To agree actions on litigation against or on behalf of the Trust
- Any investment regardless of size of new activity or any disinvestment
- Purchase and maintain insurance against liability.
- Approve opening and closing of any bank or investment account (SFI 5.1.3)
- Approve proposals for action on litigation against or on behalf of the Trust

5.8 Financial and reporting management arrangements

- Continuous appraisal of the affairs of the Trust by means of the receipt of reports as it sees fit from directors, committees and officers of the Trust
- Consideration and approval of the Trust's Annual Report and Annual Accounts prior to submission to Parliament
- Receive the annual management letter from the external auditor and agree proposed action taking account of the advice, where appropriate, of the Audit Committee

Summary of Delegated Authorities

Delegated matters in respect of decisions which may have a far reaching effect must be reported to the Chief Executive. The delegation shown below is the lowest level to which authority is delegated. Delegation to lower levels is only permitted with written approval of the Chief Executive who will, before authorising such delegation, consult with other Senior Officers as appropriate. All items concerning Finance must be carried out in accordance with Standing Financial Instructions and Standing Orders. All reference material is available from staffroom

General Area	Delegated matter	Authority delegated to	Scope of Delegation	Details/ Reference
Accountability	Accountable through NHS Accounting Officer to Monitor for the stewardship of Trust Resources	Chief Executive	Full	Accountable Officer Memorandum
	Ensure the expenditure by the Trust complies with Monitor requirements	Chief Executive	Full	Accountable Officer Memorandum
	Ensure appropriate advice is given to the Board on all matters of probity, regularity, prudent and economical administration, efficiency and effectiveness	Chief Executive Finance Director Foundation Trust Secretary		
	Delivery of the Turnaround Avoidance Programme – Delivering Success	Chief Executive		
Declaration of Interests	The keeping of a declaration of board members and officers' interests	Foundation Trust Secretary		SO 6
Receipt of Gifts and Hospitality	Receipt or provision of hospitality and gifts	All Trust employees have a duty to declare		Standards of business conduct policy
	Approve procedures for declaration of hospitality and sponsorship	Board of Directors		
	Maintenance of gifts and hospitality register	Foundation Trust Secretary		
	Approval of receipt of both individual and collective hospitality	Prime budget holder		
Financial Procedures and Trust	Approve and communicate all financial procedures and Trust accounting policies	Finance Director Audit Committee	All	FReM and Monitor guidance

accounting policies				SFI 1.1.3
Asset Register	Maintenance of the asset Register	Chief Accountant	All	SFI 10.3
Investment of funds	Investments – Annual programme agreed by the Board of Directors	Finance Director	All	Treasury Management Policy
Capital Investment and Business Cases		Capital Programme Executive Group	Up to £100k	SFI 10
		Chief Executive & Finance Director through Capital Programme Management Group	£100k-£500k	
		Executive Board	£500k - £1m	
		Board of Directors	Over £1m and all PFI proposals	
All Business Cases revenue investment	Captured in the business cases (Any expenditure over £25k must be advertised under procurement rules. Further advice should be sought from procurement)	Prime budget holder	Up to £50k	
		Chief Executive	£50k - £500k	
		Executive Board	£300k-£1m	
		Board of Directors	Over £1m and all PFI proposal	
Expenditure variations on capital schemes	Variations	Capital Programme Management Group	Up to 10k	SFI 10
		Chief Executive and Finance Director through Capital Programme Executive Group	Up to £300k	
		Executive Board	Up to £500k	
		Board of Directors	Unlimited	
Planning & Budgetary	Prepare and submit an Annual Plan	Finance Director		SFI

Control	Management of budgets for the totality of services	Chief Executive		SFI
	At Directorate level Prime budget holders are clinical directors and directors who hold all operating budgets for the Directorate's they manage including, where appropriate, income, activity and expenditure. Directorate Managers who provide professional support to practising Clinical Directors have also been granted Prime budget holder status.	Prime budget holder		Trust Finance Manual Section 8
	At individual budget unit level (pay and non pay) Prime budgets holders can delegate budgetary authority to delegated budget holders. These are typically lead clinicians, senior and other operational managers who control budgets on a day to day basis.	Delegated budget holder		Trust Finance Manual Section 8
	Virement (planned transfer) of resources between directorate or specialty/department budgets (per annum):	Finance Director		SFI Trust Finance Manual Section 8.2.3
	Non pay requisitions – Decisions to rent or lease in preference to outright purchase	Head of Corporate Finance		SFI
	Authority to change clinical template activity	Chief Operating Officer and Finance Director		
Non-pay revenue expenditure within budgets (Note: over £50K the Business Case procedure shall apply)		Prime budget holder (if within available budget resources as agreed with the Finance Director)	Prime budget holders are expected to set delegated limits for delegated budget holders and advise the Head of Corporate Finance for inclusion in	SFI Trust Finance Manual Section 5.2 Section 8.2.1

			the authorised signature list	
	Medical equipment (i.e. medical, scientific, technical and x-ray equipment) – individual items. Funding to be managed within Capital Programme allocation	Medical Equipment Resource Group (MERG)	over £1k and up to £50K supported by a MERG Form	
	Establishment of escalation facilities at short notice and associate costs	Chief Operating Officer		
	Non-pay expenditure for which no specific budget has been established and which is not subject to funding under delegated powers of virement. (Subject to the limits specified above).	Finance Director		SFI 9.2.6(e)
	Purchasing Cards: Authority to issue purchasing cards and setting of limits	Prime budget holder		
Quotations, Tendering and Contracts	Obtaining a minimum of 3 written competitive tenders for goods/services over £25K	Head of Procurement	Over £25k	
	Waiving of quotations and tenders subject to SFIs and SOs (including approval of single tenders)	Head of Procurement Chief Executive	Under £50k Over £50k	SFI 9.5
	Opening tenders – manual	All Executive Director and the Foundation Trust Secretary		SFI 9.5
	Opening tenders – electronically the system prevents quotes/tenders from being opened before the deadline	Head of Procurement		
	Acceptance of quotations/ permission to consider late quotations	Head of Procurement	Under £50k	

	Acceptance of tenders/permission to consider late tenders	Chief Executive	Over £50k	SFI 9.5
	Accepting contracts and signing relevant documentation	Head of Procurement Chief Executive and Finance Director	Under £50k Over £50k	
Attestation of sealing in accordance with standing orders	Attestation of sealing	Chairman or designated NED and Chief Executive or designated Executive Director	All	SO10
	The keeping of the seal	Foundation Trust Secretary		
Insurance policies	Insurance	Head of Corporate Finance		
	Review of all statutory compliance legislation and Health and Safety requirements including Control of Substances Hazardous to Health Regulations	Health and Safety Manager		
Bank accounts and loans	Loan arrangements	Finance Director		SFI 5
Petty cash disbursements	Expenditure	Petty cash holder	Up to £50 per item	
		Finance Director	Over £50 per item	
	Reimbursement of patient monies	Delegated budget holder	Up to £250	
		Prime budget holder	Over £250	
Property transactions	Disposal and acquisition of land and buildings	Chief Executive, Finance Director Capital Programme Management Group	Up to £500k	SFI
		Executive Board	£500k - £1m	
		Board of Directors	Above £1m	

	Lets and Leases			
	Preparation and signature of all tenancy agreements/ licenses for all staff subject to Trust Policy on accommodation for staff	Director of Estates and Facilities		
	Extensions to existing leases	Director of Estates and Facilities		
	Letting of premises to outside organisations, subject to business case limits	Director of Estates and Facilities		
	Approval of rent based on professional assessment	Director of Estates and Facilities		
Setting of Fees and Charges	Private patient, overseas visitors, income generation and other patient related services	Finance Director		SFI 6.2.3 Provider Licence
	Financing content of NHS contracts	Finance Director		
	Approval of healthcare contracts and other agreements resulting in income to the Trust	Finance Director		
	Approval of variations of healthcare contracts:	Finance Director		
Losses and compensation	All losses, compensation and special payments shall be in accordance with current DOH guidance & details of all such payments shall be presented to the Audit Committee	Audit Committee		SFI
	Maintain a losses and special payments register	Finance Director		SFI
	Clinical Cases	Settled by NHS Litigation Authority		
	Non-clinical cases	Finance Director	Up to £50k	
		Chief Executive	£50k - £300k	

		Executive Board	£300k- £500k	
		Board of Directors	Over £500k	
	Review schedules of losses and compensations and make recommendations to the Board	Audit Committee		
	Special payments – outside the terms of any contract obligation	Treasury approval		
Condemning and disposal - Equipment	Items obsolete, obsolescent, redundant, and irreparable or cannot be repaired cost effectively (note: For disposal including those for sale the tendering and quotation limits shall apply)	Executive Director responsible for the area		SFI 12 Disposal and Transfer policy
Provision of services to other organisations	Legal and financial arrangements for the provision of services to other organisations and individuals Signing agreement with other organisations and individuals	Director of Finance		SFI 6.2.3
Audit and Accounts	Approve the appointment and where necessary dismissal of the External Auditors	Council of Governors		SFI 4
	Receive the annual management letter from the External Auditor.			
	Receive the annual management letter from the external auditor and agree proposed action, taking account of the advice, where appropriate, of the Audit Committee	Board of Directors		
	Receive an annual report from the Internal Auditors and agree action	Audit Committee		
Annual Report and Accounts	Receive and approve the Annual Report and Accounts and Quality Report	Board of Directors		SFI 4
	Receive the Annual Report and	Council of		

	Accounts and Quality Report and any comments on them at the Annual General Meeting	Governors		
	Sign the annual statements including the annual accounts on behalf of the Board of Directors	Chair, Chief Executive and Finance Director		
	Implementation of internal and external audit recommendations	Finance Director		SFI 2.2
Retention of Records	Maintaining archives of records to be retained	Chief Executive		SFI 17
Research and development	Approval of research and development contracts to be supported by a business case including workforce implications (including variations or extensions):	Medical Director or Finance Director or Chief Executive	Up to £300K	
		Executive Board	£300k -£1m	
		Board of Directors	£1m and over	
Personnel and Pay	Approve management policies including personnel policies incorporating arrangements for the appointment, removal and remuneration of staff	Chief Executive		
	Authorisation of timesheets (including agency timesheets)	Delegated budget holder		
	Agency nursing staff	Chief Nurse's Office		
	Authority to fill funded post on the establishment with permanent staff	Chief Executive		SFI 3.3
	Authority to appoint staff to post not on the formal establishment	Chief Executive		SFI 3.3
	Granting of additional increments to staff within the context of policy (HR process up to 2 incremental points	Deputy Director of HR	All subject to compliance with A4C regulations	SFI 3.3
	Above policy level	Chief Executive		
	Chief Executive and Director posts including Corporate and Executive Directors	Remuneration Committee Chairman of the Trust as Chair of the Remuneration		

		Committee		
	Non-executive Directors and Chair	Council of Governors		SO 2.2
	Upgrading and re-grading Subject to compliance with regulations	Deputy Director of HR		SFI 3.3
	Variations to existing consultant contracts/job plans Subject to compliance with regulations	Medical Director Deputy Director of HR and Chief Operating Officer		
	Authorising overtime	Delegated Budget Holder		SFI 8.4.3
	Authorising travel and subsistence	Delegated Budget Holder		
	Authority to pay clinical excellence awards to Consultants	Board of Directors endorse decision of Committee chaired by the Chief Executive or Deputy Director of HR		
	Authority to pay discretionary points to staff grade and associate specialist doctors	Medical Director and Deputy Director of HR		
	Consider and approve recommendations on behalf of the Board on the remuneration and terms of service of corporate directors 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	Remuneration Committee		
	Approval of annual leave	Delegated budget holder		Annual Leave and Bank Holiday Policy and Procedure
	Annual leave – approval of carry forward	Delegated budget	Up to a	

		holder	maximum of 5 days:	
		Over 5 days:		
		Medical Director	Medical Staff	
		Prime budget holder	Other Staff	
	Approval of compassionate leave			Special Leave Guidance
		Delegated budget holder	Up to 5 days	
		Prime budget holder in consultation with HR	Up to 10 days	
	Special leave			Special Leave Guidance
		Delegated budget holder	Paternity	
		Delegated budget holder	Other	
		Delegated budget holder	Maternity leave	
		Delegated budget holder	Leave without pay	
		Chief Executive	Medical staff leave of absence – paid and unpaid	Special Leave Guidance
		Prime budget holder	Time off in lieu	Special Leave Guidance
		Delegated budget holder	Flexible working arrangements	Flexible Working Policy
		Deputy Director of HR	Extension of sick leave on half pay up to three months	Sickness Absence Policy

		Deputy Director of HR	Return to work part time on full pay to assist recovery	
Study Leave		Clinical Director	Study leave outside the UK – medical	Learning Leave Guidance
		Prime budget holder	Study leave outside the UK – other	
		Clinical Director Delegated budget holder	Medical staff study leave (UK)	
		Delegated budget holder	All other study leave (UK)	
Rent and House Purchases: Authorisation of payment of removal expenses incurred by officers taking up new appointments (providing consideration was promised at interview)				Relocation Expenses Policy
		Prime Budget Holder	up to £6,000 (non-medical staff)	
		Director of Workforce and OD Medical Director	up to £6,000 (medical staff)	
		Director of Workforce and OD Medical Director Finance Director	£6,000 - £8,000	
		Chief Executive	Over £8,000	
Requests for new posts to be authorised as car users or mobile phone users		Prime budget holder		Lease Car and Mobile Communication Equipment Policies

	Renewal of fixed term contracts Must be linked to business needs and available funding	Prime budget holder Deputy Finance Director		
	Authorisation of retirement on the grounds of ill health.	Deputy Director of HR (the decision can only be made by the NHS Pensions Agency)		
	Authorisation of staff redundancy	Finance Director Director of Workforce and OD		Redundancy Policy
		Finance Director (with HM Treasury approval where required)	Any termination settlement	
	Authority to suspend (non clinical) staff	Prime budget holder Deputy Director of HR		Disciplinary Policy and Procedure
	Authority to exclude clinical staff	Chief Executive		
	Authority to restrict practice	Chief Executive		MHPS guidance
	Authorisation of staff dismissal	Anyone reporting directly to a Director e.g. Directorate Manager/Head of service (or delegated deputy), Senior Nursing Team		
	Engagement of staff not on the establishment supported by a business case	Corporate Directors		
	Booking of bank and agency staff			
		Prime budget holder	Medical Locums	
		Prime budget holder and through the Chief Nurse's office	Nursing	

		Prime budget holder	Clerical	
Facilities for staff not employed by the Trust to gain practical experience	Professional recognition, honorary contracts and insurance of medical staff, work experience students	Deputy Director of HR and Medical Director		
Security and risk management	Corporate responsibility for implementation of the Security Policy	Director of Estates and Facilities		Security Policy
	Overall statutory responsibility for security management within the Trust	Chief Executive		
	Where an offence is suspected	Head of Security	Criminal offence of a violent or clinical nature	
		Head of Security (theft)/ Local Counter-Fraud Specialist (fraud)	Where a fraud or theft is involved	
	Authority for the issue of ID and security badges and car park passes	Delegated budget Holder		Security Policy ID Badge policy
Authorisation of new drugs	Yearly cost of drugs	Directorate managers	Estimated total yearly cost per individual drug up to £25,000	
		DTC recommendation, subject to business case procedure and Executive Board approval	Estimated total yearly cost per individual drug above £25,000	
	Authority to purchase/contract:			
		Senior Technician	Up to £5K	

		Countersigned by Principal Pharmacist	£5K - £50K	
		Countersigned by Chief Pharmacist	£50K - £100K	
		Finance Director	£100K to £150K	
		Chief Executive	£150K to £300K	
		Executive Board	£300K - £1m	
		Board of Directors	Over £1m	
	Approval of nurses and others to administer and prescribe medication beyond the normal scope of practice	Director of Nursing or Medical Director or Chief Pharmacist		Nurse, Midwives, HV Act, Midwives Rules/Codes of Practice, NMC Code of professional Conduct/CS P Rules of Professional Conduct
Patients and relatives' complaints	Overall responsibility for ensuring that all complaints are dealt with effectively	Head of Patient Experience		Concerns and Complaints Policy and Procedure
	Responsibility for ensuring complaints relating to a Directorate are investigated thoroughly	Head of Patient Experience		Concerns and Complaints Policy and Procedure Complaints Policy
	Agreement of financial compensation	Finance Director		Losses procedure
Extra Contractual Payment	Authority to undertake and approval to pay waiting list initiatives	Finance Director or Chief Operating Officer		
Engagement of Trust's Solicitors		All Directors, Foundation Trust Secretary, Deputy Director of Healthcare Governance ,		

		Head of Procurement		
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