

## SCHEME OF RESERVATION

The following items and areas for decision are reserved to the CCG Governing Body:

Reservations to the CCG Governing Body	
Body/individual	Reservation
GOVERNING BODY	<p><b>General Enabling Provision</b></p> <p>The Governing Body may determine any matter, for which it has delegated or statutory authority, it wishes in full session within its statutory powers</p>
GOVERNING BODY	<p><b>Functions</b></p> <p>The functions that the Clinical Commissioning Group (CCG) is responsible for exercising are largely set out in the 2006 Act, as amended by the 2012 Act. An outline of these appears in the Department of Health's <i>Functions of Clinical Commissioning Groups</i>. They relate to:</p> <ul style="list-style-type: none"> <li>a) Commissioning certain health services (where NHS England is not under a duty to do so) that meet the reasonable needs of: <ul style="list-style-type: none"> <li>i) All people registered with Member GP practices, and</li> <li>ii) People who are usually resident within the area and are not registered with a member of any Clinical Commissioning Group;</li> </ul> </li> <li>b) Commissioning emergency care for anyone present in the CCG's area;</li> <li>c) Paying its employees' remuneration, fees and allowances in accordance with the determinations made by its Governing Body and determining any other terms and conditions of service of the CCG's employees;</li> <li>d) Determining the remuneration and travelling or other allowances of members of its Governing Body.</li> <li>e) Approves disciplinary arrangements for staff and AO – and where AO is employee of another CCG</li> <li>f) Approval of arrangements for discharging statutory duties as employer</li> <li>g) Support NHSE to discharge responsibilities to secure continuous improvements in quality and GMS</li> </ul>

Body/individual	Reservation
GOVERNING BODY	<p data-bbox="481 228 824 263"><b>Regulations and Control</b></p> <ol data-bbox="481 300 2047 1007" style="list-style-type: none"> <li>1. Approve the CCG Constitution, Standing Orders (SOs), a schedule of matters reserved to the Governing Body and Prime Financial Polices for the Regulation of its proceedings and business.</li> <li>2. Consider and approve applications to NHSE regarding minor constitutional changes, within agreed frameworks</li> <li>3. Suspend Standing Orders.</li> <li>4. Vary or amend the Standing Orders.</li> <li>5. Approve a scheme of Reservation and Delegation of powers from the Governing Body to other committees and to CCG officers.</li> <li>6. Adopt the organisational structures, processes and procedures to facilitate the discharge of business by the CCG and to agree modifications thereto.</li> <li>7. Receive reports from committees including those that the CCG is required by the Secretary of State for Health or Other Regulation to establish and to action appropriately.</li> <li>8. Confirm the recommendations of the CCG's committees where the committees do not have executive powers.</li> <li>9. Establish terms of reference and reporting arrangements of all committees and sub-committees that are established by the Governing Body.</li> <li>10. Ratify use of the seal.</li> <li>11. Approve any urgent decisions taken by the Chair of the CCG and Accountable Officer for ratification by the CCG in public session in accordance with SO 5.2.</li> <li>12. Governing Body members share corporate responsibility for all decisions of the Governing Body.</li> <li>13. Subscribe to the Code of Conduct.</li> <li>14. Review the CCG's governance arrangements to ensure that the CCG continues to reflect the principles of good governance.</li> </ol>

Body/individual	Reservation
GOVERNING BODY	<p data-bbox="481 233 853 264"><b>Strategy and Performance</b></p> <ol data-bbox="481 300 2007 938" style="list-style-type: none"> <li>1. Approve the three year business plan, medium term financial strategy, workforce, capital and IT plans.</li> <li>2. Approve annual business plan and budget, and any variations.</li> <li>3. Define the strategic aims and objectives of the CCG.</li> <li>4. Identify the key strategic risks, evaluate them and ensure adequate responses are in place and are monitored.</li> <li>5. Approve proposals for ensuring quality and developing clinical governance in services commissioned by the CCG, having regard to any guidance issued by the Secretary of State for Health.</li> <li>6. Commission health services for all the population in accordance with the requirements of the NHS Operating Framework and all other relevant national policy and guidance.</li> <li>7. Ensure that public and patients' views are heard and their expectations understood and, where appropriate as far as possible, met.</li> <li>8. Ensure that the organisation is able to account to its local patients, stakeholders and NHS England.</li> <li>9. Ensure clinicians are engaged in the development and implementation of the strategic plan.</li> <li>10. Assure implementation of the strategic plan</li> <li>11. Ensure contracts with all providers reflect the requirements of the NHS Operating Framework and strategic plan.</li> <li>12. Ensure required performance against all NHS Operating Framework requirements, all strategic plan requirements and all contract requirements is achieved.</li> <li>13. Approve the CCG's proposed organisational development proposals.</li> <li>14. Decisions relating to service reconfiguration i.e. service changes requiring formal consultation.</li> <li>15. Formal adoption of a commissioning policy which has legal or budget implications e.g. restricted procedures policy.</li> </ol>

Body/individual	Reservation
GOVERNING BODY	<p data-bbox="481 231 846 256"><b>Finance and Procurement</b></p> <ol data-bbox="481 300 2004 1214" style="list-style-type: none"> <li>1. Ensure all financial duties are achieved.</li> <li>2. Ensure all QIPP programme requirements are achieved.</li> <li>3. Approve (with any necessary appropriate modification) the CCG annual Financial Strategy.</li> <li>4. Approve decisions to procure for contracts exceeding or likely to exceed £10,000,000.00 (£10m) over a period of 3 years (or the period of contract if longer).</li> <li>5. Approve award of Capital or Revenue Healthcare or Non Healthcare contracts exceeding or likely to exceed £10,000,000.00 (£10m) over a period of 3 years (or the period of contract if longer).</li> <li>6. Approval to go to tender for contract values greater than £100,000.00.</li> <li>7. Approve service developments or investment in new services greater than £500,000.00.</li> <li>8. Approve annual budgets, which will be enacted by budget managers through the separate scheme of budgetary delegation.</li> <li>9. Ratify budget virements for expenditure greater than £500,000.00.</li> <li>10. Approve Outline and Final Business Cases for Capital Investment if this represents a variation from the plan.</li> <li>11. Ratify proposals for acquisition, disposal or change of use of land and/or buildings.</li> <li>12. Approve proposals in individual cases for the write off of losses above the limits of delegation to the Audit Committee.</li> <li>13. Approve individual special payments including ex gratia payments to patients or staff for loss of personal effects greater than £15,000.00.</li> <li>14. Approve individual compensation payments as follows: <ul data-bbox="533 943 1489 1082" style="list-style-type: none"> <li>• To staff and former staff greater than £50,000.00;</li> <li>• To patients and former patients (non NHSLA) greater than £10,000.00;</li> <li>• As directed by the NHSLA;</li> <li>• Made under legal obligation.</li> </ul> </li> <li>15. To approve single items of loss in excess of £10,000.00.</li> <li>16. Approve proposals for CCG or practice incentive schemes, having regard to guidance by the Secretary of State for Health.</li> <li>17. Receipt and approval of the CCG's Annual Report and Annual Accounts.</li> </ol>

Body/individual	Reservation
GOVERNING BODY	<p><b>Governance</b></p> <ol style="list-style-type: none"> <li>1. Ratify and act in accordance with the Standards of Business Conduct and Conflicts of Interest Policy.</li> <li>2. Require and receive the declaration of Governing Body members' interests which may conflict with those of the CCG and, taking account of any waiver which the Secretary of State for Health may have made in any case, determining the extent to which that member may remain involved with the matters under consideration.</li> <li>3. Require and receive the public Register of Declarations of Interests that may potentially conflict with those of the CCG.</li> <li>4. Ratify the CCG's policies and procedures for the management of risk.</li> <li>5. Ratify the framework for procedural documents including relevant delegation to Committees of the Governing Body.</li> <li>6. Approval of CCG Strategies.</li> <li>7. Ratify the CCG policy for Health &amp; Safety.</li> <li>8. Ratify CCG EPRR arrangements and policy.</li> <li>9. Ensure proper and widely publicised procedures for voicing complaints, concerns about maladministration, breaches of Code of Conduct, and other ethical concerns.</li> <li>10. Receipt of such reports as the Governing Body sees fit from the other committees in respect of its exercise of powers delegated.</li> <li>11. Arrangements for Risk sharing and risk pooling with other orgs – under section 75 of NHS Act 2006</li> </ol>
GOVERNING BODY	<p><b>Audit</b></p> <ol style="list-style-type: none"> <li>1. Approve the appointment (and where necessary dismissal) of External Auditors (and where necessary change/removal) of External Audit and to receive reports of the Audit Committee meetings and take appropriate action.</li> <li>2. Approve the appointment of an Auditor Panel to oversee the procurement of external audit services.</li> <li>3. Receive the Annual Audit Letter received from the External Auditor and agreement of proposed action, taking account of the advice, where appropriate, of the Audit Committee.</li> <li>4. Receive an Annual Report from the Internal Auditor and agree action on recommendations taking account of advice, where appropriate, of the Audit Committee.</li> <li>5. To receive reports from the Audit Committee and take appropriate action, including recommendations on the treatment of losses and special payments.</li> <li>6. Approve the appointment (and where necessary change or removal) of internal audit service providers.</li> </ol>

Body/individual	Reservation
GOVERNING BODY	<p data-bbox="481 233 842 260"><b>Appointments / Dismissal</b></p> <ol data-bbox="481 300 1962 531" style="list-style-type: none"> <li>1. Approve appointments and dismissals of members of the Governing Body in line with the CCG Constitution.</li> <li>2. Appoint and dismiss other committees (and individual members thereof) that are directly accountable to the Governing Body in line with the CCG Constitution.</li> <li>3. Confirm appointment of members of any committee of the CCG as representatives on outside bodies.</li> <li>4. Approve proposals of the Remuneration Committee.</li> <li>5. Appoint members of the Governing Body as Senior Information Risk Officer (SIRO), Caldicott Guardian, Security Director, Whistleblowing Guardian, Whistleblowing Director and Conflicts of Interest Guardian.</li> </ol>

The following items and areas for decision are delegated to the Accountable Officer:

<b>Delegations by the Governing Body to the Accountable Officer</b>	
<b>Body/individual</b>	<b>Delegation</b>
ACCOUNTABLE OFFICER	<p><b>Role of the Accountable Officer</b></p> <p>This role of Accountable Officer is defined in the Constitution as:</p> <ol style="list-style-type: none"> <li>1. Being responsible for ensuring that the Group fulfils its duties to exercise its functions effectively, efficiently and economically thus ensuring improvement in the quality of services and the health of the local population whilst maintaining value for money;</li> <li>2. At all times ensuring that the regularity and propriety of expenditure is discharged, and that arrangements are put in place to ensure that good practice (as identified through such agencies as the Audit Commission and the National Audit Office) is embodied and that safeguarding of funds is ensured through effective financial and management systems.</li> <li>3. Working closely with the Chair of the Governing Body, the Accountable Officer will ensure that proper constitutional, governance and development arrangements are put in place to assure the Members (through the Governing Body) of the organisation's ongoing capability and capacity to meet its duties and responsibilities. This will include arrangements for the ongoing developments of its Members and staff.</li> </ol>
ACCOUNTABLE OFFICER	<p><b>Regulation and Control</b></p> <ol style="list-style-type: none"> <li>1. Advise on risk, quality and governance, having regard to any guidance by the Secretary of State for Health, and including preparation of proposals to develop and monitor clinical standards in the CCG and its constituent member practices.</li> <li>2. Ratify or otherwise, instances of failure to comply with Standing Orders brought to the Accountable Officer's attention. Such failures to be reported to the CCG in formal session.</li> <li>3. If the Accountable Officer considers the Governing Body is doing something that might infringe probity or regularity, he/she should set this out in writing to the Chair and the Governing Body. If the matter is unresolved, he/she should ask the Audit Committee to inquire and if necessary NHS England and ultimately the Department of Health.</li> <li>4. Sealing of documents.</li> <li>5. Variation to approved banking signatories.</li> </ol>

Body/individual	Delegation
ACCOUNTABLE OFFICER	<p data-bbox="481 228 851 263"><b>Strategy and Performance</b></p> <ol data-bbox="481 295 2027 702" style="list-style-type: none"> <li>1. Prepare the strategic plan for approval by the Governing Body.</li> <li>2. Advise the Governing Body and Membership on the strategic aims and objectives of the CCG.</li> <li>3. Ensure continuous appraisal of the affairs of the CCG by means of the provision of information to the Governing Body as the Governing Body may require from committees and officers of the CCG.</li> <li>4. The Accountable Officer is accountable for ensuring that the Governing Body's decisions are implemented, that the organisation works effectively and in accordance with government policy, for public service values and for the maintenance of proper stewardship. The Accountable Officer should be allowed full scope, within clearly defined delegated powers, for action in fulfilling the decisions of the Governing Body.</li> <li>5. Follow through the implementation of any recommendations affecting good practice as set out in reports from such bodies as the National Audit Office (NAO) and other relevant bodies.</li> <li>6. Prepare, consider and endorse the CCG's draft Annual Report for approval by the Governing Body.</li> <li>7. Exercise GB powers in an emergency or for an urgent decision</li> </ol>



ACCOUNTABLE OFFICER	<p><b>Finance and Procurement</b></p> <ol style="list-style-type: none"> <li>1. Responsibility to keep expenditure within budgets and to ensure that budgets are only used for the type of expenditure for which they have been set.</li> <li>2. Budget virements for income and expenditure between £25,000.00 and £500,000.00.</li> <li>3. Approve decisions to procure for contracts up to or likely to reach a maximum of £9,999,999.99 over a period of 3 years (or the period of contract if longer).</li> <li>4. Approve award of and sign Capital or Revenue Healthcare or Non Healthcare contracts up to or likely to reach a maximum of £9,999,999.99 over a period of 3 years (or the period of contract if longer).</li> <li>5. Approve service developments or investment in new services up to £500,000.00.</li> <li>6. Approve Outline and Final Business Cases for Capital Investment if the case is within the annual plan. If the case is outwith the plan, preparation of advice to the CCG.</li> <li>7. Advise on acquisition, disposal or change of use of land and/or buildings.</li> <li>8. Advise the Governing Body on approval of individual compensation payments.</li> <li>9. Approve purchase orders and invoices with no purchase order, including capital expenditure, up to £150,000.00.</li> <li>10. Approve Continuing Healthcare packages and Mental Health/LD placements with an annual cost greater than £150,000.00.</li> <li>11. Decision to terminate a contract before end of contract term.</li> <li>12. Approve individual special payments including ex gratia payments to patients or staff for loss of personal effects between £1,000.00 and £15,000.00, advising the Governing Body for payments greater than £15,000.00.</li> </ol>
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	<p>13. Approve individual compensation payments as follows:</p> <ul style="list-style-type: none"> <li>• To staff and former staff up to £50,000.00;</li> <li>• To patients and former patients (non NHSLA) up to £10,000.00.</li> </ul> <p>14. Achieve value for money from the resources available to the CCG and avoid waste and extravagance in the organisation's activities. Use to best effect the funds available for commissioning healthcare, developing services and promoting health to meet the needs of the local population. If the Clinical Commissioning Group is contemplating a course of action that raises an issue not of formal propriety or regularity but affects the Accountable Officer's responsibility for value for money, the Accountable Officer should draw the relevant factors to the attention of the Governing Body. If the outcome is an over-ruling it is normally sufficient to ensure that the advice and overruling of it are clearly apparent from the minutes. Exceptionally, the Accountable Officer should inform NHS England and ultimately the Department of Health. In such cases, the Accountable Officer should as a member of the Governing Body vote against the course of action rather than merely abstain from voting.</p>
ACCOUNTABLE OFFICER	<p><b>Governance</b></p> <ol style="list-style-type: none"> <li>1. Sign a statement in the accounts outlining responsibilities as the Accountable Officer.</li> <li>2. Sign a statement in the accounts outlining responsibilities in respect of Internal Control.</li> <li>3. Comply with the NHS Standards of Conduct and the CCG Standards of Business Conduct Policy.</li> <li>4. Declare all interests in line with the Standards of Business Conduct Policy.</li> <li>5. Declare all gifts, hospitality and sponsorship in line with the Standards of Business Conduct Policy.</li> <li>6. Authorise acceptance of sponsorship (other than minor sponsorship for events).</li> <li>7. Ensure effective management systems that safeguard public funds and assist CCG Chair to implement requirements of integrated governance including ensuring managers: <ul style="list-style-type: none"> <li>• have a clear view of their objectives and the means to assess achievements in relation to those objectives;</li> <li>• be assigned well defined responsibilities for making best use of resources;</li> <li>• have the information, training and access to the expert advice they need to exercise their responsibilities effectively.</li> </ul> </li> <li>8. Implement requirements of corporate governance.</li> <li>9. Report an incident to the Police where a fraud is involved.</li> </ol>
ACCOUNTABLE OFFICER	<p><b>Appointments / Dismissal</b></p> <ol style="list-style-type: none"> <li>1. Approve application for ill health retirement.</li> <li>2. Decisions on redundancy.</li> <li>3. Appointment of staff to post not on the establishment.</li> </ol>

The following items and areas for decision are delegated to the Chief Operating Officer (where a COO is appointed):

<b>Delegations by the Governing Body to the Chief Operating Officer</b>	
<b>Body/individual</b>	<b>Delegation</b>
CHIEF OPERATING OFFICER	<p><b>Role of the Chief Operating Officer</b></p> <ol style="list-style-type: none"> <li>1. Being responsible for effective and operational arrangements to support the CCG in delivering its commissioning duties.</li> <li>2. Maintaining general oversight of all operational, commissioning and business functions including service design, commissioning cycle coherence, research and development, and regulatory affairs administration and operations.</li> <li>3. Being responsible for ensuring that the CCG complies with all legal requirements (including equalities and human rights legislation) and NHS regulations.</li> <li>4. Being responsible for ensuring effective systems are in place to manage the risks to delivery of the strategic commissioning priorities set by the clinical commissioning group whilst ensuring synergy and linkages to the STP.</li> <li>5. Providing leadership for joint working arrangements with the Local Authority and other partner organisations.</li> <li>6. Operational lead for assisting and supporting NHS England to improve the quality of primary medical services.</li> <li>7. Being responsible for ensuring that the CCG reduces inequalities in health within the CCG geography.</li> <li>8. Maintaining and enhancing performance-monitoring processes and strategies for the CCG to ensure the CCG delivers the Commissioning Outcomes Framework and that the providers' contract requirements are met e.g. on the Outcomes Framework, national targets, QIPP indicators, taking systematic account of patient and practice feedback.</li> <li>9. Using performance information (both qualitative and quantitative) to inform priorities and to implement performance improvement initiatives by provider organisations to ensure delivery of the CCG Operating Framework targets and business plan objectives.</li> <li>10. Being responsible for ensuring performance targets for teams and individuals are set and achieved.</li> <li>11. Overseeing the successful delivery of the CCG strategic and operational plans.</li> <li>12. Ensuring that the CCG implements systems that maintain high standards of public service, public accountability and probity.</li> <li>13. Taking charge in high-priority crises of an operational nature and ensuring that suitable arrangements are in place to ensure business continuity for priority areas in the event of unexpected interruptions to normal arrangements.</li> <li>14. Support the CCG in the development of their market management strategy, including the procurement policies and procedures, and delivering compliance with the rules of choice and competition.</li> </ol>

	<p>15. Leading the Wiltshire team with responsibility for the delivery of the full commissioning cycle, including contract negotiation and management, with the objectives of securing the CCG objectives through the provider contracts in such a way as to ensure: compliance with co-operation and competition rules, i.e. contractual governance, and the current requirements of the Co-operation and Competition Panel; best practice contract negotiation/management techniques with benchmarks as appropriate; supplier relationship development and maintenance and incentives, key performance indicators and dealing with breaches.</p>
<p>CHIEF OPERATING OFFICER</p>	<p><b>Regulation and Control</b></p> <ol style="list-style-type: none"> <li>1. Advise on risk, quality and governance, having regard to any guidance by the Secretary of State for Health, and including preparation of proposals to develop and monitor clinical standards in the CCG and its constituent member practices.</li> <li>2. Ratify or otherwise, instances of failure to comply with Standing Orders brought to their attention. Such failures to be reported to the CCG in formal session.</li> <li>3. If the Chief Operating Officer considers the Governing Body is doing something that might infringe probity or regularity, he/she should set this out in writing to the Chair and the Governing Body. If the matter is unresolved, he/she should ask the Audit Committee to inquire and if necessary NHS England and ultimately the Department of Health.</li> <li>4. Sealing of documents.</li> </ol>

Body/individual	Delegation
CHIEF OPERATING OFFICER	<p><b>Strategy and Performance</b></p> <ol style="list-style-type: none"> <li>1. Prepare the strategic plan for approval by the Governing Body.</li> <li>2. Advise the Governing Body and Membership on the strategic aims and objectives of the CCG.</li> <li>3. Ensure continuous appraisal of the affairs of the CCG by means of the provision of information to the Governing Body as the Governing Body may require from committees and officers of the CCG.</li> <li>4. Accountable for ensuring that the Governing Body's decisions are implemented, that the organisation works effectively and in accordance with government policy, for public service values and for the maintenance of proper stewardship. The Chief Operating Officer should be allowed full scope, within clearly defined delegated powers, for action in fulfilling the decisions of the Governing Body.</li> <li>5. Follow through the implementation of any recommendations affecting good practice as set out in reports from such bodies as the National Audit Office (NAO) and other relevant bodies.</li> <li>6. Prepare, consider and endorse the CCG's draft Annual Report for approval by the Governing Body.</li> </ol>
CHIEF OPERATING OFFICER	<p><b>Finance and Procurement</b></p> <ol style="list-style-type: none"> <li>1. Responsibility to keep expenditure within budgets and to ensure that budgets are only used for the type of expenditure for which they have been set.</li> <li>2. Budget virements for income and expenditure between £25,000.00 and £500,000.00.</li> <li>3. Approve decisions to procure for contracts up to or likely to reach a maximum of £9,999,999.99 over a period of 3 years (or the period of contract if longer).</li> <li>4. Approve award of and sign Capital or Revenue Healthcare or Non Healthcare contracts up to or likely to reach a maximum of £9,999,999.99 over a period of 3 years (or the period of contract if longer).</li> <li>5. Approve service developments or investment in new services up to £500,000.00.</li> <li>6. Approve Outline and Final Business Cases for Capital Investment if the case is within the annual plan. If the case is out with the plan, preparation of advice to the CCG.</li> <li>7. Advise on acquisition, disposal or change of use of land and/or buildings.</li> <li>8. Advise the Governing Body on approval of individual compensation payments.</li> <li>9. Approve purchase orders and invoices with no purchase order, including capital expenditure, up to £150,000.00.</li> <li>10. Approve Continuing Healthcare packages and Mental Health/LD placements with an annual cost greater than £150,000.00.</li> <li>11. Decision to terminate a contract before end of contract term.</li> <li>12. Approve individual special payments including ex gratia payments to patients or staff for loss of personal effects between £1,000.00 and £15,000.00, advising the Governing Body for payments greater than £15,000.00.</li> </ol>

	<p>13. Approve individual compensation payments as follows:</p> <ul style="list-style-type: none"> <li>• To staff and former staff up to £50,000.00;</li> <li>• To patients and former patients (non NHSLA) up to £10,000.00.</li> </ul> <p>14. Achieve value for money from the resources available to the CCG and avoid waste and extravagance in the organisation's activities. Use to best effect the funds available for commissioning healthcare, developing services and promoting health to meet the needs of the local population. If the Clinical Commissioning Group is contemplating a course of action that raises an issue not of formal propriety or regularity but affects the Chief Operating Officer's responsibility for value for money, the Chief Operating Officer should draw the relevant factors to the attention of the Governing Body. If the outcome is an over-ruling it is normally sufficient to ensure that the advice and overruling of it are clearly apparent from the minutes. Exceptionally, the Chief Operating Officer should inform NHS England and ultimately the Department of Health. In such cases, the Chief Operating Officer should as a member of the Governing Body vote against the course of action rather than merely abstain from voting.</p>
CHIEF OPERATING OFFICER	<p><b>Governance</b></p> <ol style="list-style-type: none"> <li>1. Comply with the NHS Standards of Conduct and the CCG Standards of Business Conduct Policy.</li> <li>2. Declare all interests in line with the Standards of Business Conduct Policy.</li> <li>3. Declare all gifts, hospitality and sponsorship in line with the Standards of Business Conduct Policy.</li> <li>5. Authorise acceptance of sponsorship (other than minor sponsorship for events).</li> <li>6. Ensure effective management systems that safeguard public funds and assist CCG Chair to implement requirements of integrated governance including ensuring managers: <ul style="list-style-type: none"> <li>• have a clear view of their objectives and the means to assess achievements in relation to those objectives;</li> <li>• be assigned well defined responsibilities for making best use of resources;</li> <li>• have the information, training and access to the expert advice they need to exercise their responsibilities effectively.</li> </ul> </li> <li>7. Implement requirements of corporate governance.</li> <li>8. Report an incident to the Police where a fraud is involved.</li> </ol>
CHIEF OPERATING OFFICER	<p><b>Appointments / Dismissal</b></p> <ol style="list-style-type: none"> <li>1. Approve application for ill health retirement.</li> <li>2. Decisions on redundancy.</li> <li>3. Appointment of staff to post not on the establishment.</li> </ol>

The following items and areas for decision are delegated to the Chief Financial Officer:

<b>Delegations by the Governing Body to the Chief Financial Officer</b>	
<b>Body/individual</b>	<b>Delegation</b>
CHIEF FINANCIAL OFFICER	<p><b>Role of the Chief Financial Officer</b></p> <ol style="list-style-type: none"> <li>1. Prepare and review annually draft plans in respect of the application of available financial resources to support the agreed annual plans for approval by the Governing Body.</li> <li>2. Operational responsibility for effective and sound financial management, information and procedures.</li> <li>3. Ensure that expenditure by the CCG complies with Parliamentary requirements.</li> <li>4. Ensure the accounts of the CCG are prepared under principles and in a format directed by the Secretary of State for Health. Accounts must disclose a true and fair view of the CCG's income and expenditure and its state of affairs. Sign the accounts on behalf of the Governing Body.</li> </ol>
CHIEF FINANCIAL OFFICER	<p><b>Regulation and Control</b></p> <ol style="list-style-type: none"> <li>1. Sealing of documents.</li> <li>2. Approval of banking arrangements.</li> <li>3. Variation to approved banking signatories.</li> <li>4. Approving payments for GBS bank account (RFT and BACS payments).</li> <li>5. Approving cheque payments from GBS Bank account.</li> <li>6. Approval of the level of fees and charges other than those determined by NHSE or by statute</li> </ol>

Body/individual	Delegation
CHIEF FINANCIAL OFFICER	<p data-bbox="481 231 846 256"><b>Finance and Procurement</b></p> <ol data-bbox="481 300 2011 1310" style="list-style-type: none"> <li>1. Responsibility to keep expenditure within budgets and to ensure that budgets are only used for the type of expenditure for which they have been set.</li> <li>2. Budget virements for income and expenditure greater than £25,000.00.</li> <li>3. Contracts signature (all values).</li> <li>4. Approve sales orders.</li> <li>5. Approve service developments or investment in new services up to £500,000.00.</li> <li>6. Approve Continuing Healthcare packages and Mental Health/LD placements with an annual cost greater than £150,000.00.</li> <li>7. Commitment to fund exceptional treatments or care over £100,000.00.</li> <li>8. Approval of pre-payments (excluding subscriptions and training course fees).</li> <li>9. Payments including payroll deductions, Pension Pay overs and other payroll deductions (known as balance sheet payments).</li> <li>10. Approval to go to tender for contract values up to £100,000.00.</li> <li>11. Approval to accept tender/quote other than the lowest that met the award criteria.</li> <li>12. Waiving of quotations and tenders.</li> <li>13. Decision to terminate a contract before end of contract term.</li> <li>14. Approve individual special payments including ex gratia payments to patients or staff for loss of personal effects up to £1,000.00.</li> <li>15. Approve individual compensation payments as follows: <ul data-bbox="539 943 1397 970" style="list-style-type: none"> <li>• To patients and former patients (non NHSLA) up to £10,000.00.</li> </ul> </li> <li>16. Approval for salary advances.</li> <li>17. Approval to carry forward in excess of 5 days annual leave in exceptional circumstances.</li> <li>18. Cancellation of invoices relating to current financial year or previous financial years, where invoice is to be re-raised for the same value, due to errors on the original invoice.</li> <li>19. Cancellation of invoices relating to current financial year or previous financial years, where invoice is NOT subsequently re-raised due to the original invoice being incorrectly raised and funds not due to the CCG.</li> <li>20. Write off non-pay bad debt relating to current or previous year (all values).</li> <li>21. Authority to pursue legal action for bad debts.</li> <li>22. Write off salary overpayment debt (all values).</li> <li>23. Issuing of petty cash above £35 per claim.</li> </ol>



Body/individual	Delegation
CHIEF FINANCIAL OFFICER	<p><b>Governance</b></p> <ol style="list-style-type: none"> <li>1. Comply with the NHS Standards of Conduct and the CCG Standards of Business Conduct Policy.</li> <li>2. Declare all interests in line with the Standards of Business Conduct Policy.</li> <li>3. Declare all gifts, hospitality and sponsorship in line with the Standards of Business Conduct Policy.</li> <li>4. Maintenance of up-to-date financial policies and procedures.</li> <li>5. Ensuring appropriate insurance cover is in place for: <ul style="list-style-type: none"> <li>• Property and assets</li> <li>• Public liability</li> <li>• Employee liability</li> </ul> </li> <li>6. Maintain losses and special payments register.</li> <li>7. Implement requirements of corporate governance.</li> <li>8. Report losses through suspected fraud and theft.</li> <li>9. Report an incident to the Police where a fraud is involved.</li> <li>10. Oversee Conflicts of Interest and ensure Register of Interests reviewed and updated regularly</li> </ol>
CHIEF FINANCIAL OFFICER	<p><b>Audit</b></p> <ol style="list-style-type: none"> <li>1. Ensure that audit plans are delivered within specification and timescale.</li> </ol>
CHIEF FINANCIAL OFFICER	<p><b>Appointments / Dismissal</b></p> <ol style="list-style-type: none"> <li>1. Approve recruitment request forms.</li> <li>2. Appointment of staff on paygrade above scale minimum.</li> <li>3. Decisions on redundancy.</li> <li>4. Engagement of consultancy services.</li> <li>5. Appointment of staff to post not on the establishment.</li> </ol>

The following items and areas for decision are delegated to the Chair:

<b>Delegations by the Governing Body to the Chair</b>	
<b>Body/Individual</b>	<b>Delegation</b>
CHAIR	<p><b>Role of the Chair</b></p> <ol style="list-style-type: none"> <li>1. Leading the Governing Body, ensuring it remains continuously able to discharge its duties and responsibilities as set out in this Constitution.</li> <li>2. Building and developing the Group's Governing Body and its individual Members.</li> <li>3. Ensuring that the Group has proper constitutional and governance arrangements in place.</li> <li>4. Ensuring that, through the appropriate support, information and evidence, the Governing Body is able to discharge its duties.</li> <li>5. Supporting the Accountable Officer in discharging the responsibilities of the organisation.</li> <li>6. Contributing to building a shared vision of the aims, values and culture of the organisation.</li> <li>7. Leading and influencing to achieve clinical and organisational change to enable the Group to deliver its commissioning responsibilities.</li> <li>8. Overseeing governance and particularly ensuring that the Governing Body and the wider Group behaves with the utmost transparency and responsiveness at all times.</li> <li>9. Ensuring that public and patients' views are heard and their expectations understood and, where appropriate as far as possible, met.</li> <li>10. Ensuring that the organisation is able to account to its local patients, stakeholders and NHS England.</li> <li>11. Ensuring that the Group builds and maintains effective relationships, particularly with the individuals involved in overview and scrutiny from the relevant Local Authority(ies).</li> <li>12. Ensuring that effective succession planning processes are in place. Where the Chair of the Governing Body is also the senior clinical voice of the Group they will take the lead in interactions with stakeholders, including NHS England.</li> </ol>
CHAIR	<p><b>Finance and Procurement</b></p> <ol style="list-style-type: none"> <li>1. Approve service developments or investment in new services between £150,000.00 and £500,000.00.</li> </ol>

<b>Body/Individual</b>	<b>Delegation</b>
CHAIR	<p><b>Governance</b></p> <ol style="list-style-type: none"> <li>1. Comply with the NHS Standards of Conduct and the CCG Standards of Business Conduct Policy.</li> <li>2. Declare all interests in line with the Standards of Business Conduct Policy.</li> <li>3. Declare all gifts, hospitality and sponsorship in line with the Standards of Business Conduct Policy.</li> <li>4. Exercise GB powers in an emergency or for an urgent decision</li> </ol>

To note:

VICE CHAIR	<p><b>Role of the Vice Chair</b></p> <p>The Vice Chair of the Governing Body deputises for the Chair of the Governing Body where he or she has a conflict of interest or is otherwise unable to act. The Vice Chair shall automatically become the Chair of the Governing Body for the interim period where a Chair has been removed from office or during an extended period of sickness absence, maternity leave or equivalent and another Chair is not immediately appointed.</p>
NON OFFICER MEMBERS	<p><b>Role of Non Officer Members</b></p> <p>Each member of the Governing Body should share responsibility as part of a team to ensure that the Group exercises its functions effectively, efficiently and economically, with good governance and in accordance with the terms of this Constitution. Each brings their unique perspective, informed by their expertise and experience.</p>
VICE CLINICAL CHAIR	<p><b>Role of Vice Clinical Chair</b></p> <p>Created to provide additional clinical leadership</p>

## Delegation to committees

The following are delegated to the Audit Committee:

<b>Delegations by the Governing Body to the Audit Committee</b>	
<b>Body/individual</b>	<b>Delegation</b>
AUDIT COMMITTEE	<ul style="list-style-type: none"> <li>a) Ensuring there is an effective internal audit function established by management, that meets mandatory NHS Internal Audit Standards and provides appropriate independent assurance to the Audit Committee, Accountable Officer and Governing Body;</li> <li>b) Reviewing the work and findings of the external auditor and considering the implications of and management's responses to their work;</li> <li>c) Reviewing the findings of other significant assurance functions, both internal and external to the organisation, and considering the implications for the governance of the organisation;</li> <li>d) Ensuring that the systems for financial reporting to the Governing Body, including those of budgetary control, are subject to review as to completeness and accuracy of the information provided to the Governing Body;</li> <li>e) Reviewing financial and information systems and monitoring the integrity of the financial statements and reviewing significant financial reporting judgements;</li> <li>f) Reviewing 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;</li> <li>g) Monitoring compliance with Standing Orders and Standing Financial Instructions;</li> <li>h) Reviewing schedules of losses and compensations and making recommendations to the Governing Body;</li> <li>i) Reviewing schedules of debtors/creditors balances £5,000 and over six months old and explanations/action plans;</li> <li>j) Review and approval of the annual report and financial statements prior to submission to the Governing Body for ratification focusing particularly on; <ul style="list-style-type: none"> <li>(i) the wording in the Annual Governance Statement and other disclosures relevant to the Terms of Reference of the Committee;</li> <li>(ii) changes in, and compliance with, accounting policies and practices;</li> <li>(iii) unadjusted misstatements in the financial statements;</li> <li>(iv) major judgmental areas;</li> <li>(v) significant adjustments resulting from audit.</li> </ul> </li> <li>k) Reviewing the external auditors report on the financial statements and the annual management letter;</li> <li>l) Conducting a review of the CCG's major accounting policies;</li> <li>m) Reviewing any incident of fraud or corruption or possible breach of ethical standards or legal or statutory requirements</li> </ul>

	<p>that could have a significant impact on the CCG's published financial accounts or reputation;</p> <ul style="list-style-type: none"> <li>n) Reviewing any objectives and effectiveness of the internal audit services including its working relationship with external auditors;</li> <li>o) Reviewing major findings from internal and external audit reports and ensure appropriate action is taken;</li> <li>p) Reviewing 'value for money' audits reporting on the effectiveness and efficiency of the selected departments or activities;</li> <li>q) Reviewing the mechanisms and levels of authority (e.g. Standing Orders, Standing Financial Instructions, Delegated limits) and make recommendations to the CCG;</li> <li>r) Reviewing the scope of both internal and external audit including the agreement on the number of audits per year and approving audit plans;</li> <li>s) Investigating any matter within its terms of reference, having the right of access to any information relating to the particular matter under investigation;</li> <li>t) Reviewing waivers to Standing Orders;</li> <li>u) Reviewing hospitality and sponsorship registers;</li> <li>v) Reviewing the information prepared to support the controls assurance statements prepared on behalf of the Governing Body and advising the Governing Body accordingly.</li> <li>w) Undertaking the procurement of the external audit contract through the establishment of an auditor panel, and then advising the Governing Body on the contract award.</li> <li>x) Approval of procedures, policies and strategies relevant to the committee's terms of reference.</li> <li>y) Approve counter fraud and security management arrangements.</li> </ul>
	<p>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 Chair of the Audit Committee should raise the matter at a full meeting of the Governing Body. Exceptionally, the matter may need to be referred to the Department of Health.</p>

The following are delegated to the Remuneration Committee:

<b>Delegations by the Governing Body to the Remuneration Committee</b>	
<b>Body/individual</b>	<b>Delegation</b>
REMUNERATION COMMITTEE	<ul style="list-style-type: none"> <li>a) Advising the Governing Body on all aspects of salary (including performance related pay elements, bonuses and allowances), provision for other benefits including pensions and lease cars (where applicable) not covered by Agenda for Change.</li> <li>b) Advising the Governing Body on arrangements for termination of employment (including compulsory and voluntary redundancy payments and mutually agreed severance payments) and other contractual terms and conditions.</li> <li>c) Advising the Governing Body on the remuneration, allowances and terms of service of senior managers covered by the Very Senior Managers pay framework ensuring that the terms and conditions of service, remuneration and pay awards are in line with nationally agreed guidance.</li> <li>d) Monitoring and evaluating the performance of individual Executive Members.</li> <li>e) Advising and overseeing appropriate contractual arrangements for such staff including the proper calculation and scrutiny of termination payments taking into account such national guidance as appropriate.</li> <li>f) Advising the Governing Body on the remuneration, allowances and terms of service for the Chairs and Members of the CCG.</li> <li>g) Reporting to the Governing Body that it has met and performed its function, within recognised national guidelines.</li> <li>h) Establishing Sub-Committees to assist in discharging delegated responsibilities of the Committee as set out in its Terms of Reference as agreed by the Governing Body (as required).</li> <li>i) Making relevant policy decisions within the functions of the Committee as set out in its Terms of Reference as agreed by the Governing Body.</li> </ul>

NHS Wiltshire CCG has responsibility for contractual GP performance management, budget management and the design and implementation of local incentive schemes. These are currently discharged under joint decision making processes through a Joint Committee of NHS England and the CCG. Accountability, and the associated income and expenditure related to primary care, remains with NHS England. The CCG has applied for delegated commissioning with effect from April 2017. Should the application be successful, the Committee will become the Primary Care Commissioning Committee and delegated duties will be amended to reflect this.

The following is delegated to the Primary Care Commissioning Committee:

<b>Delegations by the Governing Body to the Primary Care Commissioning Committee</b>	
<b>Body/individual</b>	<b>Delegation</b>
PRIMARY CARE COMMISSIONING COMMITTEE	<ul style="list-style-type: none"> <li>a) Working with NHS England to jointly commission primary medical services for the CCG</li> <li>b) Management of a Primary Care Commissioning Operational Group, including defining terms of reference and governance arrangements</li> <li>c) Management of Locally Commissioned Services (known as LESs)</li> <li>d) Management of any PMS Premium funds release through the PMS review</li> </ul>

The following are delegated to the Finance and Performance Committee:

<b>Delegations by the Governing Body to the Finance and Performance Committee</b>	
<b>Body/individual</b>	<b>Delegation</b>
FINANCE AND PERFORMANCE COMMITTEE	<ul style="list-style-type: none"> <li>a) Agree detailed revenue financial plans, budgets and financial monitoring reports</li> <li>b) Monitor the financial performance of the CCG against the detailed plans and seek assurance that robust plans are in place to ensure financial risks are managed.</li> <li>c) Monitor the delivery of CCG projects in line with the endorsed project management methodology and to see rectification plans if a project is not delivering</li> <li>d) Monitor the delivery of all activity and access targets in line with the NHS constitutional requirements.</li> <li>e) Oversee the development and implementation of the financial information systems' strategy,</li> <li>f) Act as an assurance committee of the CCG's business and finance risks via the Assurance Framework and Risk Registers,</li> <li>g) Consider and assess any new investment decisions and make recommendations to the Governing Body or officers of the CCG</li> <li>h) Review any financial activity which impacts on the financial performance of the CCG</li> <li>i) Take any legal or other professional advice with regard to the financial performance of the CCG</li> <li>j) Review and agree the Procurement strategy for the CCG</li> <li>k) Review and agree the future procurements timetable for the CCG</li> <li>l) Monitor the effectiveness of procurements and the procurement service provided by the CSU.</li> <li>m) Approval of procedures, policies and strategies relevant to the committee's terms of reference.</li> </ul>



The following are delegated to the Quality and Clinical Governance Committee:

<b>Delegations by the Governing Body to the Quality and Clinical Governance Committee</b>	
<b>Body/individual</b>	<b>Delegation</b>
QUALITY AND CLINICAL GOVERNANCE COMMITTEE	<ul style="list-style-type: none"> <li>a) Ensure that the Governing Body mainstreams consideration of service and clinical issues</li> <li>b) Identify and manage risks to quality</li> <li>c) Act against poor performance</li> <li>d) Implement plans to drive continuous improvement, including the focus on patient feedback and its direct relationship to commissioning decisions</li> <li>e) Seek assurance through the contracting arrangements from all Provider services that their governance and patient safety systems are robust and measurable</li> <li>f) Monitor incidents and Action Plans linked to key areas of responsibility where Wiltshire CCG:               <ul style="list-style-type: none"> <li>- is Lead Commissioner</li> <li>- has statutory responsibility</li> <li>- or where responsibility falls directly to Wiltshire CCG</li> </ul> </li> <li>g) Develop and implement processes for identifying issues that affect patient safety and monitor the implementation of changes and developments to prevent re-occurrence</li> <li>h) Monitor compliance of commissioned services with the Care Quality Commission regulations / standards and with the quality standards within the contracts with providers</li> <li>i) Approval of procedures, policies and strategies relevant to the committee's terms of reference.</li> <li>j) Approve CCG's arrangements for handling complaints</li> </ul>

The following are delegated to the Joint Commissioning Board:

<b>Delegations by the Governing Body to the Joint Commissioning Board (with Wiltshire Council)</b>	
<b>Body/individual</b>	<b>Delegation</b>
JOINT COMMISSIONING BOARD	<p>a) The JCB will act as an advisory body to the two commissioning organisations (Wiltshire Council and Wiltshire Clinical Commissioning Group), making jointly agreed recommendations for change.</p> <p>b) The JCB will build on a shared vision for the commissioning and development of services, taking into account:</p> <ul style="list-style-type: none"> <li>• Local needs and local priorities, as set by the Wiltshire Health and Wellbeing Board (HWB) through the JSA and the Joint Health and Wellbeing Strategy</li> <li>• An evidence-base of what works to deliver the best outcomes for local people</li> <li>• A focus on early, creative preventive approaches, based in local communities</li> <li>• A shared understanding of risk</li> <li>• A need for improved information, advice and signposting about services available to people, including services available from the voluntary and community sectors</li> <li>• National direction and national outcomes and frameworks for the NHS and social care.</li> </ul> <p>c) The JCB will provide collective governance in relation to the commissioning of health and social care for adults in Wiltshire and to be accountable to the HWB for the delivery of joint commissioning arrangements.</p> <p>d) The JCB will oversee the management of existing joint investments and initiatives.</p> <p>e) The JCB will oversee a targeted programme of activities that exploits opportunities where greater coordination, alignment and/or integration of resources can lead to improved outcomes and efficiency. This could include the recommendation for pooled funds.</p> <p>f) The JCB will ensure that joint commissioning plans are effective and are monitored against the agreed performance measures for each service.</p> <p>g) The JCB will promote and progress the alignment and integration of commissioning plans and deliverables across health and social care, supporting the development of an integrated commissioning function for Wiltshire.</p> <p>h) The JCB will make recommendations to the Wiltshire Council Cabinet and the Wiltshire Clinical Commissioning Group (WCCG) Governing Body on priorities for service redesign, investment and disinvestment: this will include agreeing changes to premises, support services, and facilities management.</p> <p>i) The JCB will review risks raised by constituent organisations to the delivery of the agreed Health and Wellbeing Strategy and other significant service issues.</p> <p>j) The JCB will also be responsible for the management of the pooled budget for the Better Care Fund and the IBCF Grant investments and initiatives, making agreed recommendations for change. This responsibility can be discharged to groups such as Wiltshire Commissioning Group that report to JCB.</p>

The following are delegated to the Wiltshire Integration Board:

<b>Delegations by the Governing Body to the Wiltshire Integration Board</b>	
<b>Body/individual</b>	<b>Delegation</b>
WILTSHIRE INTEGRATION BOARD	<p>The WIB represents the partnership of health and social care organisations across Wiltshire, where providers and commissioners come together to:</p> <ul style="list-style-type: none"> <li>a) Oversee Wiltshire’s participation in the Sustainability and Transformation Partnership.</li> <li>b) Oversee the development of an integrated care system, future contracting mechanisms for an integrated person-centred care for the population of Wiltshire.</li> <li>c) The WIB is the programme board for the Wiltshire Integration Programme (WIP) and is a vehicle through which the partnership conducts business and through which the WIP is directed. The WIB will:</li> <li>d) Ensure that Wiltshire Integration Programme plans are effective and are monitored against key measures for each workstream.</li> <li>e) Provide senior strategic level focus and review business cases and makes decisions for investment.</li> <li>f) Evaluates schemes and recommends mainstreaming or closure.</li> <li>g) Oversee the systemwide activities that are designed to exploit opportunities where greater coordination, alignment and/or integration of resources can lead to improved outcomes and efficiency.</li> <li>h) Assess the success of the Wiltshire Integration Programme.</li> <li>i) The WIB is the strategic vehicle through which the Wiltshire Health and Wellbeing Strategy will be jointly developed with the Health and Wellbeing Board and implemented.</li> <li>j) The WIB plays a crucial part in achieving a supportive environment to promote the culture of quality improvement and empowers staff to try new ways of working and feel supported in doing so.</li> </ul>