

Governing Body (Public) Meeting

DATE: 28th March 2013

Title	Revision to 2013/14 Schedule of Matters Delegated to Officers	
Recommended action for the Governing Body	That the Governing Body: APPROVE the revised Schedule of Matters Delegated to Officers to help ensure that the scheme is fit for purpose for Bexley CCG.	
Executive Summary	<p>The CCG's Governing Body has previously approved the Schedule of Matters Delegated to Officers. However, a number of changes have been requested to ensure that the schedule is workable for 2013/14. The schedule, attached at Appendix 1, has therefore been updated to reflect these changes and rationalise the schedule to make it more user friendly. The main changes are as follows:</p> <ol style="list-style-type: none"> 1) To provide for formal delegation in the absence of the Chief Officer; 2) To formalise the deputy arrangements for the Chief Financial Officer, ensuring appropriate Governance; 3) To include provision for the approval of expenditure in urgent circumstances; 4) To remove duplication within the schedule and remove unnecessary wording; 5) To clarify specific areas; 6) To ensure that CSU staff commissioned by the CCG can appropriately authorise requisitions, orders and expenditure on the new IFSE system; 7) To increase the limits for Budget holders to £10k and Assistant Directors to £50k to increase their responsibility and assist Directors with approving invoices; 8) To improve the process and approval of Continuing Healthcare assessments; 9) To provide clarity around the limits for quotations and tenders of services and management consultants; and to include provision for waivers of tenders no longer included within Prime Financial Policies (Standing Financial Instructions (SFIs)). 	
Which objective does this paper	Patients: Improve the health and wellbeing of people in Bexley in partnership with	

support?	our key stakeholders		
	People:	Empower our staff to make BCCG the most successful CCG in (south) London	✓
	Pounds:	Delivering on all of our statutory duties and become an effective, efficient and economical organisation	✓
	Process:	Commission safe, sustainable and equitable services in line with the operating framework and which improves outcomes and patient experience	✓
Organisational implications	Key Risks <i>(corporate and/or clinical)</i>	That the Schedule of Matters includes inadequate provision for approval of CCG expenditure. This will be continually reviewed and updated as required.	
	Equality and Diversity	Not applicable	
	Patient impact	Not applicable	
	Financial	Not applicable	
	Legal Issues	Not applicable	
	NHS constitution	Not applicable	
Consultation (Public, member or other)	The Schedule of Matters has been discussed with the CSU in respect of inclusions for IFSE and the CCG's Chief Officer.		
Audit (Considered / Approved by Other Committees / Groups)	Executive Management Committee Audit & Integrated Assurance Committee who have recommended the Schedule for approval.		
Communications Plan	Not applicable		
Author	Theresa Osborne Chief Financial Officer		
	Clinical Lead	Executive Sponsor	
	Dr S Deshmukh, Finance lead	Theresa Osborne Chief Financial Officer	
Date	15 th March 2013		

Proposed revisions to 2013/14 Schedule of Matters Delegated to Officers

1. Introduction

Bexley CCG's Constitution incorporates Standing Orders, Prime Financial Policies (SFIs) and a Scheme of Delegation. However, a more detailed Schedule of Matters Delegated to Officers is needed to ensure that the organisation has appropriate approval limits in place and that it can function appropriately. This has already been approved for 2013/14 by the Governing Body. However, a number of changes have come to light / been requested, that are required to ensure the effective running of the CCG. Furthermore the schedule needed to be rationalised to make it more user friendly for CCG staff.

2. Changes requested

1) The previous Schedule of Matters delegated to Officers did not provide for cover arrangements in the absence of the Chief Officer. This has been amended to include:

In the absence of the Chief Officer (CO), where a matter cannot wait until their return, the Schedule of Matters shall read Chief Financial Officer (CFO). In the absence of both the CO & CFO, where a matter cannot wait until their return, the Schedule of matters shall read Director.

2) As part of the new CCG structure, the financial management is carried out by the South London Commissioning Support Unit (SLCSU). Consequently there are no mainstream finance staff within the CCG. The Schedule has therefore been updated to include specific arrangements for the CSU Head of Finance or Assistant Director of Programme Management & Business Performance to act on behalf of the Chief Financial Officer, whilst ensuring appropriate governance as follows:

In the absence of the Chief Financial Officer (CFO), the CSU Bexley Head of Finance or the Assistant Director of Programme Management & Business Performance will act on their behalf. In the case of signing contracts, where this cannot wait until the CFO's return, these will be signed by another Director. Where there would be a conflict of interest with the CSU Bexley Head of Finance in their role with the CSU, they would not be expected to assume the CFO role. On these occasions, the role will be assumed by the Assistant Director of Programme Management & Business Performance or another Director.

3) The Schedule has been updated to include provision for Assistant Directors and Directors to approve urgent expenditure, up to £10k as follows:

Authorisation of urgent expenditure up to £10k where the expenditure is urgent and cannot wait for formal approval. Examples of this would include where the approval of the expenditure will mitigate or prevent a clinical risk or to prevent a legal challenge (e.g. if a solicitors letter has been received).

This will be reported to the Chief Financial Officer and will ensure that these items are not restricted by process.

4) There were a number of areas within the previous schedule that were duplications or where unnecessary wording was included. These have been removed as follows:

i) Charitable and Endowment Funds

The CCG has no Charitable or Endowment Funds and therefore limits are not needed. These have therefore been removed.

ii) Condemning & Disposal

This area has been substantially reduced and refined to reflect the fact that the CCG will not hold capital assets.

iii) Fees and charges

This section has been replaced with a section for other expenditure. The references to Private Patients, Overseas Visitors, Income Generation and other patient related services have been removed and the section now reads as follows:

15	<p>Other expenditure</p> <p>a) Commissioning Support contract</p> <p>i) Approval of Requisition in line with signed contract</p> <p>ii) Approval of Purchase Order</p> <p>b) Payroll deductions</p> <p>i) PAYE, NIC & Pension Payments</p> <p>ii) Payment Requests</p>	<p>a)</p> <p>i) Chief Financial Officer</p> <p>ii) Procurement Operation Manager (CSU commissioned)</p> <p>b)</p> <p>i) Financial Controller (CSU)</p> <p>ii) Financial Controller (CSU)</p>
-----------	---	--

**iv) Non acute and non primary care contracts, such as those for; Mental Health, Learning Disability and CAMHS Services
Purchase of Healthcare from NHS Bodies**

This section has been removed as the details are now incorporated in the Commissioning expenditure and Purchase of Healthcare from non-NHS bodies sections.

5) There are certain areas within the previously approved schedule that were not specific enough for the CCG as follows:

i) Contracts with Independent Contractors

This area has been made more specific to relate to the primary care areas that will remain with the CCG as follows:

10	<p>Payments to Independent Contractors (GPs, dentists, pharmacists) OOH and Locally Enhanced Services (LES) expenditure</p>	<p>All Primary Care Contract payments, with the exception of OOH contracts and Locally enhanced services (LES) are the responsibility of the National Commissioning Board and therefore the CCG will not have any involvement.</p> <p>Other payments may be made to Independent</p>
-----------	--	---

	a) Up to £10,000 b) £10,001 to £50,000 c) Over £50,000	Contractors for services to the CCG outside of Primary Care contracts. a) Development Manager b) AD Transformation & Redesign c) Director of Commissioning
--	--	---

ii) Engagement of Agency staff / contractors / legal advice

This area has been expanded to include contractors and legal advice.

12	Engagement of Agency Staff / Contractors / Legal advice a) Engagement of Legal advice b) Booking of Bank or Agency Staff – within budget i) Up to £10,000 ii) £10,001 to £50,000 iii) Over £50,000 c) Booking of Bank or Agency Staff – in excess of budget	a) Per LPP agreement and approval of one of the following: Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance and Quality b) With completion of correct HR forms & HM Revenue & Customs Employment Status Indicator i) Budget holder or Head of Service / Department ii) Assistant Director iii) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality c) Chief Officer or Chief Financial Officer
----	--	---

iii) Co-ordination of Implementation of Internal and External Audit Recommendations

This section has been re-written to include specific mention of the Audit & Integrated Assurance Committee's responsibility to approve all audit plans.

18	Co-ordination of Implementation of Internal and External Audit Recommendations	Internal audit services administered by CSU but must be in compliance with organisational SFIs and SOs and in line with CCG detailed financial procedures. All audit plans will be approved by the CCG Audit & Integrated Governance Committee. External audit will be jointly managed and must be in compliance with organisational SFIs and SOs and in line with CCG detailed financial procedures. CCG and CSU staff will assist Internal and External auditors in their work and ensure that all audit recommendations are implemented in a timely fashion.
----	---	--

iv) Invoice request certification for CCG budgets

This section has been altered to cover certification for all areas not covered elsewhere within the schedule, at the increased authorisation limits, as follows:

21	Certification of invoices not included in other sections within this Schedule	
----	--	--

	<ul style="list-style-type: none"> a) Up to £10,000 b) £10,001 to £50,000 c) Over £50,000 	<ul style="list-style-type: none"> a) Budget holder or Head of service b) Assistant Director c) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality
--	--	--

v) Orders & Requisitions

This section has been expanded to cover all areas not mentioned elsewhere within the schedule and to bring limits in line with those other areas.

26	Orders & Requisitions (not included in other sections within this schedule) <ul style="list-style-type: none"> a) all orders/requisitions within budget <ul style="list-style-type: none"> i) Up to £10,000 ii) £10,001 to £50,000 iii) Over £50,000 b) Non-Pay Expenditure for which no specific budget has been set <ul style="list-style-type: none"> i) Up to £24,999 ii) Over £25,000 	<ul style="list-style-type: none"> a) <ul style="list-style-type: none"> i) Budget holder or Head of Service ii) Assistant Director iii) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality b) <ul style="list-style-type: none"> i) Chief Financial Officer ii) Chief Officer and Chief Financial Officer
-----------	--	---

6) The CCG commissions the South London CSU to carry out some functions on their behalf. Specifically, for the purposes of this schedule, acute contracting, including Non Contractual Referrals (NCA) and some procurement functions. The CSU therefore needs specific delegation. The following has therefore been included in the schedule in this respect:

7	Commissioning Expenditure <ul style="list-style-type: none"> i) Purchase of Healthcare from NHS bodies - Contracts / Expenditure <ul style="list-style-type: none"> a) Signing of annual Service Level Agreements / contracts with NHS Providers below £1m b) Signing of annual Service Level Agreements / contracts with NHS Providers over £1m c) Authorisation of requisitions in line with signed SLA / contracts up to £100m d) Approval of Purchase Order up to £100m e) Authorisation of monthly invoices within agreed SLA value irrespective of amount f) Authorisation of monthly invoices in excess of agreed SLA value ii) Contract Exclusions (NHS and Non-NHS) <ul style="list-style-type: none"> a) NICE/High Cost Drugs/Home healthcare drugs <ul style="list-style-type: none"> i) Up to £50,000 ii) Over £50,000 b) Individual Funding Requests (IFRs) <ul style="list-style-type: none"> i) Approval of Requisitions in line with 	<ul style="list-style-type: none"> a) Either Chief Officer, Director of Commissioning or Chief Financial Officer b) Either Chief Officer and Director of Commissioning or Chief Officer and Chief Financial Officer c) Head of Contracting Team & MDT Lead (CSU) or Head of Acute Management Accounts (CSU) d) Procurement Operation Manager (CSU commissioned) e) When an invoice is received in line with an agreed purchase order it will automatically be received by the CSU. If Non PO Chief Officer, Director of Commissioning or Chief Financial Officer f) Either Chief Officer, Director of Commissioning or Chief Financial Officer <ul style="list-style-type: none"> a) <ul style="list-style-type: none"> i) Up to £50,000 - Assistant Director of Medicines Management ii) Over £50,000 – Director of Governance & Quality or Director of Commissioning b) <ul style="list-style-type: none"> i) CSU IFR Lead after IFR panel approval of
----------	--	---

	<p>approved IFR</p> <p>ii) Approval of Purchase Order</p> <p>c) Non Contracted Activity (NCAs)</p> <p>i) Approval of invoices up to £1,000</p> <p>ii) Approval of invoices Over £1,000</p> <p>d) All other contract exclusions</p> <p>iii) Purchase of Healthcare from Non NHS Bodies (Including Private Providers or Charities)</p> <p>a) Signing of all contracts below £1m</p> <p>b) Signing of all contracts over £1m</p> <p>c) Authorisation of monthly invoices within agreed SLA value</p> <p>i) Up to £10,000</p> <p>ii) £10,001-£50,000</p> <p>iii) Over £50,000</p> <p>d) Authorisation of monthly invoices in excess of contract value</p> <p>iv) Agreement of Named Placements (not Continuing Healthcare Placements)</p> <p>a) Up to £50,000 and within approved budget</p> <p>b) Above £50,000 or in excess of available resources</p> <p>v) Continuing Healthcare Packages</p> <p>a) Agreement of named placements</p> <p>i) up to £700 per week routine patients, or £850 per week for patients with mental health problems,</p> <p>ii) for values exceeding the above in i) then agreement is to be approved by the continuing care panel</p> <p>b) Signing of Contract for placement</p> <p>c) Approval of invoices</p> <p>i) up to £10,000</p> <p>ii) 10,001 to £50,000</p> <p>iii) Over £50,000</p> <p>d) Authorisation of monthly invoices in excess of contract value</p>	<p>expenditure</p> <p>ii) Procurement Operation Manager (CSU commissioned)</p> <p>c)</p> <p>i) Acute Contracts Manager (CSU) or Finance Manager (CSU)</p> <p>ii) Assistant Director of Health Commissioning & Contracting</p> <p>d) Director of Commissioning</p> <p>a) Either Chief Officer, Director of Commissioning or Chief Financial Officer</p> <p>b) Either Chief Officer and Director of Commissioning or Chief Officer and Chief Financial Officer</p> <p>c)</p> <p>i) Budget holder or Head of Services</p> <p>ii) Assistant Director</p> <p>iii) Either Chief Officer, Director of Commissioning or Chief Financial Officer</p> <p>d) Either Chief Officer, Director of Commissioning or Chief Financial Officer</p> <p>a) Assistant Director of Health Commissioning and Contracting or Assistant Director of Health Joint Commissioning</p> <p>b) Director of Commissioning with Finance Working Group approval</p> <p>a)</p> <p>i) Either AD Bexley Integrated Commissioning, CHC Business Manager or Clinical Continuing Healthcare Manager</p> <p>ii) Either AD Bexley Integrated Commissioning, CHC Business Manager or Clinical Continuing Healthcare Manager once package of care is approved by the continuing healthcare panel</p> <p>b) Either AD Bexley Integrated Commissioning, CHC Business Manager or Clinical Continuing Healthcare Manager subject to ai) and aii) above</p> <p>c)</p> <p>i) CHC Business Manager or Clinical Continuing Healthcare Manager</p> <p>ii) AD Bexley Integrated Commissioning</p> <p>iii) Either Chief Officer, Director of Commissioning or Chief Financial Officer</p> <p>d) Either Chief Officer, Director of Commissioning or Chief Financial Officer</p>
--	--	---

7) A review of the approval limits for budget holders and Assistant Directors has been amended to £10k and £50k respectively. This is to ensure the effective running of the CCG and ensure that staff have the appropriate responsibility. These changes are throughout the schedule.

8) All Continuing Healthcare packages are currently assessed by a panel. This is time consuming and with reduced resources in both the Local Authority and the CCG, untenable. The CCG Director of Commissioning and the Assistant Director of Adult Social Services have therefore discussed delegating this to the CHC staff within the new Joint Commissioning Directorate, within certain parameters. This will empower staff to be more responsible for the funds for which they are responsible and increase the speed of assessment. This arrangement will be reviewed periodically to ensure its appropriateness.

v)	Continuing Healthcare Packages	
	<ul style="list-style-type: none"> a) Agreement of named placements <ul style="list-style-type: none"> i) up to £700 per week routine patients, or £850 per week for patients with mental health problems, ii) for values exceeding the above in i) then agreement is to be approved by the continuing care panel b) Signing of Contract for placement c) Approval of invoices <ul style="list-style-type: none"> i) up to £10,000 ii) 10,001 to £50,000 iii) Over £50,000 d) Authorisation of monthly invoices in excess of contract value 	<ul style="list-style-type: none"> a) <ul style="list-style-type: none"> i) Either AD Bexley Integrated Commissioning, CHC Business Manager or Clinical Continuing Healthcare Manager ii) Either AD Bexley Integrated Commissioning, CHC Business Manager or Clinical Continuing Healthcare Manager once package of care is approved by the continuing healthcare panel b) Either AD Bexley Integrated Commissioning, CHC Business Manager or Clinical Continuing Healthcare Manager subject to ai) and aii) above c) <ul style="list-style-type: none"> i) CHC Business Manager or Clinical Continuing Healthcare Manager ii) AD Bexley Integrated Commissioning iii) Either Chief Officer, Director of Commissioning or Chief Financial Officer d) Either Chief Officer, Director of Commissioning or Chief Financial Officer

9) The areas relating to quotations and tenders have been refined and the limits for quotations and tenders of services and management consultants made clearer. The national Prime Financial Policies Standing Financial Instructions (SFIs) no longer include provision for waiver of tenders and these have therefore been included within this schedule.

i) Management Consultants

This section has been re-written to provide clarity to the requirements and limits for quotations and tendering.

25	Management Consultants	
	<ul style="list-style-type: none"> a) Obtaining quotations / carrying out competitive interviews, within budget, where aggregate commitment in any one year or total commitment is: <ul style="list-style-type: none"> i) Up to £10,000 ii) £10,001 to £50,000 b) Obtaining competitive tenders / quotes or competitive interviews within budget, where aggregate commitment in any one year is £50,000 or more c) Authorising contracts of engagement following the above d) Authorisation of consultants in excess of budget 	<ul style="list-style-type: none"> a) <ul style="list-style-type: none"> i) Budget holder or Head of service ii) Assistant Director b) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality c) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality d) Chief Officer and Chief Financial Officer

ii) Quotation, Tendering & Contract Procedures

This section has been amended to clarify that it does not relate to management consultants and to provide clarity regarding quotation and tendering limits. The section has been rationalised and now includes provisions for the waiver of tenders.

<p>29</p>	<p>Quotation, Tendering & Contract Procedures</p> <p>This section does not apply to Management Consultants (see section 25) (or other services included elsewhere within this schedule)</p> <p>a) Authority to award or sign contracts for goods/services after obtaining at least</p> <p>i) 1 quotation for expenditure less than £10,000</p> <p>ii) 1 quotation for expenditure £10,000 to £50,000</p> <p>iii) At least 3 written quotations over£50,000</p> <p>iv) Competitive tenders in line with the CCG's procurement policy.</p> <p>b) Following authorisation by an appropriate CCG Committee or assigned group:</p> <p>i) Issuing of tender</p> <p>ii) Receiving of tender</p> <p>iii) Opening & recording of tender</p> <p>iv) Register of tenders received</p> <p>v) Post tender negotiations - formal record to be kept</p> <p>vi) Approving expenditure in excess of tender price</p> <p>c) Waiving of Quotations & Tenders as follows. All to be reported to the Audit & Integrated Assurance Committee)</p> <p>Exceptions and instances where formal tendering / quotes need not be applied: Where: (a) the estimated expenditure or income does not, or is not reasonably expected to, exceed £50,000 or</p>	<p>a)</p> <p>i) Budget Holder or Head of service</p> <p>ii) Assistant Director</p> <p>iii) Sign - Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality .</p> <p>iv) Use Procurement Manager to tender and procure and note OJEU limits for non clinical services. All procurement must be authorised by an appropriate CCG Committee or assigned group prior to advertisement and on awarding of the contract. This usually being discussion at Executive Management Team and approval via Governing Body (but could be delegated to another Committee). Sign – Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality after approval of award of contract by an appropriate committee.</p> <p>b)</p> <p>i) Head of Procurement (automated systems may be used)</p> <p>ii) Head of procurement (automated systems may be used)</p> <p>iii) Two Senior Managers not related to the tender, finance staff involved in costing the tender are not precluded. Directors are also not precluded. If estimated over £100k one must be a Governing Body member (voting or non-voting).</p> <p>iv) Chief Officer via Head of Procurement</p> <p>v) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality.</p> <p>vi) Chief Officer and Chief Financial Officer</p> <p>c) Chief Officer and Chief Financial Officer on appropriate completion of form; then reported to Audit & Integrated Assurance Committee</p>
------------------	--	---

<p>(b) where the supply is proposed under special arrangements negotiated by the DH in which event the said special arrangements or must be complied with;</p> <p>Formal tendering procedures <u>may be waived</u> by the Chief Officer & Chief Financial Officer in the following circumstances:</p> <p>(c) in very exceptional circumstances where formal tendering / quoting procedures would not be practicable or the estimated expenditure would not warrant formal tendering procedures, and the circumstances are detailed in an appropriate record;</p> <p>(d) where the requirement is covered by an existing contract;</p> <p>(e) where PASA agreements or Public Sector Framework Agreement are in place;</p> <p>(f) 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;</p> <p>(g) 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;</p> <p>(h) where specialist expertise is required and is available from only one source;</p> <p>(i) 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;</p> <p>(j) 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;</p> <p>(k) for the provision of legal advice and services providing that any legal firm or partnership commissioned is regulated by the Law Society for England and Wales for the conduct of their business (or by the Bar Council for England and Wales in relation to the obtaining of Counsel's opinion) and are generally recognised as having sufficient expertise in the area of work for which they are commissioned. The</p>	
--	--

<p>Chief Officer, Chief Financial Officer or Director of Governance & Quality will ensure that any fees paid are reasonable and within commonly accepted rates for the costing of such work.</p> <p>(I) where allowed and provided for in the Capital Investment Manual.</p> <p>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, except in exceptional circumstances.</p> <p>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 record and reported to the Audit & Integrated Governance Committee at each meeting.</p>	
--	--

3. Conclusion & Recommendation

The Schedule of Matters Delegated to Officers has been revised to take into account the CCG's requirements and that of the CSU, from whom the CCG commissions support services. They have been rationalised with the aim of providing clarity for CCG staff. The new Schedule of Matters is attached at Appendix 1.

Governing Body members are asked to:

APPROVE the revised Schedule of Matters Delegated to Officers to help ensure that the scheme is fit for purpose for Bexley CCG.



Bexley Clinical Commissioning Group

Schedule of Matters Delegated to Officers

This Schedule of Matters has been developed in conjunction with the organisation's Standing Financial Instructions (Prime Financial Policies) and Standing Orders and will provide guidance for both the CCG and the Commissioning Support Unit (CSU), in respect of Bexley CCG. Delegated matters in respect of decisions, which may have a far-reaching effect, must be reported to the Chief Officer. **The Delegation shown below is the lowest level to which authority is delegated. Authority can be delegated upwards with no further action being required.** However, delegation to lower levels is only permitted with written approval of the Chief Officer who may, before authorising such delegation, consult with other Senior Officers as appropriate. All items concerning Finance must be carried out in accordance with the organisation's Standing Orders, Standing Financial Instructions and Detailed Financial Procedures. All financial limits in this schedule of matters delegated to officers are subject to sufficient budget being available.

In the absence of the Chief Officer (CO), where a matter cannot wait until their return, the Schedule of Matters shall read Chief Financial Officer (CFO). In the absence of both the CO & CFO, where a matter cannot wait until their return, the Schedule of matters shall read Director.

In the absence of the Chief Financial Officer (CFO), the CSU Bexley Head of Finance or the Assistant Director of Programme Management & Business Performance will act on their behalf. In the case of signing contracts, where this cannot wait until the CFO's return, these will be signed by another Director. Where there would be a conflict of interest with the CSU Bexley Head of Finance in their role with the CSU, they would not be expected to assume the CFO role. On these occasions, the role will be assumed by the Assistant Director of Programme Management & Business Performance or another Director.

REF	DELEGATED MATTERS	AUTHORITY DELEGATED TO
1	Bank Accounts Maintenance and Operation in accordance with mandates approved by the CCG Governing Body	All banking administered by CSU, but must be managed in accordance with organisational SFIs and SOs. Locally, these are in line with the CCG Detailed Financial Procedures.
2	CCG Budgets Responsibility for keeping expenditure within budgets a) At individual budget level (Pay and Non Pay) b) At service level c) For the totality of service covered by directorate	a) Budget Manager b) Head of Service/Departmental Manager c) Director of Service or equivalent

Bexley Clinical Commissioning Group

REF	DELEGATED MATTERS	AUTHORITY DELEGATED TO
3	<p>Business Cases/Additional Budgetary Requirements for CCG budgets, i.e. in addition to budgets approved by the Governing body (the limits below relate to full year costs, not total costs over the life of the project)</p> <p>i) Business Cases</p> <p>a) Up to £100,000</p> <p>b) £100,001 to £250,000</p> <p>c) Over £250,001</p> <p>ii) Mini Business Cases for Clinical Care for services which the CCG is responsible (where patient care must be funded via Health and an urgent decision is required). Funding may be made available or information will be noted as a cost pressure for future years.</p> <p><i>The "Mini Business Case" should consist of 2 pages of A4 providing details on the history of patient care, clinical needs which require funding, and the funding required (by component).</i></p> <p><i>Note: These would not normally be expected to be large sums for which a full business case would be expected.</i></p> <p>iii) Authorisation of urgent expenditure upto £10k where the expenditure is urgent and cannot wait for formal approval. Examples of this would include where the approval of the expenditure will mitigate or prevent a clinical risk or to prevent a legal challenge (e.g. if a solicitors letter has been received).</p>	<p>NB Business cases needing Governing Body approval will need to be approved by those that do not have any declared conflict of interest.</p> <p>i)</p> <p>a) Approved by Finance Working Group, sent to Governing Body for information.</p> <p>b) Approved by Executive Management Committee on the recommendation of the Finance Working Group</p> <p>c) Approved by Governing Body on the recommendation of the Finance Working Group and the Executive management Committee.</p> <p>ii) Approved by Finance Working Group, sent to Governing Body for information.</p> <p>iii) Assistant Director or Director or Chief Officer and reported to the Chief Financial Officer.</p>
4	<p>Capital Schemes</p> <p>a) Selection of architects, quantity surveyors, consultant engineer and other professional advisors within EU regulations</p> <p>b) Financial monitoring and reporting on all capital scheme expenditure to Audit Committee (Integrated Governance Committee)</p>	<p>All capital schemes relating to property will be the responsibility of NHS Property services and therefore the CCG will not have any involvement. For IT and minor capital schemes, the CCG revenue authorised limits plus detailed financial procedures will be applicable.</p>



Bexley Clinical Commissioning Group

REF	DELEGATED MATTERS	AUTHORITY DELEGATED TO
5	Charitable and Endowment Funds	The CCG does not currently hold any Charitable or Endowment Funds.
6	Clinical Trials Authorisation of Clinical Trials	Governing Body in conjunction with advice from Director of Governance and Quality, who may consult with Head of Quality, Clinical Governance and Risk Manager and Corporate Governance and Risk Manager
7	Commissioning Expenditure	
i)	Purchase of Healthcare from NHS bodies - Contracts / Expenditure a) Signing of annual Service Level Agreements / contracts with NHS Providers below £1m b) Signing of annual Service Level Agreements / contracts with NHS Providers over £1m c) Authorisation of requisitions in line with signed SLA / contracts up to £100m d) Approval of Purchase Order up to £100m e) Authorisation of monthly invoices within agreed SLA value irrespective of amount f) Authorisation of monthly invoices in excess of agreed SLA value	a) Either Chief Officer, Director of Commissioning or Chief Financial Officer b) Either Chief Officer and Director of Commissioning or Chief Officer and Chief Financial Officer c) Head of Contracting Team & MDT Lead (CSU) or Head of Acute Management Accounts (CSU) d) Procurement Operation Manager (CSU commissioned) e) When an invoice is received in line with an agreed purchase order it will automatically be receipted by the CSU. If Non PO Either Chief Officer, Director of Commissioning or Chief Financial Officer f) Either Chief Officer, Director of Commissioning or Chief Financial Officer
ii)	Contract Exclusions (NHS and Non-NHS) a) NICE/High Cost Drugs/Home healthcare drugs i) Up to £50,000 ii) Over £50,000 b) Individual Funding Requests (IFRs) i) Approval of Requisitions in line with approved IFR ii) Approval of Purchase Order c) Non Contracted Activity (NCAs) i) Approval of invoices up to £1,000 ii) Approval of invoices Over £1,000 d) All other contract exclusions	a) i) Up to £50,000 - Assistant Director of Medicines Management ii) Over £50,000 – Director of Governance & Quality or Director of Commissioning b) i) CSU IFR Lead after IFR panel approval of expenditure ii) Procurement Operation Manager (CSU commissioned) c) i) Acute Contracts Manager (CSU) or Finance Manager (CSU) ii) Assistant Director of Health Commissioning & Contracting d) Director of Commissioning
iii)	Purchase of Healthcare from Non NHS Bodies (Including Private Providers or Charities)	

Bexley Clinical Commissioning Group

REF	DELEGATED MATTERS	AUTHORITY DELEGATED TO
	a) Signing of all contracts below £1m b) Signing of all contracts over £1m c) Authorisation of monthly invoices within agreed SLA value i) Up to £10,000 ii) £10,001-£50,000 iii) Over £50,000 d) Authorisation of monthly invoices in excess of contract value	a) Either Chief Officer, Director of Commissioning or Chief Financial Officer b) Either Chief Officer and Director of Commissioning or Chief Officer and Chief Financial Officer c) i) Budget holder or Head of Service ii) Assistant Director iii) Either Chief Officer, Director of Commissioning or Chief Financial Officer d) Either Chief Officer, Director of Commissioning or Chief Financial Officer
iv)	Agreement of Named Placements (not Continuing Healthcare Placements) a) Up to £50,000 and within approved budget b) Above £50,000 or in excess of available resources	a) Assistant Director of Health Commissioning and Contracting or Assistant Director of Health Joint Commissioning b) Director of Commissioning with Finance Working Group approval
v)	Continuing Healthcare Packages a) Agreement of named placements i) up to £700 per week routine patients, or £850 per week for patients with mental health problems, ii) for values exceeding the above in i) then agreement is to be approved by the continuing care panel b) Signing of Contract for placement c) Approval of invoices i) up to £10,000 ii) 10,001 to £50,000 iii) Over £50,000 d) Authorisation of monthly invoices in excess of contract value	a) i) Either AD Bexley Integrated Commissioning, CHC Business Manager or Clinical Continuing Healthcare Manager ii) Either AD Bexley Integrated Commissioning, CHC Business Manager or Clinical Continuing Healthcare Manager once package of care is approved by the continuing healthcare panel b) Either AD Bexley Integrated Commissioning, CHC Business Manager or Clinical Continuing Healthcare Manager subject to ai) and aii) above c) i) CHC Business Manager or Clinical Continuing Healthcare Manager ii) AD Bexley Integrated Commissioning iii) Either Chief Officer, Director of Commissioning or Chief Financial Officer d) Either Chief Officer, Director of Commissioning or Chief Financial Officer

Bexley Clinical Commissioning Group

REF	DELEGATED MATTERS	AUTHORITY DELEGATED TO
8	<p>Complaints (Patients and Relatives)</p> <p>a) Overall responsibility for ensuring that all complaints are dealt with effectively b) Responsibility for ensuring that complaints relating to a directorate are investigated thoroughly c) Medico – Legal Complaints - Co-ordination of their management</p>	<p>a) Chief Officer b) Director of Service in conjunction with Director of Governance and Quality c) Director of Governance and Quality</p>
9	<p>Condemning & Disposal</p> <p>Items obsolete, obsolescent, redundant, and irreparable or cannot be repaired cost effectively.</p>	<p>All capital assets relating to property will be the responsibility of NHS Property Services and therefore the CCG will not have any involvement. However, items held locally such as excess furniture and redundant IT equipment can be approved for disposal by the Chief Officer or Chief Financial Officer</p>
10	<p>Payments to Independent Contractors (GPs, dentists, pharmacists) OOH and Locally Enhanced Services (LES) expenditure</p> <p>a) Up to £10,000 b) £10,001 to £50,000 c) Over £50,000</p>	<p>All Primary Care Contract payments, with the exception of OOH contracts and Locally enhanced services (LES) are the responsibility of the National Commissioning Board and therefore the CCG will not have any involvement. Other payments may be made to Independent Contractors for services to the CCG outside of Primary Care contracts.</p> <p>a) Development Manager b) AD Transformation & Redesign c) Director of Commissioning</p>
11	<p>Drugs</p> <p>Authorisation of New Drugs a) Estimated total yearly cost up to £50,000 b) Estimated total yearly cost above £50,000</p>	<p>a) Medicines Management Group b) Medicines Management Group and Governing Body</p>
12	<p>Engagement of Agency Staff / Contractors / Legal advice</p> <p>a) Engagement of Legal advice b) Booking of Bank or Agency Staff – within budget</p>	<p>a) Per LPP agreement and approval of one of the following: Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance and Quality b) With completion of correct HR forms & HM Revenue & Customs</p>

Bexley Clinical Commissioning Group

REF	DELEGATED MATTERS	AUTHORITY DELEGATED TO
	i) Up to £10,000 ii) £10,001 to £50,000 iii) Over £50,000 c) Booking of Bank or Agency Staff – in excess of budget	Employment Status Indicator i) Budget holder or Head of Service / Department ii) Assistant Director iii) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality c) Chief Officer or Chief Financial Officer
13	Extended Role Activities Approval of Nurses to undertake duties/procedures which can properly be described as beyond the normal scope of Nursing Practice	Governing Body
14	Facilities for staff not employed by the Trust to gain practical experience a) Professional Recognition, Honorary Contracts & Insurance of Medical Staff b) Non Medical Work experience students	a) Chief Officer and Head of Human Resources (CSU) b) Either Chief Officer , Chief Financial Officer ,Director of Commissioning or Director of Governance & Quality
15	Other expenditure a) Commissioning Support contract i) Approval of Requisition in line with signed contract ii) Approval of Purchase Order b) Payroll deductions i) PAYE, NIC & Pension Payments ii) Payment Requests	a) i) Chief Financial Officer ii) Procurement Operation Manager (CSU commissioned) b) i) Financial Controller (CSU) ii) Financial Controller (CSU)
16	Review of fire precautions at CCG site	Corporate Office Manager
17	Hospitality Applied to both individual and collective hospitality receipt items. In excess of £25 per item received	Declaration required by individual in Hospitality Register
18	Co-ordination of Implementation of Internal and External Audit Recommendations	Internal audit services administered by CSU but must be in compliance with organisational SFIs and SOs and in line with CCG detailed

Bexley Clinical Commissioning Group

REF	DELEGATED MATTERS	AUTHORITY DELEGATED TO
		<p>financial procedures. All audit plans will be approved by the CCG Audit & Integrated Governance Committee.</p> <p>External audit will be jointly managed and must be in compliance with organisational SFIs and SOs and in line with CCG detailed financial procedures.</p> <p>CCG and CSU staff will assist Internal and External auditors in their work and ensure that all audit recommendations are implemented in a timely fashion.</p>
19	<p>Insurance Policies including NHSLA Negotiation and agreement of premiums</p>	Chief Financial Officer
20	Investment of Funds (Including Charitable & Endowment Funds)	The CCG does not hold any Charitable or Endowment Funds.
21	<p>Certification of invoices not included in other sections within this Schedule</p> <p>a) Up to £10,000 b) £10,001 to £50,000 c) Over £50,000</p>	<p>c) Budget holder or Head of service d) Assistant Director c) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality</p>
22	<p>Licences/ Agreements</p> <p>a) Extensions to existing leases b) Letting of premises to outside organisations c) Approval of rent based on professional assessment</p>	All capital assets relating to property will be the responsibility of NHS Property Services and therefore it is expected that the CCG will not have any involvement. Further guidance is awaited on head office accommodation.
23	<p>Losses, Write-off & Compensation</p> <p>a) Losses and Cash due to theft, fraud, overpayment etc b) Fruitless Payments (including abandoned Capital Schemes). c) Bad Debts d) Claims Abandoned. e) Damage to buildings, fittings, furniture and equipment and loss of equipment and property in stores and in use due to culpable causes (e.g. fraud, theft, arson) or other.</p>	Losses and Compensations payments are administered by the CSU but must be in compliance with organisational SFIs and SOs and in line with CCG detailed financial procedures. All costs to the CCG including write off of bad debts must be approved by the Chief Financial Officer.

Bexley Clinical Commissioning Group

REF	DELEGATED MATTERS	AUTHORITY DELEGATED TO
	f) Compensation payments made under legal obligation g) Extra Contractual payments to contractors. h) Ex-gratia Payments to Patients and staff for loss of personal effects: i. up to £99 ii. £100-to £499 iii. £500 to £999 iv. £1,000 to £50,000 i) Ex-gratia payments for Clinical negligence (negotiated settlements following legal advice) – up to £250,000 including claimant’s legal costs j) Ex-gratia payments for personal injury claims involving negligence where legal advice obtained and followed k) Other ex-gratia payments except cases of maladministration where there is no financial loss by claimant - up to £50,000 l) Write off of NHS Debtors	
24	Maintenance & Update of CCG Financial Procedures	Chief Financial Officer
25	Management Consultants	
	d) Obtaining quotations / carrying out competitive interviews, within budget, where aggregate commitment in any one year or total commitment is: i) Up to £10,000 ii) £10,001 to £50,000 e) Obtaining competitive tenders / quotes or competitive interviews within budget, where aggregate commitment in any one year is £50,000 or more f) Authorising contracts of engagement following the above d) Authorisation of consultants in excess of budget	a) i) Budget holder or Head of service ii) Assistant Director b) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality c) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality d) Chief Officer and Chief Financial Officer
26	Orders & Requisitions (not included in other sections within this schedule)	
	a) all orders/requisitions within budget i) Up to £10,000 ii) £10,001 to £50,000	a) i) Budget holder or Head of Service ii) Assistant Director

Bexley Clinical Commissioning Group

REF	DELEGATED MATTERS	AUTHORITY DELEGATED TO
	iii) Over £50,000 b) Non-Pay Expenditure for which no specific budget has been set i) Up to £24,999 ii) Over £25,000	iii) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality b) i) Chief Financial Officer ii) Chief Officer and Chief Financial Officer
27	Personnel & Pay a) Authority to fill funded post on the establishment with permanent staff b) Authority to appoint staff to post not on the agreed establishment: c) All requests for upgrading/regrading (dealt with in accordance with CCG procedures) d) Approval of the extension of staff on fixed term contracts within budget e) Pay i) Authority to complete standing data forms affecting pay, new starters, variations and leavers ii) Authority to complete and authorise positive reporting forms iii) Authority to authorise overtime/flexi time iv) Authority to authorise travel & Subsistence expenses up to £250 v) Authority to authorise travel & Subsistence expenses over £250 f) Leave i) Approval of Annual Leave ii) Approval to carry forward up to maximum of 5 days in exceptional circumstances iii) Payment of Annual Leave in exceptional circumstances iv) Compassionate leave up to 3 days v) Compassionate leave up to 6 days	a) Budget Manager with approval of Director of Service or equivalent and Chief Financial Officer. CSU HR Business Manager to be informed. b) Executive Management Committee approval. CSU HR Business Manager to be informed. c) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality and CSU HR Business Manager (will be subject to evaluation). Chief Financial Officer to be informed for budgetary purposes. d) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality . CSU HR Business Manager to be informed e) i) Assistant Director or Director and CSU HR Business Manager ii) Budget Manager iii) Assistant Director iv) Budget Manager v) Assistant Director f) i) Line/Department Manager ii) Line/Department Manager iii)) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality iv) Assistant Director v) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality



Bexley Clinical Commissioning Group

REF	DELEGATED MATTERS	AUTHORITY DELEGATED TO
	<p>vi) Special leave arrangements - carers leave - up to 3 days in any one year - up to 6 days in any one year</p> <p>vii) Leave without pay</p> <p>viii) Time off in lieu</p> <p>ix) Maternity and Paternity Leave – paid and unpaid</p> <p>g) Sick Leave (in exceptional circumstances) i) Extension of sick leave</p> <p>ii) Return to work part-time on full pay to assist recovery</p> <p>h) Study Leave i) Study leave outside the UK</p> <p>ii) All other study leave (UK)</p> <p>i) Removal Expenses, Excess Rent and House Purchase Authorisation of payment of removal expenses incurred by officers taking up new appointments (providing consideration was promised at interview) i) Up to £2,000</p> <p>ii) Over £2,000</p> <p>j) Grievance Procedure All grievance cases must be dealt with strictly in accordance with the Grievance Procedure and the advice of CSU HR Business Manager</p> <p>k) Authorised Car & Mobile Phone Users i) Requests for new posts to be authorised as car users</p>	<p>vi) Assistant Director of Service and CSU HR Business Manager) Director of Service or equivalent and CSU HR Business Manager</p> <p>vii) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality</p> <p>viii) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality</p> <p>ix) Automatic approval with guidance and CSU HR Business Manager</p> <p>g) i) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality in conjunction with CSU HR Business Manager ii) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality in conjunction with CSU HR Business Manager</p> <p>h) i) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality iii) Assistant Director</p> <p>i) i) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality and CSU HR Business Manager ii) Chief Officer and CSU HR Business Manager</p> <p>j) See procedure</p> <p>k) i) In line with CCG Policy</p>



Bexley Clinical Commissioning Group

REF	DELEGATED MATTERS	AUTHORITY DELEGATED TO
	<p>ii) Requests for new posts to be authorised as mobile telephone users</p> <p>l) Staff Retirement Policy Authorisation of extensions of contract beyond normal retirement age in exceptional circumstances</p> <p>m) Redundancy Authorisation to agree voluntary redundancy and determine compulsory redundancies in accordance with policy</p> <p>n) Ill Health Retirement Decision to pursue retirement on the grounds of ill-health</p> <p>o) Determination of Remuneration for Self-Employed Contractors – must comply with Revenue & Customs guidance (and David Nicholson letter) on such employment to ensure correct payment of tax & NI and employment status – preferable to employ or use agency.</p> <p>p) Employment of voluntary workers / work experience.</p>	<p>ii) In line with CCG Policy</p> <p>l) In line with CCG Policy and in consultation with CSU HR Business Manager</p> <p>m) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality and Remuneration Committee with advice from CSU HR Business Manager ;and appropriate permission as required from National Commissioning Board, Department of Health, Treasury. Chief Financial Officer to be consulted prior to offers to ensure available funding.</p> <p>n) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality following advice from CSU HR Business Manager and Occupational Health.</p> <p>o) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality following receipt of evidence to comply with revenue & customs guidance and employment tests.</p> <p>p) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality in conjunction with CSU HR Business Manager.</p>
28	Petty Cash Disbursements	The CCG no longer has any petty cash function
29	<p>Quotation, Tendering & Contract Procedures</p> <p>This section does not apply to Management Consultants (see section 25) (or other services included elsewhere within this schedule)</p> <p>a) Authority to award or sign contracts for goods/services after obtaining at least</p>	a)

Bexley Clinical Commissioning Group

REF	DELEGATED MATTERS	AUTHORITY DELEGATED TO
	<p>i) 1 quotation for expenditure less than £10,000 ii) 1 quotation for expenditure £10,000 to £50,000</p> <p>iii) At least 3 written quotations over£50,000</p> <p>iv) Competitive tenders in line with the CCG's procurement policy.</p> <p>b) Following authorisation by an appropriate CCG Committee or assigned group: i) Issuing of tender ii) Receiving of tender iii) Opening & recording of tender</p> <p>iv) Register of tenders received v) Post tender negotiations - formal record to be kept</p> <p>vi) Approving expenditure in excess of tender price</p> <p>c) Waiving of Quotations & Tenders as follows. All to be reported to the Audit & Integrated Assurance Committee)</p> <p>Exceptions and instances where formal tendering / quotes need not be applied: Where: (a) the estimated expenditure or income does not, or is not reasonably expected to, exceed £50,000 or</p>	<p>i) Budget Holder or Head of service ii) Assistant Director</p> <p>iii) Sign - Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality .</p> <p>iv) Use Procurement Manager to tender and procure and note OJEU limits for non clinical services.. All procurement must be authorised by an appropriate CCG Committee or assigned group prior to advertisement and on awarding of the contract. This usually being discussion at Executive Management Team and approval via Governing Body (but could be delegated to another Committee). Sign – Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality after approval of award of contract by an appropriate committee.</p> <p>b)</p> <p>i) Head of Procurement (automated systems may be used) ii) Head of procurement (automated systems may be used) iii) Two Senior Managers not related to the tender, finance staff involved in costing the tender are not precluded. Directors are also not precluded. If estimated over £100k one must be a Governing Body member (voting or non-voting). iv) Chief Officer via Head of Procurement v) Either Chief Officer, Chief Financial Officer, Director of Commissioning or Director of Governance & Quality . vi) Chief Officer and Chief Financial Officer</p> <p>c) Chief Officer and Chief Financial Officer on appropriate completion of form; then reported to Audit & Integrated Assurance Committee</p>

Bexley Clinical Commissioning Group

REF	DELEGATED MATTERS	AUTHORITY DELEGATED TO
	<p>(b) where the supply is proposed under special arrangements negotiated by the DH in which event the said special arrangements or must be complied with;</p> <p>Formal tendering procedures may be waived by the Chief Officer & Chief Financial Officer in the following circumstances:</p> <p>(c) in very exceptional circumstances where formal tendering / quoting procedures would not be practicable or the estimated expenditure would not warrant formal tendering procedures, and the circumstances are detailed in an appropriate record;</p> <p>(d) where the requirement is covered by an existing contract;</p> <p>(e) where PASA agreements or Public Sector Framework Agreement are in place;</p> <p>(f) 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;</p> <p>(g) 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;</p> <p>(h) where specialist expertise is required and is available from only one source;</p> <p>(i) 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;</p> <p>(j) 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;</p>	

Bexley Clinical Commissioning Group

REF	DELEGATED MATTERS	AUTHORITY DELEGATED TO
	<p>(k) for the provision of legal advice and services providing that any legal firm or partnership commissioned is regulated by the Law Society for England and Wales for the conduct of their business (or by the Bar Council for England and Wales in relation to the obtaining of Counsel's opinion) and are generally recognised as having sufficient expertise in the area of work for which they are commissioned. The Chief Officer, Chief Financial Officer or Director of Governance & Quality will ensure that any fees paid are reasonable and within commonly accepted rates for the costing of such work.</p> <p>(l) where allowed and provided for in the Capital Investment Manual.</p> <p>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, except in exceptional circumstances.</p> <p>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 record and reported to the Audit & Integrated Governance Committee at each meeting.</p>	
30	<p>Research Projects Authorisation of Research Projects</p>	Governing Body in conjunction with Director of Governance and Quality
31	<p>Register of Interests The keeping of a Declaration of Interests Register</p>	Chief Officer via the Corporate Office Manager
32	<p>Sealing of Documents</p>	2 of the following are required to seal documents: Chief Officer, Chief Financial Officer, Director of Commissioning, Director of Governance via the Corporate Office Manager
35	<p>Sponsorship Authorisation of Sponsorship deals</p>	Chief Officer and Governing Body