



North East Lincolnshire
Clinical Commissioning Group

NORTH EAST LINCOLNSHIRE CCG GOVERNANCE HANDBOOK

NHS North East Lincolnshire Clinical Commissioning Group Governance Handbook

| Version | Effective Date | Changes |
|---------|----------------|---|
| v1 | | New Handbook implemented in line with NHSe New Model Constitution |

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Introduction

This Governance handbook has been produced in line with NHSE Guidance around the CCG Model Constitution; the purpose of this handbook is to bring together a range of documents, which support the Constitution and good governance.

This is a working document and will be under constant review by the CCG Governance Team; a formal review of the document will be carried out annually; alongside the annual constitution review.

Amendments to this Handbook will be approval by the CCG Governing Body

Committee Structure

NHS North East Lincolnshire CCG Governing Body is responsible for ensuring that the CCG discharges its statutory duties for the commissioning of health and social care services. The Governing Body is to seek assurance on all aspects of clinical commissioning activity and to give assurance to all member practices and other stakeholders that the CCG is operating in a responsible and effective manner.

The CCG's Members Council represents all of the member practices of the CCG and acts as a clinical leadership to the CCG's Governing Body.

Various committees, some of which are supported by operational working groups, support the Governing Body. All Committees have a responsibility to operate within their individual Terms of Reference as defined within the CCG Constitution and this Handbook.

The Governing Body may appoint other such committees as it considers may be appropriate and delegate to them the exercise of any functions of the CCG which in its discretion it considers to be appropriate.

The current Governance Structure (with sub-groups) can be found on the [CCG website](#)

Terms of Reference

How we are governed

Our governance structure is made up of the following committees to support the CCG in addition to the statutory committees within the constitution.

Council of Members

The Council of Members is made up of representatives from our GP member practices ensuring there is accountability between the CCG Governing Body and member practices and to discharge the responsibilities reserved to them as set out in the CCG's scheme of reservation and delegation.

The terms of reference for this committee can be found on the [CCG website](#)

The Union Board

This committee, has been established as a committees in common to govern integrated commissioning made between North East Lincolnshire Commissioning Group and North East Lincolnshire Council, to govern the strategic overview and development of the s75 Services pursuant to the s75 Agreement, s75 of the National Health Service Act 2006 and other enabling legislation.

The terms of reference for this committee can be found on the [CCG website](#)

The Care Contracting Committee

This committee oversees all of the CCG's contracts, ensuring appropriate contracts in place to deliver commissioning strategy, with the exception of those which relate solely to General Practice, for example, Primary Medical Contracts & General Medical Contracts. These will be managed by the CCGs Primary Care Commissioning Committee (PCCC). Where it is not clear whether a contract should be overseen by the CCC or the PCCC, the CCC will determine whether General Practice is the most capable provider or not, and therefore which is the most appropriate committee to deal with the contract/procurement.

The terms of reference for this committee can be found on the [CCG website](#)

The Quality Governance Committee

The committee oversee clinical governance arrangements within the CCG and its providers. Quality Governance Committee is set around the clinical governance framework 7 pillars, aiming to seek assurance from the CCG Officers, that providers and the CCG are meeting the clinical governance requirements.

The Quality Governance Committee provides a central point for consulting on new clinical pathways, policies or standard operating procedures and approval ensuring any further action required is undertaken. The Quality Governance group may also receive reports or results from audit, benchmarking or research and may be required to make recommendations or requests for actions of further work.

The terms of reference for this committee can be found on the [CCG website](#)

Roles and Responsibilities

All Members of the CCG's Governing Body

The roles of members of the CCG's Governing Body are set out in job descriptions/job outlines. Each member of the Governing Body should share responsibility as part of a team to ensure that the CCG 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.

The Chair of the Council of Members

The chair of the Council of Members is responsible for:

- a) being the Vice Chair of the Governing Body; and will deputise for the chair of the Governing Body where he or she has a conflict of interest or is otherwise unable to act.
- b) being a member of the CCG Governing Body sub-committee (The Union) in consultation with other representatives to take all decisions delegated to them as detailed in the terms of reference of the Union and the Scheme of delegation.
- c) leading the Council of Members, ensuring it remains continuously able to discharge its duties and responsibilities as set out in this constitution.
- d) ensuring that, through the appropriate support, information and evidence, the Council of Members is able to discharge its duties.
- e) contributing to building a shared vision of the aims, values and culture of the organisation.
- f) leading and influencing to achieve clinical change to enable the group to deliver its commissioning responsibilities.
- g) ensuring that the CCG builds and maintains effective clinical and professional relationships

The Chair of the Governing Body

The chair of the Governing Body is responsible for:

- a) leading the Governing Body, ensuring it remains continuously able to discharge its duties and responsibilities as set out in this constitution.
- b) being a member of the CCG Governing Body sub-committee (The Union) in consultation with other representatives to take all decisions delegated to them as detailed in the terms of reference of the Union and the Scheme of delegation.
- c) building and developing the CCG's Governing Body and its individual members.
- d) ensuring that the CCG has proper constitutional and governance arrangements in place.
- e) ensuring that, through the appropriate support, information and evidence, the Governing Body is able to discharge its duties.
- f) supporting the accountable officer in discharging the responsibilities of the organisation.
- g) contributing to building a shared vision of the aims, values and culture of the organisation.

- h) leading and influencing to achieve organisational change to enable the CCG to deliver its commissioning responsibilities.
- i) overseeing governance and particularly ensuring that the Governing Body behaves with the utmost transparency and responsiveness at all times.
- j) ensuring that public and patients' views are heard, and their expectations understood and, where appropriate as far as possible, met.
- k) ensuring that the organisation is able to account to its local patients, stakeholders and the NHS England.
- l) ensuring that the CCG builds and maintains effective relationships, particularly with the individuals involved in overview and scrutiny from the relevant local authority.

Chair of the Governing Body, someone who has knowledge to enable them to express informed views about the discharge of the CCGs functions. This person brings a commercial perspective to CCG matters, ensuring that the CCG considers external business skills and experience in its ways of working and decision making. This person helps ensure that associated intellectual and commercial opportunities are harnessed for the benefit of the people of North East Lincolnshire.

Role of the Accountable Officer

The accountable officer of the CCG is a member of the Governing Body.

The role of accountable officer has been summarised in a national document¹ and set out in the job description and will include

- a) being responsible for ensuring that the clinical commissioning 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.
- b) 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;
- c) Overseeing governance and particularly ensuring that the wider CCG behaves with the utmost transparency and responsiveness at all times.
- d) being a member of the CCG Governing Body sub-committee (The Union) in consultation with other representatives to take all decisions delegated to them as detailed in the terms of reference of the Union and the Scheme of delegation.

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 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.

In addition to the Accountable Officer's general duties they will take the lead in interactions with stakeholders, including the NHS England.

¹ NHS Commissioning Board Authority's *Clinical commissioning group governing body members: Role outlines, attributes and skills*

Role of the Chief Finance Officer

The Chief Finance Officer is a member of the Governing Body and is responsible for providing financial advice to the clinical commissioning group and for supervising financial control and accounting systems.

The role of Chief Finance Officer as summarised in a national document², as: include: -

- a) being the CCGs professional expert on finance and ensuring, through robust systems and processes, the regularity and propriety of expenditure is fully discharged.
- b) making appropriate arrangements to support, monitor on the CCG's finances.
- c) overseeing robust audit and governance arrangements leading to propriety in the use of the CCG's resources.
- d) being able to advise the CCG on the effective, efficient and economic use of the CCG's allocation to remain within that allocation and deliver required financial targets and duties, and.
- e) producing the financial statements for audit and publication in accordance with the statutory requirements to demonstrate effective stewardship of public money and accountability to NHS England.

Role of the Registered Nurse

The Registered Nurse on the governing body will bring a broader view, from their perspective as a registered nurse, on health and care issues to underpin the work of the CCG especially the contribution of nursing to patient care.

The role of the Registered Nurse has been summarised in a national document³as:

- a) being a Registered Nurse who has developed a high level of expertise and professional knowledge.
- b) being competent, confident and willing to give an independent strategic clinical view on all aspects of CCG business.
- c) being highly regarded as a clinical leader, probably across more than one clinical discipline and / or specialty – demonstrably able to think beyond their own professional viewpoint.
- d) taking a balanced view of the clinical and management agenda and drawing on their specialist skills and knowledge to add value.
- e) utilising evidence-based methodology to bring detailed insights from a nursing perspective into discussions regarding service re-design, clinical pathway development and system reform and advise the Caldicott guardian on policy and issues as and when they arise, and.
- e) Being able to contribute a generic view from the perspective of a registered nurse whilst putting aside specific issues relating to their own clinical practice or employing organisations circumstances.

² NHS Commissioning Board Authority's *Clinical commissioning group governing body members: Role outlines, attributes and skills*

³ NHS Commissioning Board Authority's *Clinical commissioning group governing body members: Role outlines, attributes and skills*

Role of the Secondary Care Doctor

This clinical member of the governing body will bring a broader view on health and care issues to underpin the work of the CCG. In particular, they will bring to the governing body an understanding of patient care in the secondary care setting.

The Secondary Care Doctor must be a consultant, either currently employed or in employment at some time in the period of 10 years ending with the date of the individual's appointment to the governing body.

The role of the Secondary Care Doctor has been summarised in a national document⁴ as.

- a) bringing a high level of understanding of how care is delivered in a secondary care setting.
- b) being competent, confident and willing to give an independent strategic clinical view on all aspects of CCG business.
- c) being highly regarded as a clinical leader, preferably with experience working as a leader across more than one clinical discipline and/or specialty with a track record of collaborative working.
- d) having the ability to take a balanced view of the clinical and management agenda and draw on their in depth understanding of secondary care to add value.
- e) being able to contribute a generic view from the perspective of a secondary care doctor whilst putting aside specific issues relating to their own clinical practice or their employing organisation's circumstances; and;
- f) being able to provide an understanding of how secondary care providers work within the health system to bring appropriate insight to discussions regarding service redesign, clinical pathways, policy formation and health system reform.

Role of the Lay Member - Lead role overseeing financial management and audit

The role of the Lay Member with a lead role in overseeing governance is to bring specific expertise and experience to the work of the governing body and to ensure that the governing body and the wider CCG behaves with the utmost probity at all times. Their focus will be strategic and impartial, providing an external view of the work of the CCG that is removed from the day-to-day running of the organisation. They will also be the designated CCG Conflict of Interest Guardian.

This person will lead the role in ensuring that the governing body and the wider CCG behaves with the utmost probity at all times.

Good practice would also suggest that this person would also have a specific role in ensuring that appropriate and effective whistle blowing, and anti-fraud systems are in place.

Role of the Lay Member – Lead role in championing patient and public involvement

The Lay Member with a lead in championing patient & public involvement will bring specific expertise and experiences, to the work of the governing body. Their focus will be strategic and impartial providing an external view of the work of the CCG.

This person will help to ensure that, in all aspects of the CCG's business, the public voice of the local population is heard and that opportunities are created and protected for patient and public empowerment. In particular they will ensure that:

⁴ NHS Commissioning Board Authority's *Clinical commissioning group governing body members: Role outlines, attributes and skills*

- a) Ensuring that public and patients 'views are heard, and their expectations understood and met as appropriate.
- b) Ensuring the CCG builds and maintains an effective relationship with Local Healthwatch and draws on existing patient and public engagement and involvement expertise; and
- c) Ensures that the CCG has appropriate arrangements in place to secure public and patient involvement and responds in an effective and timely way to feedback and recommendations from patients, carers and public.

This person will have involvement of ACCORD members in the selection process

This person must be an ACCORD member

This person will also be the Vice Chair of Primary Care Commissioning Committee & Integrated Governance & Audit Committee

Termination of Membership

A member practice ceases to be a member where that practice no longer satisfies the eligibility criteria

The member practice shall give a minimum of **three months** written notice to the Chair of Council of Members as soon as practical, of any circumstances which may give rise to termination

In the event of a practice leaving, then NHS England will be informed by both the CCG and the practice concerned

Any decision to terminate a practices membership will require NHS England approval of the amendment to the constitution

Scheme of Reservation and Delegation

1. **SCHEDULE OF MATTERS RESERVED TO THE CLINICAL COMMISSIONING GROUP (CCG) AND SCHEME OF DELEGATION**
 - 1.1. The arrangements made by the CCG as set out in this scheme of reservation and delegation of decisions shall have effect as if incorporated in the CCG's constitution.
 - 1.2. The CCG remains accountable for all of its functions, including those that it has delegated.

NHS NORTH EAST LINCOLNSHIRE CCG: SCHEME OF RESERVATION AND DELEGATION

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|------------------------|--|----------------------------|---|-----------------------------|---------------------|-----------------------|-------------|
| Regulation and control | Determine the arrangements by which the members of the CCG approve those decisions that are reserved for the membership | √ | | | | | |
| Regulation and control | <p>Consideration and approval of applications to NHS England on any matter concerning material changes to the CCG's constitution, defined as:</p> <ul style="list-style-type: none"> • Amendments giving effect to delegations outside of the CCG, where these have not already been discussed and approved by members; • Changes to the way that members are involved in the CCG, e.g. a change in the number of practice member representatives on the Governing Body; • Any changes to the Governing Body, such as to the membership of the Governing Body or to the procedure followed for decision making; • Changes relating to the role of the clinical leader; and • Changes to the reserved powers of the members • Establishment of committees of the CCG (including joint committees) and approval of their terms of reference and scheme of reservation and delegation and any other arrangements for taking urgent decisions | √ | | | | | |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|------------------------|---|----------------------------|---|-----------------------------|---------------------|-----------------------|-------------|
| Regulation and control | Consideration and approval of applications to NHS England on any matter concerning non-material changes to the CCG's constitution | | √ | | | | |
| Regulation and control | <ul style="list-style-type: none"> The Governing Body will consider any proposals for establishment and disbanding of committees of the CCG (including joint committees) and make recommendations to the Council of Members Standing orders and prime financial policies <p>(The Governing Body cannot have a term of reference as it is governed by statute and the constitution) and on any matters concerning changes to these documents).</p> | | √ | | | | |
| Regulation and control | Ensuring the CCG has appropriate arrangements in place to exercise its functions, effectively, efficiently, and economically . As set in its constitution. | | √ | | | | |
| Regulation and control | Establish legal binding joint arrangements for discharge of the CCG duties. | | √ | | | | |
| Regulation and control | Exercise or delegation of those functions of the Clinical Commissioning Group which have not been retained as reserved by the CCG, delegated to the Governing Body or other committee or subcommittee or [specified] member or employee | | | | √ | | |
| Regulation and control | The powers, which the Governing Body has reserved, to itself within these Standing Orders may, in emergency or for an urgent decision, be exercised by the Accountable Officer and the Lay Chair. The exercise of such powers by the | | | √ | √ | | |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|------------------------|---|----------------------------|---|-----------------------------|---------------------|-----------------------|-------------|
| | Accountable Officer and/or Lay Chair shall be reported to the next formal meeting of the Governing Body in public session for formal ratification. | | | | | | |
| Regulation and control | Consider and approve changes to the terms of reference for the Governing Body's committees and the membership to committees | | √ | | | | |
| Regulation and control | <p>Section 75 partnership agreement</p> <ul style="list-style-type: none"> Ensuring arrangements for discharging governance arrangements required by the Section 75 partnership agreement with NEL Council. Agreement of the Section 75 partnership agreement with NEL Council and any material amendments to that. | | √ | | | | |
| Regulation and control | <p>Prepare the CCG's overarching scheme of reservation and delegation, which sets out those decisions of the CCG reserved to the membership and those delegated to the:</p> <ul style="list-style-type: none"> CCG's Governing Body Committees and subcommittees of the CCG, or Its members or employees | | | | √ | | |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|------------------------|---|----------------------------|---|-----------------------------|---------------------|-----------------------|-------------------------------|
| | <ul style="list-style-type: none"> and sets out those decisions of the Governing Body reserved to the Governing Body and those delegated to the Governing Body's committees and subcommittees Members of the Governing Body An individual who is a member of the CCG but not the Governing Body or a specified person for inclusion in the CCG's constitution | | | | | | |
| Regulation and control | Approval of the CCG's overarching scheme of reservation and delegation | | √ | | | | |
| Regulation and control | Prepare the CCG's operational scheme of delegation, which sets out those key operational decisions delegated to individual employees of the Clinical Commissioning Group | | | | | √ | |
| Regulation and control | Approve the CCG's operational scheme of delegation, not for inclusion in the constitution | | √ | | | | |
| Regulation and control | Approval of suspension of standing orders | √ | √ | | | | Integrated Governance & Audit |
| Regulation and control | Prepare the financial scheme of delegation limits | | | | | √ | |
| Regulation and control | Approve the financial scheme of delegation | | √ | | | | Integrated Governance & Audit |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|------------------------|--|----------------------------|---|-----------------------------|---------------------|-----------------------|-------------------------------|
| Regulation and control | Prepare detailed financial policies that underpin the Clinical Commissioning Group's prime financial policies | | | | | √ | |
| Regulation and control | Approve detailed financial policies and procedures | | | | | | Integrated Governance & Audit |
| Regulation and control | Approve arrangements for managing exceptional funding requests | | √ | | | | |
| Regulation and control | Set out who can execute a document by signature/use of the seal | | √ | | | | |
| Regulation and control | Approve annual disclosure statements, including the Annual Governance Statement, following independent review by the Integrated Governance & Audit Committee | | √ | | | | |
| Regulation and control | Sign annual disclosure statements, including the Annual Governance Statement, following approval by the Governing Body | | | | √ | | |
| Regulation and control | Report annually to the Governing Body on its activities. Ensuring compliance by the CCG with the generally accepted principles of good governance set out in the constitution, as updated from time to time. | | | | | | All Governing Body committees |
| Regulation and control | Decision to waive formal tendering processes | | | | √ | | |
| Appointments | Approve the arrangements for: <ul style="list-style-type: none"> Identifying practice members to represent practices at Council of Members | √ | | | | | |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|-----------------------|---|----------------------------|---|-----------------------------|---------------------|-----------------------|-------------|
| | <ul style="list-style-type: none"> • Selection of member representatives to the Governing Body • Ensure members agree to work in accordance with the inter-practice agreement as agreed from time to time by the Council of Members; and • Actively participate in the appointment process of Governing Body members | | | | | | |
| Appointments | Approve the process for recruiting and removing members to the Governing Body under the Standing Orders for the CCG | | √ | | | | |
| Appointments | Ratify the appointments of members to the Governing Body, following the appointment by selection process (and approval by NHS England, in the case of the Accountable Officer) | √ | | | | | |
| Appointments | Identification, selection and nomination of Accountable Officer | | | √ | | | |
| Appointments | Approve arrangements for identification, selection and appointment of Chair of the Governing Body | √ | | | | | |
| Strategy and planning | <ul style="list-style-type: none"> • Agree the vision, values and overall strategic direction and key objectives of the CCG. (Prior to approval by the Governing Body or relevant committee/s) • Approval of the CCG's vision, values and overall strategic direction and key objectives | √ | √ | | | | |
| Strategy and planning | Approval of the CCG's operating structure | | √ | | | | |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|-----------------------|--|----------------------------|---|-----------------------------|---------------------|-----------------------|--------------------------|
| Strategy and planning | <ul style="list-style-type: none"> Agree key decisions for developing the annual business plan/local implementation plan and commissioning plan (prior to approval by the Governing Body) Approval of the annual business plan/local implementation plan and commissioning plan | √ | √ | | | | Union Board |
| Strategy and planning | <p>Service strategies and service change proposals</p> <ul style="list-style-type: none"> Approve service strategies and significant service change proposals (prior to ratification by the Governing Body or relevant committee/s) Ratification of service strategies and significant service change proposal | √ | √ | | | | All relevant committee/s |
| Strategy and planning | Approval of the CCG's corporate budgets | | √ | | | | |
| Strategy and planning | Approval of variations to the approved budget where variation would have a significant impact on the overall approved levels of income and expenditure or the CCG's ability to achieve its agreed strategic aims | | √ | | | | |
| Strategy and planning | Achieve value for money from the resources available to the CCG, and to use to best effect the funds available for the commissioning of health and social care to meet the needs of the local population | | | | √ | | |
| Strategy and planning | Use of payment in respect of quality payments made to the CCG by NHS England | √ | | | | | |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|-----------------------------|--|----------------------------|---|-----------------------------|---------------------|-----------------------|--------------------------------------|
| | <ul style="list-style-type: none"> Agree the priorities for contract negotiations and quality payments made to the CCG by NHS England | | | | | | |
| | <ul style="list-style-type: none"> Approval/publish the use of payment in respect of quality payments made to the CCG by NHS England | | √ | | | | |
| Strategy and planning | <p>Decisions on the review, planning strategic direction for primary medical services, ensuring alignment with the CCG strategy and H&WB Board strategy.</p> <p>(The decisions of the committee shall be binding on NHS England and NEL CCG)</p> | | | | | | Primary Care Commissioning Committee |
| Annual reports and accounts | Approval of the CCG's annual general meeting arrangements for presenting the annual report and annual accounts | | √ | | | | |
| Annual reports and accounts | Ensure the annual accounts of the CCG are prepared under principles and in a format directed by the Secretary of State. (Accounts must disclose a true and fair view of the CCG's income and expenditure and its state of affairs) | | | | | √ | |
| Annual reports and accounts | Approval of the CCG's annual accounts/annual report and governance statement | | | | | | Integrated Governance & Audit |
| Annual reports and accounts | Ratification of the CCG's annual accounts/annual report and governance statement, and to place them in the public domain. (These will be presented at the CCG's AGM) | | √ | | | | |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|-----------------------------|---|----------------------------|---|-----------------------------|---------------------|-----------------------|------------------------|
| Annual reports and accounts | Approval of arrangements for discharging the CCG's statutory financial duties | | √ | | | | |
| Human resources | Approve the terms and conditions, remuneration and travelling or other allowances for Governing Body members, including pensions and gratuities | | √ | | | | Remuneration Committee |
| Human resources | Approve terms and conditions of employment for all employees of the CCG including termination of employment, pensions, remuneration and fees and travelling or other allowances payable to employees and to other persons providing services to the CCG | | √ | | | | Remuneration Committee |
| Human resources | Approve any other terms and conditions of services for the CCG's employees | | √ | | | | Remuneration Committee |
| Human resources | Authority to appoint staff to post (not on formal establishment – see operational scheme of delegation) | | | | √ | √ | |
| Human resources | Determine the terms and conditions of employment for all employees of the CCG, including the proper calculations and scrutiny of termination payments taking into account of such national guidance as appropriate | | √ | | | | Remuneration Committee |
| Human resources | Approve disciplinary arrangements for employees, including the Accountable Officer (where he/she is an employee or member of the Clinical Commissioning Group) and for other persons working on behalf of the CCG | | √ | | | | |
| Human resources | Approval of the arrangements for discharging the CCG's statutory duties as an employer. | | √ | | | | |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|---|--|----------------------------|---|-----------------------------|---------------------|-----------------------|-------------------------------|
| Human resources | Approve human resources policies for employees and for other persons working on behalf of the CCG (see operational scheme of delegation for financial limits) | | | | | | Remuneration Committee |
| Human resources | Approval of code of conduct for staff and whistle blowing procedures | | | | | | Integrated Governance & Audit |
| Human resources | Ensure arrangements that provide assurance that staff and members are aware of the code of conduct and accountability | | | | √ | | |
| Human resources | Delegated responsibility to ensure the CCG complies with the public sector equality duty | | √ | | | | |
| Standards of business conduct and management of conflicts of interest | Approval of arrangements for managing conflicts of interest as set out in the constitution | | | | | | Integrated Governance & Audit |
| Standards of business conduct and management of conflicts of interest | Approval and determination of arrangements for standards of business conduct, including declaring conflicts of interest and gifts, hospitality and sponsorship | | | | | | Integrated Governance & Audit |
| Standards of business conduct and management of conflicts of interest | Approval and determination of arrangements for the management of declared conflicts of interest | | | | | √ | Integrated Governance & Audit |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|---|--|----------------------------|---|-----------------------------|---------------------|-----------------------|------------------------------|
| Standards of business conduct and management of conflicts of interest | Decision as to whether a discussion at the Governing Body or committee meeting can proceed where more than 50% of the members are required to withdraw from a meeting or part of it owing to the arrangements agreed for the management of conflicts of interest. (Delegation depends on the body/committee meeting) | | | √ | | | Plus each committee/s Chair |
| Standards of business conduct and management of conflicts of interest | Ensure appropriate advice is available to the Council of Members, governing Body on all matters of probity, financial probity, regularity, prudent and economical administration, efficiency and effectiveness Supported by the Chief Finance Officer | | | | √ | √ | |
| Quality and safety | Consider and advise on issues relating to clinical governance, clinical risk, patient safety and continuous improvement of service standards as appropriate | | √ | | | | Quality Governance Committee |
| Quality and safety | Monitor patient experience reports, including Patient Advice and Liaison Service (PALS) reports and complaints reports that identify themes and trends and recommend areas for change in practice through the commissioning process | | | | | | Quality Governance Committee |
| Quality and safety | Approve arrangements, including supporting policies, to minimise clinical risk, maximise patient safety and to secure continuous improvement in quality and patient outcomes | | | | | | Quality Governance Committee |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|---------------------------------|--|----------------------------|---|-----------------------------|---------------------|-----------------------|--------------------------------------|
| Quality and safety | Approve arrangements for supporting NHS England in discharging its responsibilities in relation to securing continuous improvement in the quality of general medicine services | | | | | | Primary Care Commissioning Committee |
| Operational and risk management | Approve a policy identifying all CCG policies and their review and approval mechanisms | | | | | | Integrated Governance & Audit |
| Operational and risk management | Approval of arrangements to secure that health services are provided in a way that promotes awareness of, and have regard to, the NHS constitution | | | √ | | | |
| Operational and risk management | Approve the CCG's counter fraud and security management arrangements | | | | | | Integrated Governance & Audit |
| Operational and risk management | Approval of the CCG's risk management arrangements | | | | | | Integrated Governance & Audit |
| Operational and risk management | Approve arrangements for risk sharing and/or risk pooling with other organisations (for example arrangements for pooled funds with other Clinical Commissioning Groups or pooled budget arrangements under Section 75 of the NHS Act 2006) | | √ | | | | Union Board |
| Operational and risk management | Approval of a comprehensive system of internal control, including budgetary control that underpins the effective, efficient and economic operation of the CCG | | | | | | Integrated Governance & Audit |
| Operational and risk management | Approval of arrangements for promoting innovation | | √ | | | | |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|---------------------------------|---|----------------------------|---|-----------------------------|---------------------|-----------------------|-------------------------------|
| Operational and risk management | Approval of arrangements for promoting education and training for who are employed, or are considering becoming employed, in an activity which involves or is connected with the provision of services as part of the health service in England | | √ | | | | Integrated Governance & Audit |
| Operational and risk management | Authorise proposals for action on litigation, including authorising signatories, against or on behalf of the Clinical Commissioning Group | | | | √ | √ | |
| Operational and risk management | Approve the CCG's arrangements for business continuity and emergency planning | | √ | | | √ | |
| Internal control | Approval of appointment of internal auditors | | | | | | Integrated Governance & Audit |
| Internal control | Approval of internal audit programmes | | | | | | Integrated Governance & Audit |
| Internal control | Approval of counter fraud programme | | | | | | Integrated Governance & Audit |
| Internal audit | Approval of external auditors, their fee and any additional non-statutory audit work | | | | | | Integrated Governance & Audit |
| Information governance | Approve the CCG's arrangements for handling complaints | | | | | | Quality Governance Committee |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|---------------------------|---|----------------------------|---|-----------------------------|---------------------|-----------------------|--------------------------------------|
| Information governance | Approving arrangements for handling freedom of information requests | | | | | | Integrated Governance & Audit |
| Information governance | Approval of the arrangements for ensuring appropriate and safekeeping and confidentiality of records for the storage, management and transfer of information and data | | | | | | Integrated Governance & Audit |
| Information governance | Approve information governance policies of the CCG | | | | | | Integrated Governance & Audit |
| Tendering and contracting | Approval of the CCG's contracts and contract variations for any commissioning or corporate support. (See operational and financial scheme of delegation for financial limits) | | | | | | Care Contracting Committee |
| Tendering and contracting | Approval of contracts and contract variations in relation to primary care (see financial scheme of delegation for financial limits) | | | | | | Primary Care Commissioning Committee |
| Tendering and contracting | Approval of the CCG's procurement strategy | | | | | | Care Contracting Committee |
| Tendering and contracting | Approval of business cases for investment and disinvestment decisions in relation to primary care (see financial scheme of delegation for financial limits) | | | | | | Primary Care Commissioning Committee |
| Tendering and contracting | Approval of quotes and tenders' limits in relation to primary care (see scheme of delegation for financial limits) | | | | | | Primary Care Commissioning Committee |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|---|---|----------------------------|---|-----------------------------|---------------------|-----------------------|--------------------------------------|
| Tendering and contracting | Approval of existing and newly designed enhanced services ('local enhanced services' and 'directed enhanced services') | | | | | | Primary Care Commissioning Committee |
| Tendering and contracting | Approval of local incentive and quality improvement schemes, including any proposals for alternative(s) to the national Quality Outcomes Framework (QOF) | | | | | | Primary Care Commissioning Committee |
| Tendering and contracting | Approval of single tender waivers | | | | | √ | |
| Commissioning and contracting for clinical services | Approve decisions delegated under joint arrangements with other CCGs and/or NHS England and/or other bodies established under the 2006 Act | √ | | | | | |
| Commissioning and contracting for clinical services | Ensure arrangements are in place for partnership working with local authority(s) under Section 75 of the NHS Act 2006 | | | | √ | | |
| Commissioning and contracting for clinical services | Approval of the arrangements for discharging the CCG's statutory duties associated with its commissioning functions, including but not limited to, promoting the involvement of each patient, their carers and representatives, enabling patient choice, reducing inequalities, improvement in the quality of services (including primary care), obtaining appropriate advice, promoting research and the use of research, promoting integration and public engagement and consultation | | | | | | Integrated Governance & Audit |
| Commissioning and contracting | Approve arrangements for coordinating the commissioning of services with local authority(s) | | √ | | | | |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|---|---|----------------------------|---|-----------------------------|---------------------|-----------------------|---|
| for clinical services | where appropriate and all matters relating to the discharge of the Section 75 partnership agreement with NEL Council | | | | | | |
| Commissioning and contracting for clinical services | Consideration of individual requests for treatments or interventions which are not routinely commissioned | | | | | | Members of an IFR panel. GP representation appointed for that purpose and holding an honorary contract of employment with the CCG |
| Communications and engagement | Ensure consultation with the public. Health & Wellbeing Board and the Health Overview & Scrutiny Committee on commissioning plans | | | | √ | | |
| Communications and engagement | Ensure consultation with the Health & Wellbeing Board on the annual report | | | | √ | | |
| Finance | Ensure the CCG's financial systems and financial information provisions are adequate and appropriate | | | | | √ | |
| Finance | Ensure expenditure does not exceed aggregate of allotments from NHS England in each financial year | | | | √ | | |
| Finance | Ensure effective financial and accounting obligation and effective management systems that safeguard public funds and value for money | | | | √ | | |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|--------------------|--|----------------------------|---|-----------------------------|---------------------|-----------------------|-------------------------------|
| Finance | Ensure financial targets and obligations are met and that a robust system of internal control is in place | | | | √ | | |
| Finance | Ensure use of resources does not exceed expenditure limits specified by NHS England in any year and follows best practice | | | | | √ | |
| Finance | Accountable for establishing and monitoring sound systems of financial control | | | | | √ | |
| Finance | Ensure all Governing Body members, officers and employees, are notified of and understand Standing Financial Instructions (SFIs) | | | | | √ | |
| Finance | Directions in relation to making additional income available to the CCG to improve services only to the extent that it does not interfere with the performance of the CCG or its functions | | | | | √ | |
| Finance | Decisions in respect of making payment by way of grants and loans | | √ | | | | |
| Financial policies | Approve arrangements relating to the discharge of the CCG's responsibilities as a corporate trustee for funds held on trust | | √ | | | | |
| Financial policies | Ensure appropriate banking arrangements are established and maintained | | | | | √ | |
| Financial policies | Approval of banking arrangements, including opening and closing of bank accounts and credit facilities | | | | | | Integrated Governance & Audit |

| Policy area | Responsibilities | Reserved to the Membership | Reserved or delegated to the Governing Body | Chair of the Governing Body | Accountable Officer | Chief Finance Officer | Committee/s |
|--------------------|--|----------------------------|---|-----------------------------|---------------------|-----------------------|-------------------------------|
| Financial policies | Approval of write-off limits (see scheme of delegation financial limits) | | | | | | Integrated Governance & Audit |
| Financial policies | Ensure compliance with Secretary of State (SofS) directions on fraud, bribery and corruption | | | | | √ | |
| Other policies | Approve policies of the CCG | | | | | | All relevant committees |

Prime Financial Policies

1 Introduction

1.1 General

1.1.1 These prime financial policies and supporting detailed financial policies shall have effect as if incorporated into the CCG's constitution.

1.1.2 The prime financial policies are part of the CCG's control environment for managing the organisation's financial affairs. They contribute to good corporate governance, internal control and managing risks. They enable sound administration; lessen the risk of irregularities and support commissioning and delivery of effective, efficient and economical services. They also help the accountable officer and chief finance officer to effectively perform their responsibilities. They should be used in conjunction with the scheme of reservation and delegation.

1.1.3 In support of these prime financial policies, the CCG has prepared more detailed policies, approved by the chief finance officer, known as detailed financial policies. The CCG refers to these prime and detailed financial policies together as the clinical commissioning group's financial policies.

1.1.4 These prime financial policies identify the financial responsibilities which apply to everyone working for the CCG and its constituent organisations. They do not provide detailed procedural advice and should be read in conjunction with the detailed financial policies. The chief finance officer is responsible for approving all detailed financial policies.

1.1.5 Should any difficulties arise regarding the interpretation or application of any of the prime financial policies then the advice of the chief finance officer must be sought before acting. The user of these prime financial policies should also be familiar with and comply with the provisions of the CCG's constitution, standing orders and scheme of reservation and delegation.

1.1.6 Failure to comply with prime financial policies and standing orders can in certain circumstances be regarded as a disciplinary matter that could result in dismissal.

1.2 Overriding Prime Financial Policies

1.2.1 If for any reason these prime financial policies are not complied with, full details of the non-compliance and any justification for non-compliance and the circumstances around the non-compliance shall be reported to the next formal meeting of the Governing Body's audit committee for referring action or ratification. All of the CCG's members and employees have a duty to disclose any non-compliance with these prime financial policies to the chief finance officer as soon as possible.

1.3 Responsibilities and delegation

- 1.3.1 The roles and responsibilities of CCG's members, employees, members of the Governing Body, members of the Governing Body's committees and sub-committees, members of the CCG's committee and sub-committee (if any) and persons working on behalf of the CCG are set out in this constitution.
- 1.3.2 The financial decisions delegated by members of the CCG are set out in the CCG's scheme of reservation and delegation

1.4 Contractors and their employees

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

1.5 Amendment of Prime Financial Policies

- 1.5.1 To ensure that these prime financial policies remain up-to-date and relevant, the chief finance officer will review them annually. Following consultation with the accountable officer and scrutiny by the Governing Body's audit committee, the chief finance officer will recommend amendments, as fitting, to the Governing Body for approval.

2 Internal Control Policy

The CCG will put in place a suitable control environment and effective internal controls that provide reasonable assurance of effective and efficient operations, financial stewardship, probity and compliance with laws and policies

- 2.1 The Governing Body is required to establish an audit committee with terms of reference agreed by the Governing Body
- 2.2 The accountable officer has overall responsibility for the CCG's systems of internal control.
- 2.3 The chief finance officer will ensure that the key elements of the financial control environment are in place, adequate and effective

3 Audit Policy

The CCG will keep an effective and independent internal audit function and fully comply with the requirements of external audit and other statutory reviews

- 3.1 In line with the terms of reference for the Governing Body's Integrated Audit & Governance Committee, the person appointed by the CCG to be responsible for internal audit and the appointed external auditor will have direct and unrestricted access to audit committee members and the chair of the Governing Body, accountable officer and chief finance officer for any significant issues arising from audit work that management cannot resolve, and for all cases of fraud or serious irregularity.
- 3.2 The person appointed by the CCG to be responsible for internal audit and the external auditor will have access to the audit committee and the accountable officer to review audit issues as appropriate. All audit committee members, the chair of the Governing Body and the accountable officer will have direct and unrestricted access to the head of internal audit and external auditors.

- 3.3 The chief finance officer will ensure that:
- a) the CCG has a professional and technically competent internal audit function; and
 - b) the Governing Body's Integrated Audit & Governance Committee approves any changes to the provision or delivery of assurance services to the CCG.

4 Fraud and Corruption Policy

The CCG requires all staff to always act honestly and with integrity to safeguard the public resources they are responsible for. The CCG will not tolerate any fraud perpetrated against it and will actively chase any loss suffered

- 4.1 The Governing Body's Integrated Audit & Governance Committee will satisfy itself that the CCG has adequate arrangements in place for countering fraud and to work effectively with NHS Protect.

5 Expenditure Control

- 5.1 The CCG is required by statutory provisions to ensure that its expenditure does not exceed the aggregate of allotments from the NHS England and any other sums it has received and is legally allowed to spend.

- 5.2 The accountable officer has overall executive responsibility for ensuring that the CCG complies with certain of its statutory obligations, including its financial and accounting obligations, and that it exercises its functions effectively, efficiently and economically and in a way which provides good value for money.

- 5.3 The chief finance officer will:
- a) provide reports in the form required by the NHS England.
 - b) ensure money drawn from the NHS England is required for approved expenditure only is drawn down only at the time of need and follows best practice.
 - c) be responsible for ensuring that an adequate system of monitoring financial performance is in place to enable the CCG to fulfil its statutory responsibility not to exceed its expenditure limits, as set by direction of the NHS England.

6 Allocations

- 6.1 The CCG's chief finance officer will:
- a) periodically review the basis and assumptions used by the NHS England for distributing allocations to assess whether these are reasonable and realistic and secure the CCG's entitlement to funds.
 - b) prior to the start of each financial year submit to the Governing Body for approval a report showing the total allocations received and their proposed distribution as part of the agreement of the annual financial plan; and
 - c) regularly update the Governing Body on significant changes to the initial allocation and the uses of such funds.

7 Commissioning Strategy, Budgets, Budgetary Control and Monitoring Policy

The CCG will produce and publish an annual commissioning plan that explains how it proposes to discharge its financial duties. The CCG will support this with comprehensive medium term financial plans and annual budgets

- 7.1 The accountable officer will compile and submit to the Governing Body a commissioning strategy which takes into account financial targets and forecast limits of available resources.
- 7.2 Prior to the start of the financial year the chief finance officer will, on behalf of the accountable officer, prepare and submit budgets for approval by the Governing Body.
- 7.3 The chief financial officer shall monitor financial performance against budget and plan, periodically review them, and report to the Governing Body.
- 7.4 The accountable officer is responsible for ensuring that information relating to the CCG's accounts or to its income or expenditure, or its use of resources is provided to the NHS England as requested.

8 Annual Accounts and Reports Policy

The CCG will produce and submit to the NHS England accounts and reports in accordance with all statutory obligations, relevant accounting standards and accounting best practice in the form and content and at the time required by the NHS England.

- 8.1 The chief finance officer will ensure the CCG:
 - a) prepares a timetable for producing the annual report and accounts and agrees it with external auditors and the integrated governance and audit committee; and prepares the accounts according to the approved timetable.
 - b) complies with statutory requirements and relevant directions for the publication of the annual report.
 - c) considers the external auditor's management letter and fully address all issues within agreed timescales; and publishes the external auditor's management letter on the CCG's website

9 Information Technology Policy

The CCG will ensure the accuracy and security of the CCG's computerised financial data

- 9.1 The chief finance officer is responsible for the accuracy and security of the CCG's computerised financial data and shall ensure that necessary procedures and adequate controls are in place
- 9.2 In addition the chief finance officer shall ensure that new financial systems and amendments to current financial systems are developed in a controlled manner and thoroughly tested prior to implementation. Where this is undertaken by another organisation, assurances of adequacy must be obtained from them prior to implementation.

10 Accounting Systems Policy

The CCG will run an accounting system that creates management and financial accounts

- 10.1 The chief finance officer will ensure that there is a suitable system in place and that where it is provided by an external party that there are adequate third party assurance arrangements.

11 Bank Accounts Policy

The CCG will keep enough liquidity to meet its current commitments

11.1 The chief finance officer will be responsible to ensuring that appropriate banking arrangements are established and maintained

11.2 The Integrated Audit & Governance Committee shall approve the banking arrangements.

12 Income, Fees and Charges and Security of Cash, Cheques and Other Negotiable Instruments Policy

The CCG will:

- a) operate a sound system for prompt recording, invoicing and collection of all monies due
- b) seek to maximise its potential to raise additional income only to the extent that it does not interfere with the performance of the CCG or its functions
- c) ensure its power to make grants and loans is used to discharge its functions effectively

12.1 The Chief Finance Officer is responsible for ensuring that appropriate systems and procedures are in place to discharge this policy

13 Tendering and Contracting Procedure Policy

The CCG:

- a) will ensure appropriate policies and procedures are in place as set out in the constitution
- b) that those comply with national regulations and requirements, and
- c) that compliance is monitored, and any exceptions scrutinised by the appropriate committee or sub-committee of the Governing Body

13.1 The Governing Body may only negotiate contracts on behalf of the CCG, and the CCG may only enter into contracts, within the statutory framework set up by the 2006 Act, as amended by the 2012 Act. Such contracts shall comply with:

- a) the CCG's financial policies.
- b) the Public Contracts Regulation 2006, any successor legislation and any other applicable law; and
- c) take into account as appropriate any applicable NHS England or the Independent Regulator of NHS Foundation Trusts (Monitor) guidance that does not conflict with (b) above.

13.3 In all contracts entered into, the CCG shall endeavour to obtain best value for money. The accountable officer shall nominate an individual who shall oversee and manage each contract on behalf of the CCG.

14 Commissioning Policy

Working in partnership with relevant national and local stakeholders, the CCG will commission certain health services to meet the reasonable requirements of the persons for whom it has responsibility

- 14.1 The CCG will coordinate its work with NHS England, other clinical commissioning groups, local providers of services, local authority(s), including through Health & Wellbeing Boards, patients and their carers and the voluntary sector and others as appropriate to develop robust commissioning plans.
- 14.2 The accountable officer will establish arrangements to ensure that regular reports are provided to the relevant committee or sub-committee of the Governing Body detailing actual and forecast expenditure and activity for each contract.
- 14.3 The chief finance officer will maintain a system of financial monitoring to ensure the effective accounting of expenditure under contracts. This should provide a suitable audit trail for all payments made under the contracts whilst maintaining patient confidentiality.

15 Risk Management and Insurance Policy

The CCG will put arrangements in place for evaluation and management of its risks

- 15.1 The Integrated Audit & Governance Committee shall have oversight of the preparation of risk and assurance frameworks. The board assurance framework shall be submitted, at least annually, to the Governing Body for approval.
- 15.2 The Integrated Audit & Governance Committee shall advise the Governing Body as regards the management of risk, establishment of controls and adequacy or otherwise of the assurances available with respect to these controls.
- 15.3 There shall be a nominated senior officer with responsibility for risk who, in consultation with the Accountable Officer and Chief Finance Officer, shall have responsibility for the preparation of the risk and assurance framework.
- 15.4 The CCG shall participate in the Risk Pooling Schemes managed by the NHS Litigation Authority or shall enter into such contracts of insurance as it may from time to time be permitted by law so to do in accordance with arrangements approved by the Integrated Governance & Audit Committee.

16 Payroll Policy

The CCG will put arrangements in place for an effective payroll service

- 16.1 The chief finance officer will ensure that an appropriate payroll service is in place that meets the requirements of the CCG and relevant external bodies including HMRC

17 Non-Pay Expenditure Policy

The CCG will seek to obtain the best value for money goods and services received

- 17.1 The Governing Body will approve the level of non-pay expenditure on an annual basis and the accountable officer will determine the level of delegation to budget managers
- 17.2 The accountable officer shall set out procedures on the seeking of professional advice regarding the supply of goods and services.

17.3 The chief finance officer will provide advice and be responsible for ensuring appropriate, efficient and effective payment mechanisms are in place.

18 Capital Investment, Fixed Asset Registers and Security of Assets Policy

The CCG will put arrangements in place to manage capital investment, maintain an asset register recording fixed assets and put in place policies to secure the safe storage of the CCG's fixed assets

18.1 The accountable officer will ensure that appropriate processes are in place for determining investment priorities and maintaining adequate register and management of the CCGs fixed assets

18.2 The chief finance officer will prepare detailed procedures for the disposals of assets.

19 Retention of Records Policy

The CCG will put arrangements in place to retain all records in accordance with NHS Code of Practice Records Management 2006 and other relevant notified guidance

19.1 The Accountable Officer shall:

- a) be responsible for maintaining all records required to be retained in accordance with NHS Code of Practice Records Management 2006 and other relevant notified guidance.
- b) ensure that arrangements are in place for effective responses to Freedom of Information requests.
- c) publish and maintain a Freedom of Information Publication Scheme.

Governance Related Policies and Procedures

[NHS Constitution](#)

[NHS North East Lincolnshire Clinical Commissioning Group Constitution](#)

[NHS North East Lincolnshire Standards of Business Conduct and Management of Conflict of Interest Policy](#)

[NHS North East Lincolnshire Risk Management Framework](#)

[NHS North East Lincolnshire Operational Scheme of Delegation](#)