

**Scheme of Delegation**

Agreed and approved by the

NHSBSA Board on 18 September 2025

Due for review in January 2026

**Issue Sheet**

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| **Version** | **Date** | **Amended by** | **Approved by** | **Details of amendments** |
| 1 | 29/09/2022 | A Maving  | NHSBSA Board | Annual review and addition of corporate cover sheet. Minor updates to job roles and table of Directions, |
| 2 | 14/09/2023 | T Neal | NHSBSA Board | Annual review - Addition of new Directions; Update of credit card responsibilities; Updated expenditure approval levels.  |
| 3 | 17/09/2024 | A Maving | NHSBSA Board | Annual review. Amendment to Directions in place. Minor changes and clarifications in line with updated Standing Financial Instructions. |
| 4 | 18/09/2025 | A Maving | NHSBSA Board | Annual review. Change to role titles throughout.  |

**1. Purpose**

This document provides reference to areas of delegated responsibility as defined in the Secretary of State’s Directions (Table 1) and NHS Business Services Authority Standing Financial Instructions (Table 2).

**2. Definitions**

i. “CE” means the Chief Executive Officer of the NHSBSA

ii. “CFO” means the Chief Finance Officer of the NHSBSA

iii. “CPO” means the Chief People Officer of the NHSBSA

iv. ‘COO’ means the Chief Operating Officer of the NHSBSA

v. “ARC” means the sub-Committee of the NHSBSA Board, known as the

Audit and Risk Management Committee

vi. “ARC Chair” means the chairperson of the NHSBSA’s Audit and Risk

Management Committee

vii. “HoIA” means the Head of Internal Audit

**3. Table 1: Scheme of delegation implied by directions**

| **Ref** | **Delegated To** | **Powers Delegated** |
| --- | --- | --- |
| NHSBSA Directions –Schedule 2 | COO | Ensure compliance with directions inrelation to the NHS Injury BenefitScheme. |
| NHSBSA Directions –Schedule 2 | COO | Ensure compliance with directions in relation to the NHS Pension Scheme. |
| NHSBSA Directions –Schedule 3 |  COO | Ensure compliance with directions inrelation to Total Reward Statements. |
| PharmaceuticalDirections | COO | Ensure compliance with directions. |
| Student Services Directions | COO | Ensure compliance with directions. |
| Hosting and SharedServices Directions | COO | Ensure compliance with directions. |
| Dental Directions | COO | Ensure compliance with directions. |
| Recovery of Charges, Penalty Charges Directions | COO | Ensure compliance with directions. |
| Infected BloodPayments SchemeDirections (and subsequent additional and amendment Directions) | COO | Ensure compliance with directions |
| Directions to NHSTrusts and Special Health Authorities inrespect of CounterFraud 2017 | CFO | Ensure compliance with directions. |
| NHS Jobs Directions(letter) | COO | Ensure compliance with directions. |
| Electronic Staff RecordsDirections | COO | Ensure compliance with directions. |
| Former British ChildMigrants PaymentScheme Directions | COO | Ensure compliance with directions. |
| National Supply Disruption Response Directions | COO | Ensure compliance with directions. |
| Coronavirus Life Assurance Scheme Directions | COO | Ensure compliance with directions.  |
| Immigration Health Surcharge Reimbursement Scheme Directions (and subsequent amendment Directions). | COO | Ensure compliance with directions.  |
| Student Services and Miscellaneous Amendments – Cross-Border Healthcare Directions | COO | Ensure compliance with directions.  |
| Vaccine Damage Payments Scheme Directions | COO | Ensure compliance with directions. |
| Healthy Start Scheme Directions  | COO | Ensure compliance with directions. |
| Dental Patient Surveys Directions  | COO | Ensure compliance with directions.  |
| National Database Directions | COO | Ensure compliance with directions.  |
| Nursery Milk Scheme Directions (and subsequent amendment Directions). | COO | Ensure compliance with directions.  |
| Adult Social Care Provider Information Directions | COO | Ensure compliance with directions. |
| Public-Private Partnership Directions (NHS Shared Business Services) | CFO | Ensure compliance with directions. |
| Adult Social Care (Digital Transformation Fund) | COO | Ensure Compliance with directions |
| Baby Loss Certificate Directions | COO | Ensure compliance with directions.  |
| Adult Social Care Learning and Development Support Scheme Directions | COO | Ensure compliance with directions.  |

**4. Table 2: Scheme of delegation implied by Standing Financial Instructions**

| **SFI Ref** | **Delegated To** | **Powers Delegated** |
| --- | --- | --- |
| **2. Introduction** |
| 2.2.2.1 | CE | Overall executive responsibility for NHSBSA’s activities and staying within resource and cash limits |
| 2.2.2.2, 2.2.2.3 | CFO | Responsible for financial activities, policies and controls |
| 2.2.2.4 | CFO | Ensure staff are notified of Standing FinancialInstructions (SFIs) responsibilities |
| 2.2.2.5 | CFO | Ensure a system is in place whereby budget holders,budget managers and those staff involved in dealing directly with contractors/suppliers can confirm that they have read and understood the SFIs. This will include relevant new appointees. |
| 2.2.3.1 | CFO | Responsible for the implementation of the NHSBSA’sfinancial policies and for coordinating any corrective action necessary to further these policies |
| 2.2.3.1 | CFO | Maintain an effective system of financial control |
| 2.2.3.1 | CFO | Ensure sufficient records are maintained in relation toNHSBSA’s transactions |
| 2.2.3.1 | CFO | Manage the approach to fraud and physical security |
| 2.2.3.1 | CFO | Provide advice on the financial position of the NHSBSAto the Board and relevant officers, including Accounting Officer Assessments, and key external stakeholders |
| 2.2.3.1 | CFO | Responsible for preparation and maintenance ofaccounting records |
| 2.2.3.1 | CFO | Responsible for the design, implementation and supervision of systems of internal financial control |
| 2.2.3.1 | CFO | Ensuring an adequate process is in place to support use of the NHSBSA’s credit card |
| 2.2.3.4 | CFO | Ensure cash is drawn from the DHSC for approvedexpenditure at the time of need only |
| 2.2.4.1 | CPO | Responsible for an annual review of the SFIs |
| 2.2.4.1 | CPO | Responsible for production of the NHSBSA’s Annual Report |
| 2.2.4.1 | CPO | Supporting the CFO as required with procurement processes |
| 2.2.4.1 | CPO | Maintain a register of interests, gifts and hospitality forNHSBSA Board members |
| 2.2.4.1 | CPO | Maintain a register of interests, employment, gifts andhospitality for NHSBSA employees |
| 2.2.4.1 | CPO | Oversee the internal and external audit arrangements |
| 2.2.4.1 | CPO | Oversee information governance and security as Senior Information Risk Officer (SIRO) |
| 2.2.5 | Board Members, Leadership Team and all Colleagues | Responsible for the security of the NHSBSA’s property;avoiding loss; exercising economy, efficacy and efficiency in the use of resources; conforming with Standing Orders, SFIs, Scheme of Delegation and Financial Procedures and report any irregularities to the NHSBSA Loss and Fraud Prevention Team or via the Freedom to Speak Up: Raising Concerns (Whistleblowing) Policy |
| 2.2.6.1 | ARC | Provide an independent and objective view of internalcontrol to the Board |
| 2.2.6.2 | ARC Chair | Report evidence of ultra vires transactions, evidence of improper acts or other important matters to the CFO and the CE. If the matter is not resolved, the matter will be raised at a full meeting of the Board. |
| **3. Preparation, approval and control of the business plan, budgets and estimates** |
| 3.1 | CFO | Prepare and submit financial plans in accordance withDHSC requirements. |
| 3.2 | CFO | Ensure that financial details contained within service agreements of contracts and Memorandums of Understanding (MOUs) are consistent with the requirement to balance income and expenditure |
| 3.3 | CE | Compile and submit annual business plan to NHSBSABoard |
| 3.4 –3.9 | CFO | Compile financial estimates and forecasts, monitorspending and report on exceptions |
| 3.10 | CFO | Devise and maintain systems of budgetary control, including regular financial reports to the Board |
| 3.11 | CE | Establish delegated budgeting control framework |
| 3.12 | Budget Holder | Ensure spending remains with the delegated budget and take appropriate corrective action to address over/underspending. Ensure prior consent of the CE for any likely overspending or reduction of income.  |
| 3.12 | Budget Holder | Ensure permanent or fixed term employees are only appointed with the approval of the CE, other than those provided for within the available resources and establishment as approved by the Board and appropriate assurance has taken place to confirm the headcount is required. .  |
| 3.12 | Budget Holder | Ensure contracts for goods, suppliers and services are awarded in accordance with procurement legislation and the SFIs |
| 3.15 | CFO | Inform CE of financial consequences of changes inpolicy, pay awards and other events affecting budgets and advise on the financial and economic aspects of future plans and projects |
| 3.17 | CE | Ensure appropriate financial monitoring forms aresubmitted to the requisite monitoring organisation |
| **4. Annual report and accounts** |
| 4.1-4.2 | CFO & CPO | Prepare, and submit the Annual Report and Accountsin accordance with DHSC and HM Treasury guidance and NHSBSA accounting policies |
| **5. Banking arrangements** |
| 5.1 - 5.6 | CFO | Responsible for managing the NHSBSA’s banking arrangements, ensuring appropriate arrangements are in place to meet the NHSBSA’s needs |
| 5.2 | ARC | Approve banking arrangements as required |
| **6. Capital investment, fixed asset registers and security of assets** |
| 6.1.1 | CE | Ensure adequate appraisal process in place for determining capital expenditure priorities |
| 6.1.2 | CE | Ensure that a Business Case (or an appropriately agreed equivalent business justification) is produced in line with NHSBSA guidance for capital expenditure proposals |
| 6.1.2 | CFO | Certify the costs and revenue consequences ofBusiness Cases for capital expenditure proposals |
| 6.1.3 | CE | Ensure all Business Cases (or appropriately agreed equivalent business justification) for capital expenditure are approved in line with delegated limits set out in theDHSC Schedule of Delegation |
| 6.1.4 | CFO | Issue procedures for the regular reporting ofexpenditure and commitments against authorised expenditure |
| 6.1.5 | CFO | Issue procedures governing the financial managementof capital investment projects and valuation |
| 6.2.1 | CE | Maintain the Register of Assets and the Register ofInventory Items, taking advice from CFO concerning the form and method of updating the registers  |
| 6.2.2 | All colleagues | Refer substantial or persistent breaches of agreed security practices to CFO.  |
| 6.2.2 | CFO | Determine necessary action in the case of persistentbreach of agreed security practices |
| 6.2.3 | CE | Define the items of equipment to be recorded on eitherthe Fixed Asset Register or the Inventory Register and Business Asset Registers |
| 6.2.6 | CFO | Approve procedures for reconciling balances on fixedasset accounts against balances on fixed asset registers, in conjunction with Chief Digital, Data and Technology Officer |
| 6.2.7, 6.2.8 | Budget Holder | Ensure the Asset Register for their area(s) is checked as a minimum at end of Month 9 and Month 12 and that this reconciles with the Asset Register held by Finance. Inform the CFO of any instances where items have been transferred from one part of the NHSBSA to another.  |
| 6.2.9 | CFO | Maintain register of properties owned or leased by theNHSBSA in accordance with the DHSC Group Accounting Manual |
| 6.3.1 | CFO | Approve asset control procedures |
| **8. Security of cash, cheques, credit cards and other negotiable instruments** |
| 8.1 | CFO | Approve the forms for acknowledging or recording amounts received or receivable |
| 8.4 | CFO | Prescribe the system for the transporting of cash |
| 8.10 | CFO | Ensure relevant colleagues are informed of theirresponsibilities and duties for the collection, handling or disbursement of cash, cheques and other monies. |
| 8.12.3 | CFO | Consider, and approve where appropriate, each use of the credit card, ensuring the use is recorded in a register.  |
| **9. Payment of staff** |
| 9.1.1 | CE | Approve changes to funded establishment where necessary |
| 9.2.1 | CPO | Authorise the engagement, re-engagement or re-grading of employees, as appropriate |
| 9.2.2 | CPO | Ensure appropriate arrangements for determination ofcommencing pay rates and terms and conditions are in place for employees |
| 9.3 | CFO | Ensure appropriate arrangements for payment of staffare in place |
| 9.4 | CPO | Ensure all employees are issued with a contract ofemployment |
| **10. Payment of accounts** |
| 10 | CFO | Responsible for the prompt payment of directed functions, accounts and claims. |
| **11. Income** |
| 11.1 | CFO | Ensure appropriate procedures are in place for the receipt of income |
| 11.2.1 | CFO | Approve and regularly review the level of all fees andcharges other than those determined by the DHSC or statute |
| 11.2.2 | CE | Approve the pricing of the NHSBSA’s goods andservices on the advice of the CFO in line with national guidelines |
| 11.3 | CFO | Ensure appropriate arrangements for debt recovery arein place |
| **12. Disposal or sale of assets/inventory items** |
| 12 | CFO | Ensure appropriate procedures are in place for the disposal or sale of assets and inventory items |
| **13. Buying supplies, works and services** |
| 13.1.2 | CFO | Maintain Procurement Operating Procedures across the NHSBSA |
| 13.2.4 | CFO | Ensure aggregation rules are effective across theNHSBSA |
| 13.3.1 -13.3.2 | CFO | Audit contractual commitments to suppliers up to£10,000 from time to time |
| 13.6.3 | Leadership Team | Approve the acceptance of non-competitive offers between £5,000 and £10,000 |
| 13.6.4 | CE/CFO | Approve the acceptance of non-competitive offers above the value of £10,000 |
| 13.9.2 | Budget Holder | Ensure spending remains within the sum of theirdelegated budget |
| 13.9.3 – 13.9.4 | Officer with delegated authority | Ensure necessary approvals are in place prior tomaking a commitment to a supplier and complete records are maintained. Ensure awareness of responsibility for contract assurance. |
| 13.10.5 | CFO | Where the CFO decides that a contract award below the Main Board approval threshold, set out in Appendix 1, is novel and/or contentious and would benefit from Main Board oversight they have the discretion to propose they are put forward for consideration in agreement with the Chair of the NHSBSA. |
| 13.10.6 | CE | Where the CE (or appropriate delegated officer) decides that a MOU below Main Board approval threshold, set out in Appendix 1, is novel or contentious and would benefit from main Board oversight, they have the discretion to propose they are tabled at the Board, with the agreement of the Chair.  |
| **14. Internal Audit** |
| 14.1 | CPO | Ensure appropriate Internal Audit arrangements are in place |
| 14.2 | CPO | Appoint the HoIA |
| 14.2 | HoIA | Responsible for internal audit function |
| 14.3 | Management | Responsible for establishing systems of internal control |
| 14.6 | Loss and Fraud Prevention Team | Investigate irregularities concerning cash, stores or other property of the NHSBSA, or any suspected irregularities or misappropriation |
| 14.7 | CPO | Refer audit reports to the appropriate officers |
| **15. Losses and special payments** |
| 15.1, 15.9 | CFO | Prepare procedural instructions and maintain a register for losses and special payments in which write-off action is recorded |
| 15.3 | Colleague | Inform respective Director of any suspected loss, who must immediately inform the CE and CFO |
| 15.4 | CE | Inform the Board and the External Auditor of any losses apparently caused by theft, arson, neglect of duty or gross carelessness, except those which are a trivial nature |
| 15.7 | CPO and CE | Approve special severance payments and out of court settlements proposed to NHSBSA colleagues, prior to approval by the DHSC Governance Assurance Committee and HMT.  |
| 15.8 | CFO | For any loss, consider whether an insurance claim can be made.  |
| **16. Counter fraud**  |
| 16.1.2 | CE & CFO | Monitor and ensure compliance as per the Secretary ofState’s Directions in respect of Counter Fraud 2017, Cabinet Office Functional Standards on Counter Fraud, and in line with guidance provided by NHS Counter Fraud Authority and GovS 013. |
| **Appendix 1 Scheme of Delegation** |
| App1 | Budget Holder | Authorise commitments via Contract Award Report upto £10,000 |
| App1 | Head of Commercial Services | Authorise commitments via Contract Award Report to up to £250,000 |
| App1 | CFO | Authorise commitments via Contract Award Report upto £1,000,000 |
| App1 | CE | Authorise commitments via Contract Award Report up to£3,000,000 |
| App1 | CE (Following Board Approval and Delegation) | Authorise commitments via Contract Award Report over£3,000,000 |