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Should we think of emailing this document out to NEDs once finalised? As not all NEDs have access to the intranet.

Key points of this document

- Sets out the Standing Orders within which the Board of Directors, Committees and Staff must operate.

- Any reference to NHSE in these Standing Orders may refer to decisions or documents made or issued by predecessor bodies, Monitor and NHS Improvement (NHSI).

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PAPWORTH HOSPITAL NHS FOUNDATION TRUST

STANDING ORDERS OF THE BOARD OF DIRECTORS – April 2026

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FOREWARD

Royal Papworth Hospital NHS Foundation Trust (the Trust) has Standing Orders (SOs) for the regulation of its proceedings and business.

Meetings and proceedings of the Trust need to be conducted in accordance with the rules set out in the Trust's Constitution and these SOs. Codes of best practice in Corporate Governance require boards also to adopt Standing Financial Instructions (SFIs).

These documents provide a regulatory framework for the internal control of the business conducted by the Trust. They fulfil the dual role of protecting the Trust's interests and protecting staff from any possible accusation that they have acted less than properly.

All Executive and Non – executive Directors, Governors and members of staff should be aware of the existence of these documents and, where necessary, be familiar with the detailed provisions.

Section A

INTRODUCTION

1. Statutory / Regulatory Framework

1.1 Royal Papworth Hospital NHS Foundation Trust (The Trust) is a statutory body which became a public benefit corporation on 1 July 2004 following its approval as an NHS Foundation Trust.

1.2 The Principal place of business of the Trust is Royal Papworth Hospital, Papworth Road, Cambridge Biomedical Campus, Cambridge, CB2 0AY.

1.3 NHS Foundation Trusts are governed by statute. The statutory functions conferred on the Trust are set out in the National Health Services Act 2006, the Trust's Constitution and licence. References to any statute or statutory provision include a reference to that statute or statutory provision as from time modified or re-enacted.

1.4 As a public benefit corporation the Trust has specific powers to do anything which appears to be necessary or desirable for the purposes of, or in connection with, its functions. It is also accountable to the Charity Commission for those funds deemed to be charitable. The Trust also has a common law duty as a bailee for patients' property held by the Trust on behalf of patients.

1.5 The Constitution requires the Trust to adopt Standing Orders (SOs) for the regulation of its proceedings and business.

1.6 When compiling their accounts, the Regulator requires that foundation trusts comply with International Financial Reporting Standards (IFRS) unless directed otherwise. NHS Improvement has produced an Annual Reporting Manual (ARM) which also provides guidance for Foundation Trusts, consistent with the requirement of the International Accounting Standards Board.

1.7 The Code of Governance for NHS Provider Trusts (October 2022) requires that the Board of Directors draw up a Schedule of Decisions Reserved to the Board and ensure that management arrangements are in place to enable responsibility to be clearly delegated to senior executives (a scheme of delegation). The constitution also requires the establishment of an Audit Committee, an Executive Remuneration Committee and a Nominations Committee.

1.8 The Bribery Act 2010 applies to NHS bodies including NHS Foundation Trusts and reinforces the need for staff to act with the utmost integrity, making it an offence to give, promise or offer a bribe and to request, agree to receive or accept a bribe either at home or abroad. The Bribery Act does not require any tangible or other item to be exchanged for an offence to take place. A member of staff acting in an improper manner may also expose the Trust to the corporate offence of failing to prevent bribery. The Board of Directors has made a clear statement regarding the Trust's stance on bribery, and this is available on the public website.

1.9 These Standing Orders apply to the Board of Trustees and its Committees / Joint Committees.

Conflict with the Constitution

1.10 Where any conflict arises between the Constitution and these Standing Orders, the Constitution shall have primacy.

Section B – Standing Orders

1. INTERPRETATION AND DEFINITIONS FOR STANDING ORDERS

1.1 Save as otherwise permitted by law, and subject to the Constitution, at any meeting the Chair of the Trust shall be the final authority on the interpretation of Standing orders (on which he/she will be advised by the Chief Executive or Associate Director of Corporate Governance (who holds the portfolio of, and performs the duties of Trust Secretary as set out in Appendix A of the Code of Governance for NHS Provider Trusts).

1.2 Any expression to which a meaning is given in the Health Service Acts or in the Regulations or Orders made under the Acts shall have the same meaning in this interpretation and in addition:

Definitions

'Accounting Officer' means the Officer responsible and accountable to Parliament for public funds entrusted to the Trust. The Accounting Officer is the Chief Executive.

'Associate Director of Corporate Governance' (who performs the duties of Trust Secretary) means a person appointed by the Trust to act for the Board to provide advice on corporate governance issues to the Board and the Chair and monitor the Trust's compliance with the law, Standing Orders, Department of Health guidance and observance of the Terms of Authorisation and Licence.

'Auditor' means the person appointed to audit the accounts of the Trust, who is called the auditor in the National Health Service Act 2006.

'Board of Directors' or 'Board' means the Board of Directors as constituted in accordance with the Trust's constitution.

'Chair' means the Chair of the Board of Directors and Council of Governors.

'Council of Governors' means the Council of Governors as constituted in accordance with the Trust's constitution.

'Committee' means the Board of Directors meeting, a Committee, Sub Committee or Joint Committee as the context requires.

'Committee members' means persons formally appointed by the Trust to sit on or to chair specific committees.

'Constitution' means the constitution, approved by the Board of Directors and Council of Governors, which describes the operation of the Foundation Trust.

'Deputy Chair' means the Non-executive Director elected by the Board of Directors to take on the Chair's duties if the Chair is absent for any reason.

Deputy Chief Executive' means the Executive Director who takes on the Chief Executive's

duties if the Chief Executive is absent for any reason.

'Director' means a person appointed as an Executive or Non-executive Director, and whose post carries with it Board membership status, and includes the Chair. It does not necessarily include everyone whose job title includes the word 'Director'. The official register of Directors will be posted on the Trust website.

'Chief Finance & Commercial Officer' means the Chief Finance Officer (Finance Director) of the Trust.

'Executive Director' means a Director who holds an executive office of the Trust.

'Funds held on Trust' shall mean those funds, which the Trust holds at its date of incorporation, or chooses subsequently to accept.

'He' - reference to 'he' shall mean he or she unless the context expresses otherwise.

'Member' means any person registered as a member of the Trust and authorised to vote in elections to elect governors.

'Motion' means a formal proposition to be discussed and voted on during the course of a meeting.

'Nominated Officer' means an officer charged with the responsibility for discharging specific tasks within SOs and SFIs.

'Non-executive Director' means a Director who does not hold an executive office of the Trust, including the Chair.

'Officer – means an employee of the Trust or any other person holding a paid appointment or office with the Trust.

'SOD' means the Schedule of Decisions Reserved for the Board and Scheme of Delegation.

'SFIs' means Standing Financial Instructions.

'SOs' means Standing Orders.

'Regulator' means NHS England.

'Trust' means Royal Papworth Hospital NHS Foundation Trust.

2. THE TRUST

2.1 Powers and Functions of the Trust

2.1.1 All business shall be conducted in the name of Royal Papworth Hospital NHS Foundation Trust.

2.1.2 All funds received in trust shall be held in the name of the Royal Papworth Hospital NHS Foundation Trust as corporate trustee. In relation to funds held on trust, powers exercised as corporate trustee shall be exercised separately and distinctly from those

powers exercised as a Trust.

2.1.3 The Board of Directors has resolved that certain powers and decisions may only be exercised or made by the Board in formal session. These powers and decisions are set out in a separate document entitled 'Schedule of Decisions Reserved for the Board and Scheme of Delegation' and have effect as if incorporated into the Standing Orders.

2.2 Composition of the Board of Directors

In accordance with the Constitution, the composition of the Board of the Trust shall be:

(1) The Chair of the Trust
(2) A maximum of seven other Non-executive Directors.
(3) The following Executive Directors:

- A Chief Executive (who is the accounting officer), who is to be appointed (and removed) by the Non-executive Directors, and whose appointment is subject to the approval of a majority of the members of the Council of Governors present and voting at a meeting.
- A Chief Finance Officer, a registered medical practitioner or a registered dentist (within the meaning of the Dentists Act 1984), a registered nurse or registered midwife,
- and not more than three other Executive Directors.

The Trust may confer on senior staff the title "Director" as an indication of their corporate responsibility within the Trust, but such persons will not be Directors of the Trust for the purposes of the 2006 Act ("statutory directors") unless their role is that of "Executive Director" or "Non-executive Director". Such Directors may be invited to attend meetings of the Board of Directors but will not have the voting rights of statutory directors or any power to bind the Trust.

2.3 Appointment of the Chair and Directors

2.3.1 The Chair and the other Non-executive Directors are appointed and removed by the Council of Governors in a General Meeting.
The Council of Governors will establish an Appointments Committee to consider and approve the process for appointing the Chair and Non-executive Directors.
Subject to the approved process for identifying and shortlisting candidates. Four Governors (including the Lead Governor) will sit as the majority on any appointment panel. Other members will be the Trust Chair, the Chief Executive and one other Non-executive Director. For the appointment of the Chair the appointment panel will be determined by the Appointments Committee at the start of the process.
Following a successful recruitment process, the appointment of the preferred candidate will be subject to approval at a meeting of the Council of Governors.

The Board of Directors shall appoint a Nominations Committee which will include the Chair, the Chief Executive, at least one Non-executive Director The Nominations Committee will take account of the policy maintained by the Council of Governors and the skills and experience required.

2.3.2 The Non-executive Directors of the Trust will appoint and remove the Chief Executive. The appointment of the Chief Executive is subject to the approval of a majority of the

members of the Council of Governors present and voting at a meeting of the Council of Governors.

2.3.3 The Board shall appoint a Committee consisting of the Chair, the other Non-executive Directors and the Chief Executive whose function will be to appoint and remove the Executive Directors of the Trust other than the Chief Executive.

2.3.4 The proceedings of the Trust shall not be invalidated by any vacancy in its membership or by any defect in a Director's appointment.

2.3.5 The Board will function as a Unitary Board; Executive and Non-executive Directors will be full and equal members.

2.4 Terms of Office of the Chair and Board of Directors

2.4.1. The Chair and the Non-executive Directors are to be appointed for a period of office in accordance with the terms and conditions of office (including fees and allowances) decided by the Council of Governors at a General Meeting, on the recommendation of the Appointments Committee of the Council of Governors. Any re-appointment shall be subject to a satisfactory appraisal carried out in accordance with procedures which the Board of Directors has approved.

2.4.2. The Executive Remuneration Committee (of Non-executive Directors) shall decide the terms and conditions of office including remuneration and allowances of Executive Directors.

2.5 Appointment and Powers of Deputy Chair

2.5.1 For the purpose of enabling the proceedings of the Board to be conducted in the absence of the Chair, the Board of Directors shall elect one of the Non-executive Directors to be Deputy Chair of the Board of Directors. If the Chair is unable to discharge their office as Chair of the Trust, the Deputy Chair of the Board of Directors shall be acting Chair of the Trust.

2.5.2 The Deputy Chair may also be the Senior Independent Non-executive Director.

2.5.3 Any Non-executive Director so elected may at any time resign from the office of Deputy Chair by giving notice in writing to the Chair. The Chair and Directors of the Trust may thereupon elect another Non-executive Director as Deputy Chair.

2.5.4 Where the Chair of the Trust has died or has ceased to hold office or where he has been unable to perform his duties as Chair owing to illness, absence from England and Wales or any other cause, the references to the Chair in these Standing Orders shall, so long as there is no Chair able to perform those duties, will be taken to include references to the Deputy Chair.

2.6 Appointment and Powers of Senior Independent Director

2.6.1 The Board of Directors (in consultation with the Council of Governors) may appoint one of the Non-executive Directors to be the Senior Independent Director, for such period, not exceeding the remainder of his or her term as a Member of the Board, as they may specify on appointing him or her. The Senior Independent Director shall perform the role set out in the Trust's "Senior Independent Director Job Description",

as amended from time to time by resolution of the Board.

2.6.2 Any Non-Executive Member of the Board so appointed may at any time resign from the office of Senior Independent Director by giving notice in writing to the Chair. The Board of Directors (in consultation with the Council of Governors) may thereupon appoint another Non-Executive Member of the Board as Senior Independent Director.

2.7 Relationship between the Board of Directors and the Council of Governors

2.7.1 The Board of Directors manage the business of the Trust (in accordance with the 2003 Act and the Constitution), and the Council of Governors conduct a number of tasks, among them; to approve the appointment of the Non-executive Directors of the Board of Directors (after selection by the Nominations Committee and the Appointments Committee); to decide NED fees and terms and conditions of office; to appoint auditors; and to review various periodic reports listed in the constitution, presented to them by the Board of Directors. The Council of Governors will also represent the views of their constituency, or staff group, so that the needs of the community served by the Trust are taken into account when deciding the Trust's strategic direction.

2.7.2 In situations where any conflict arises between the Board of Directors and the Council of Governors, normal channels of communication via the Chair, Chief Executive or Senior Independent Director should be used as appropriate. Where this fails to solve the dispute then the Board and Council shall meet and attempt to resolve the dispute by negotiation. In normal circumstances the decision of the Chair on a dispute shall be final.

2.7.3 However, there may be circumstances where the Chair considers that he has a perceived or real interest in the outcome of the dispute and feels that the dispute would be better resolved externally. In this circumstance the Chair may refer the dispute for resolution by mediation.

3. MEETINGS

3.1 Calling of Meetings

3.1.1 Ordinary meetings of the Board shall be held at regular intervals at such times and places as the Board may determine.

3.1.2 Ordinary meetings of the Board of Directors are called by the Associate Director of Corporate Governance or by the Chair.

3.1.3 Where, in the opinion of the Chair, an urgent matter has arisen, the Chair may call a meeting of the Board at any time.

3.1.4 Four or more Directors of the Board may requisition a meeting by giving written notice to the Associate Director of Corporate Governance specifying the business to be carried out. The Associate Director of Corporate Governance shall send a written notice to all Directors as soon as possible after receipt of such a request. The Associate Director of Corporate Governance shall call a meeting on at least fourteen but not more than twenty-eight days' notice to discuss the specified business. If the

Associate Director of Corporate Governance fails to call such a meeting, then the Chair or four Directors, whichever is the case, shall call such a meeting.

3.1.5 The Board may invite any person to attend all or part of a Board meeting.

3.2 Notice of Meetings and Business to be Transacted

3.2.1 Save in the case of emergencies or the need to conduct urgent business, the Associate Director of Corporate Governance shall give to all Directors at least fourteen days written notice of the date and place of every meeting of the Board of Directors.

3.2.2 Before each meeting of the Board, a notice of the meeting, specifying the business proposed to be transacted at it, shall be delivered to every Director or sent by post to the usual place of residence of each Director, so as to be available to them at least three days before the meeting.

3.2.3 Lack of service of the notice on any Director shall not affect the validity of a meeting.

3.2.4 In the case of a meeting called by Directors in default of the Associate Director of Corporate Governance, the notice shall be signed either by the Chair or those Directors and no business shall be transacted at the meeting other than that specified in the notice.

3.2.5 Failure to serve such a notice on more than three Directors will invalidate the meeting. A notice shall be presumed to have been served at the time at which the notice would be delivered in the ordinary course of the post.

3.2.6 **Public meetings**

Meetings of the Board of Directors shall be open to members of the public unless the Board of Directors decides to hold all or part of a meeting in private. The Chair may exclude any member of the public from a meeting of the Board of Directors if they are interfering with or preventing the proper conduct of the meeting, or for other special reasons.

3.2.7 **Annual Members' Meeting**

The Trust will hold an Annual Members' Meeting within 9 months of the end of each financial year at which the Board of Directors shall present the annual accounts, any report made on those accounts by the auditor, and forward planning information. The Council of Governors shall present a report on the membership strategy and changes to the constitution.

3.3 Agendas and Supporting Papers

3.3.1 The Board may determine that certain matters shall appear on every agenda for a meeting of the Board and shall be addressed prior to any other business being conducted.

3.3.2 A Director desiring a matter to be included on an agenda shall make this request in writing to the Associate Director of Corporate Governance at least ten clear days before the meeting. Requests made less than 10 clear days before a meeting may be included on the agenda at the discretion of the Associate Director of Corporate Governance.

3.3.3 Papers may only be tabled at a meeting of the Board with the permission of the Chair or the majority present.

3.3.4 No business other than that on the agenda will be taken except where the Chair or the majority present considers an item should be discussed.

3.4 Chair of Board of Directors Meeting

3.4.1 At any meeting of the Board of Directors, the Chair, if present, shall preside. If the Chair is absent from the meeting the Deputy Chair (if the Board has appointed one), if present, shall preside.

3.4.2 If the Chair and Deputy Chair are absent, such Non-executive Director, as the Directors present shall choose, shall preside.

3.4.3 If the Chair is absent from a meeting temporarily on the grounds of a declared conflict of interest the Deputy Chair, if present, shall preside. If the Chair and Deputy Chair are absent, or are disqualified from participating, such Non-executive Director, as the Directors present shall choose, shall preside.

3.5 Notices of Motions

A Director of the Trust desiring to move or amend a motion shall send a written notice thereof, at least ten clear days before the meeting to the Associate Director of Corporate Governance. The Associate Director of Corporate Governance shall insert in the agenda for the meeting all notices so received subject to the notice being permissible under the appropriate regulations. This paragraph shall not prevent any motion being withdrawn or moved, without notice, on any business mentioned on the agenda.

3.6 Withdrawal of Motion or Amendments

A motion or amendment once moved and seconded may be withdrawn by the proposer with the concurrence of the seconder and the consent of the Chair.

3.7 Motion to Rescind a Resolution

Notice of motion to rescind any resolution (or the general substance of any resolution), which has been passed within the preceding six calendar months shall bear the signature of the Director who gives it and also the signature of four other Directors. When any such motion has been disposed of by the Board, it shall not be competent for any Director other than the Chair to propose a motion to the same effect within 6 months; however, the Chair may do so if he considers it appropriate.

3.8 Motions

3.8.1 The mover of a motion shall have a right of reply at the close of any discussion on the motion or any amendment thereto.

3.8.2 When a motion is under discussion or immediately prior to discussion it shall be open to a Director to move:

- An amendment to the motion.
- The adjournment of the discussion or the meeting.
- That the meeting proceeds to the next business. (*)
- The appointment of an ad hoc committee to deal with a specific item of business
- That the motion be now put. (*)

***NB**. In the case of sub-paragraphs denoted by (*) above to ensure objectivity motions may only be put by a Director who has not previously taken part in the debate and who is eligible to vote.

3.8.3 No amendment to the motion shall be admitted if, in the opinion of the Chair of the meeting, the amendment negates the substance of the motion.

3.9 Chair's Ruling

Statements of Directors made at meetings shall be relevant to the matter under discussion at the material time and the decision of the Chair at the meeting on questions of order, relevancy, regularity and any other matters shall be observed at the meeting.

3.10 Voting

3.10.1 Decisions of the Board will normally be made by consensus rather than formal vote.

3.10.2 Questions arising at a meeting of the Board of Directors shall be decided by a majority of the votes.

3.10.2.1 In the case of an equal vote, the person presiding (i.e., the Chair of the meeting) shall have a second and casting vote.

3.10.2.2 No resolution of the Board of Directors shall be passed if it is unanimously opposed by all of the executive Directors or all of the Non-executive Directors present.

3.10.3 At the discretion of the Chair all questions put to vote shall be determined by oral expression or by a show of hands. A paper ballot may also be used if a majority of the Directors present so request.

3.10.4 If at least one third of the Directors present so request, the voting (other than by paper ballot) on any question may be recorded to show how each Director present voted or abstained.

3.10.5 If a Director so requests, their vote (other than by paper ballot) shall be recorded by name.

3.10.6 In no circumstances may an absent Director vote by proxy. Absence is defined as being absent at the time of the vote.

3.10.7 An officer who has been appointed formally by the Board to act up for an Executive

Director during a period of incapacity or temporarily to fill an Executive Director vacancy, shall be entitled to exercise the voting rights of the Executive Director. An officer's status when attending a meeting shall be recorded in the minutes.

3.10.8. The Board of Directors may agree that its members can participate in its meetings by telephone, video or computer link. Participation in a meeting in this manner shall be deemed to constitute presence in the person at the meeting.

3.11 Minutes

3.11.1. The Minutes of the proceedings of a meeting shall be drawn up and submitted for agreement at the next ensuing meeting. They will be signed by the person presiding at it.

3.11.2 No discussion shall take place upon the minutes except upon their accuracy or where the Chair considers discussion appropriate. Any amendment to the minutes shall be agreed and recorded at the next meeting.

3.11.3 Minutes shall be circulated in accordance with Directors' wishes.

3.12 Suspension of Standing Orders

3.12.1 The meetings and proceedings of the Trust shall be conducted in accordance with the Constitution.

3.12.2 Except where this would contravene any statutory provision or any direction made by the Secretary of State, or NHSE or the Board itself any one or more of the Standing Orders may be suspended at any meeting, provided that at least two-thirds of the Board are present, (including a quorum) and that at least two thirds of those present vote in favour of suspension.

3.12.3 A decision to suspend Standing Orders shall be recorded in the minutes of the meeting.

3.12.4 A separate record of matters discussed during the suspension of Standing Orders shall be made and shall be available to the Chair and Directors.

3.12.5 No formal business may be transacted while Standing Orders are suspended.

3.12.6 The Audit Committee shall review every decision to suspend Standing Orders.

3.13 Variation and Amendment of Standing Orders

These Standing Orders shall be amended only if:

a) A notice of motion under these Standing Orders has been given; and

b) At least two-thirds of the Directors are present; and

c) No fewer than half of the total of the Trust's Non-executive Directors vote in favour of the amendment; and

d) Providing any variation or amendment does not contravene a statutory provision or direction made by the Secretary of State.

3.14 Record of Attendance

The names of the Chair and Directors present at the meeting shall be recorded in the minutes.

3.15 Quorum

3.15.1 No business shall be transacted at a meeting of the Board of Directors unless at least six Directors including not less than three Executive Directors (one of whom must be either the Chief Executive or the Chief Financial & Commercial Officer), and not less than three Non-executive Directors are present.

3.15.2 An officer in attendance for an Executive Director but without formal acting up status may not count towards the quorum.

3.15.3 If the Chair or other Director has been disqualified from participating in the discussion on any matter and/or from voting on any resolution by reason of the declaration of a conflict of interest that person shall no longer count towards the quorum. If a quorum is then not available for the discussion and/or the passing of a resolution on any matter, that matter may not be discussed further or voted upon at that meeting. Such a position shall be recorded in the minutes of the meeting. The meeting must then proceed to the next business. The above requirement for at least three Executive Directors to form part of the quorum shall not apply where the Executive Directors are excluded from a meeting (for example where the Board considers the recommendations of the Executive Remuneration Committee).

3.15.4 No resolution of the Board of Directors shall be passed if it is unanimously opposed by all of the Executive Directors or all of the Non-executive Directors present.

3.16 Admission of the Public and Press

3.16.1 The public and representatives of the press shall be allowed to attend all formal meetings of the Board of Directors, but shall be required to withdraw upon the Board of Directors resolving as follows:

‘That representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest’.

3.16.2 Nothing in these Standing Orders shall require the Board of Directors to allow members of the public or representatives of the press to record proceedings in any manner whatsoever, or to make any oral report of proceedings as they take place without the prior agreement of the Board.

4. ARRANGEMENTS FOR THE EXERCISE OF TRUST FUNCTIONS BY DELEGATION

Subject to such directions as may be given by the Secretary of State, NHSE or the

Board itself, the Board may make arrangements for the exercise, of any of its functions by a Committee or Sub-Committee, Joint Committee, or by an Officer of the Trust, in each case subject to such restrictions and conditions as the Board thinks fit.

4.1 Emergency Powers

The powers which the Board has retained to itself may, in emergency, be exercised by the Chief Executive and the Chair after having consulted at least two Non-executive Directors. The exercise of such powers by the Chief Executive and the Chair shall be reported to the next formal meeting of the Board of Directors for ratification.

4.2 Delegation to Committees

The Board shall agree from time to time to the delegation of executive powers to be exercised by Committees or Sub-Committees, or Joint-Committees which it has formally constituted. The constitution and terms of reference of these Committees, or Sub-Committees, or Joint-Committees and their specific executive powers shall be approved by the Board.

4.3 Delegation to Employees

4.3.1 Those functions of the Trust which have not been retained as reserved by the Board or delegated to other committees or sub-committees or joint committees shall be exercised on behalf of the Board by the Chief Executive. The Chief Executive shall determine which functions he will perform personally and shall nominate employees to undertake the remaining functions for which he will still retain accountability to the Board.

4.3.2 The Chief Executive shall prepare a Schedule of Decisions Reserved for the Board and Scheme of Delegation identifying his/her proposals, which shall be considered and approved by the Board, subject to any amendment agreed during the discussion. The Chief Executive may periodically propose amendment to the Schedule of Decisions Reserved for the Board and Scheme of Delegation, which shall be considered and approved by the Board as indicated above.

4.3.3 Nothing in the Schedule of Decisions Reserved for the Board and Scheme of Delegation shall impair the discharge of the direct accountability to the Board of the Chief Finance & Commercial Officer or other Executive Directors to provide information and advice to the Board in accordance with Statutory, Regulatory or Department of Health requirements. Outside these statutory requirements the role of the Chief Finance & Commercial Officer shall be accountable to the Chief Executive for operational matters.

4.3.4. The arrangements made by the Board as set out in the Schedule of Decisions Reserved for the Board and Scheme of Delegation shall have effect as if incorporated in these Standing Orders.

5. COMMITTEES

5.1 Appointment of Committees

5.1.1 Subject to such directions as may be given by the Constitution or by NHSE, the Board may and, if so directed, shall appoint committees of the Board, consisting wholly or

partly of Directors of the Trust or wholly of persons who are not Directors of the Trust.

5.1.2 A committee appointed under these Standing Orders may, subject to such directions as may be given by NHSE or the Board, appoint Sub-Committees consisting wholly or partly of members of the Committee.

5.1.3. The Standing Orders of the Board shall apply with appropriate alteration to meetings of any committees or sub-committee established by the Board. In which case the term 'Chair' is to be read as a reference to the Chair of the Committee as the context permits, and the term 'Director' or 'members of the Board' is to be read as a reference to a member of the committee also as the context permits.

5.1.4 Each such committee or sub-committee shall have such terms of reference and powers and be subject to such conditions (as to reporting back to the Board), as the Board shall decide. Such terms of reference shall have effect as if incorporated into the Standing Orders.

5.1.5 Committees may not delegate their executive powers to a sub-committee unless expressly authorised by the Board.

5.1.6 The Board shall approve the appointments to each of the committees, which it has formally constituted.

5.1.7 Where the Board is required to appoint persons to a Committee and/or to undertake statutory functions as required by NHSE, and where such appointments are to operate independently of the Board such appointment shall be made in accordance with applicable statute and regulations and with guidance issued by NHSE.

5.2 Committees and Sub-Committees of the Board

The Board's approved list of Committees is listed in Appendix 1 of these Standing Orders.

5.3 Confidentiality

5.3.1 Directors of the Trust and members of any Board Committee shall not disclose any matter dealt with by or brought before, the Board or Committee, without its permission, until the Board or Committee shall otherwise have concluded action on that matter.

5.3.2 If the Board resolves that a matter reported to the Trust or otherwise dealt with by Committee is confidential, then members of the Board of Directors or the Committee in question shall not disclose any such matter.

6. MANAGING CONFLICTS OF INTEREST

Key Messages for Directors, Governors and Staff:

- Ensure that you are not placed in a position which risks or appears to risk conflict between your private interests and NHS duties;
- Declare all interests which may have a bearing on your NHS duties;
- Declare gifts, hospitality or sponsorship and not accept any which could be construed as offering an advantage;
- Do not seek to advantage your private business interests (or those of a partner / family

member) in the course of your official duties;
- Abide by professional codes of conduct.
- Abide by the 'Managing Conflicts of Interest in the NHS' guidance.

6.1 General Principles

6.1.1 In common with other public bodies, the Trust is required to have in place arrangements under which a Director of the Board, Governor, committee member or employee who has a financial or other personal interest which is likely to influence his performance or a particular function is obliged to:

i. Declare the interest; and
ii. To withdraw from the performance of the function to the relevant extent that the board or committee deem appropriate (advice should be sought from the Associate Director of Corporate Governance if any doubt exists)

6.1.2. It is important for the Trust to:

i. Ensure that no Director of the Board, Governor, committee member or employee is involved in taking a decision or participates in a discussion on any matter where that person has a conflict of interest;

ii. Ensure that those providing information to the Trust can be confident that it will be properly handled; and

iii. Avoid any impression that any Director of the Board, Governor, committee member or employee has used his relationship with the Trust to his/her personal advantage.

6.1.3. Every Director of the Board, Governor, committee member or employee should avoid situations in which their duties and private interests may conflict or where there would be a suspicion of conflict and ensure that, before he becomes involved in taking a decision or participating in a discussion, there are no conflicts of interest that, in the opinion of a fair-minded and informed observer, would suggest a real possibility of bias.

6.1.4. Where a Director of the Board, Governor, committee member or employee comes into possession of confidential information in the course of their duties, they must not use or disclose that information in order to benefit themselves or any other person.

6.1.5. A Director of the Board, Governor or committee member of either Boards should consult the Chair (and notify the Associate Director of Corporate Governance) before accepting a new appointment which may lead to a conflict of interest.

6.1.5. An employee should consult their line manager (and notify their Executive Director) before accepting an appointment which may lead to a conflict of interest.

6.1.6. Each Director, Governor, committee member or employee is responsible for his own compliance with these procedural arrangements and with the law.

6.2 Registers of Interests/Conflicts of Interest

6.2.1. The Associate Director of Corporate Governance will ensure that Registers of Interest

are established to record formally declarations of interests. Separate registers will be held by the Associate Director of Corporate Governance of Directors, Governors and staff. In particular the Register will include details of all Directorships and other relevant and material interests which have been declared.

6.2.2. All Directors and Governors and 'decision making staff' are required to complete an annual declaration. These details will be kept up to date and any changes to interests declared during the preceding month will be incorporated.

6.2.3. For Consultant staff, as well as recording interests on the electronic staff record the portfolio of evidence required to support their declaration should be completed and produced as part of their annual appraisal process. Similarly, when applying for formulary inclusion for new medicines any declaration of interest or affiliation with the pharmaceutical industry must be declared.

6.2.4 As a matter of good practice all staff are requested to declare private practice connections as part of their annual appraisal documentation.

6.2.5 Members of staff who are not required to make a formal declaration are still required to declare their interests when a potential conflict could arise. This should be brought to the attention of their line manager who will inform the relevant Director. This applies especially to those with budgetary or procurement responsibilities.

6.2.6 Directors and Governors, committee members and employees are responsible for keeping their entry in the Register up to date.

6.2.7 The Registers for Directors and Governors and decision-making staff will be available to the public and the Chair will take reasonable steps to bring the existence of the Register to the attention of the local population and to publicise arrangements for viewing it.

6.3 Declaring Interests

6.3.1. Examples of interests which should be regarded as 'relevant and material' are:

a) Directorships, including Non-executive Directorships held in private companies or PLCs (with the exception of those of dormant companies), whether remunerated or not.
b) Ownership or part-ownership of private companies, businesses or consultancies likely or possibly seeking to do business with the NHS.
c) Majority or controlling share holdings in organisations likely or possibly seeking to do business with the NHS.
d) A position of authority in a charity or voluntary organisation in the field of health and social care.
e) Any connection with a voluntary or other organisation contracting for NHS services.
f) To the extent not covered above, any connection with an organisation, entity or company considering entering into or having entered into a financial arrangement with the Trust, including but not limited to lenders or banks.
g) Research funding/grants that may be received by an individual or their department.
h) Any other interest in a discussion / decision before the meeting.

6.3.2 Advice on Interests

If Directors or Governors have any doubt about the relevance of an interest, this should be discussed with the Chair or Chief Executive as applicable (who may refer to the Associate Director of Corporate Governance /Chief Executive/Chair/Chief Finance & Commercial Officer as appropriate).

If employees have any doubt about the relevance of an interest, this should be discussed with their Line Manager/Executive Director (who may refer to the Chief Executive/Chair/ Chief Finance & Commercial Officer / Associate Director of Corporate Governance as appropriate).

The influence rather than the immediacy of the relationship is more important in assessing the relevance of an interest. The interests of partners in professional partnerships including general practitioners should also be considered.

6.3.3. Recording of Interests in Board Minutes

At the time Directors' and Governors' interests are declared, they should be recorded in the Board minutes. Any changes in interests should be declared at the next Board meeting following the change occurring and recorded in the minutes of that meeting.

6.3.4. Publication of declared interests in Annual Report

Directors' Directorships of companies likely or possibly seeking to do business with the NHS should be published in the Trust's Annual Report.

6.3.5 There is no requirement for the interests of Directors' spouses or partners to be declared. However, SO 7 requires that the interest of Directors' spouses, if living together, in contracts should be declared.

6.3.6. Conflicts of Interest which arise during the course of a meeting.

During the course of a meeting, if a conflict of interest is established, the individual concerned should bring this to the meeting's attention and the meeting will then decide if the conflict requires the individual to withdraw from the meeting and play no part in the relevant discussion or decision.

7. EXCLUSION OF CHAIR, DIRECTORS, GOVERNORS AND COMMITTEE MEMBERS IN PROCEEDINGS ON ACCOUNT OF PECUNIARY INTEREST

7.1 Subject to the following provisions of this Standing Order, if the Chair, Director, Governor or Committee Member of the Trust has any pecuniary interest, direct or indirect, in any contract, proposed contract or other matter and is present at a meeting of the Board at which the contract or other matter is the subject of consideration, they shall at the meeting and as soon as practicable after its commencement disclose the fact and shall not take part in the consideration or discussion of the contract or other matter or vote on any question with respect to it.

7.2 The Board or Committee may exclude the Chair, Director, Governor or Committee Member from a meeting while any contract, proposed contract or other matter in which they have a pecuniary interest, is under consideration.

7.3 Any fee, compensation or allowances payable to the Chair or a Director by virtue of his/her appointment shall not be treated as a pecuniary interest for the purposes of this Standing Order.

7.4 For the purpose of this Standing Order a Director, Governor or Committee Member shall be treated, as having indirectly a pecuniary interest in a contract, proposed contract or other matter, if:

a) he, or a nominee of his, is a Director of a company or other body, not being a public body, with which the contract was made or is proposed to be made or which has a direct pecuniary interest in the matter under consideration;

or:

b) he is a partner of or is in the employment of a person with whom the contract was made or is proposed to be made or who has a direct pecuniary interest in the other matter under consideration; and, in the case of persons living together as partners the interest of one partner shall, if known to the other, be deemed for the purposes of this Standing Order to be also an interest of the other.

7.5 A Director shall not be treated as having a pecuniary interest in any contract, proposed contract or other matter by reason only:

a) of his membership of a company or other body, if he has no beneficial interest in any securities of that company or other body;

b) of an interest in any company, body or person with which he is connected as mentioned above which is so remote or insignificant that it cannot reasonably be regarded as likely to influence a Director in the consideration or discussion of or in voting on, any question with respect to that contract or matter

7.6 Where a Director or Governor:

a) has an indirect pecuniary interest in a contract, proposed contract or other matter by reason only of a beneficial interest in securities of a company or other body, and

b) the total nominal value of those securities does not exceed £5,000 or one-hundredth of the total nominal value of the issued share capital of the company or body, whichever is the less, and

c) if the share capital is of more than one class, the total nominal value of shares of any one class in which he has a beneficial interest does not exceed one-hundredth of the total issued share capital of that class,

this Standing Order shall not prohibit him from taking part in the consideration or discussion of the contract or other matter or from voting on any question with respect to it without prejudice however to his duty to disclose his interest.

7.7 This Standing Order applies to a committee, sub-committee or joint-committee of the Board as it applies to the Board and applies to any member of any such committee or sub-committee as it applies to a Member of the Board.

8. MANAGING CONFLICTS OF INTEREST

8.1 Policy

8.1.1 All Trust staff, Directors and Governors must comply with Trust SOs, SFIs, SOD, and with the national guidance contained in Managing Conflicts of Interest in the NHS (NHS England June 2017), and with the Trust's 'Managing Conflicts of Interest Policy and Procedure' (DN313). The following provisions should be read in conjunction with these documents.

8.2 Interest of Officers in Contracts

8.2.1 Any Director, Governor, committee member or employee of the Trust who comes to know that the Trust has entered into or proposes to enter into a contract in which they or any person connected to them has any pecuniary interest, direct or indirect, they shall declare their interest by giving notice in writing of such fact to the Chief Executive and/or Associate Director of Corporate Governance as soon as practicable. In the case of persons living together as partners, the interest of one partner shall, if known to the other, be deemed to be also the interest of that partner.

8.2.2 Any Director or Governor must also declare to the Chair and/or Associate Director of Corporate Governance any other employment or business or other relationship of theirs, or of a cohabiting partner, that conflicts, or might reasonably be predicted could conflict with the interests of the Trust.

8.2.3 Any employee must also declare to their Line Manager/Executive Director any other employment or business or other relationship of theirs, or of a cohabiting partner, that conflicts, or might reasonably be predicted could conflict with the interests of the Trust.

8.2.4. The Trust will require interests, employment or relationships so declared to be entered in registers of interests.

8.3 Canvassing of, and Recommendations by, Directors or Governors in Relation to Appointments

8.3.1 Canvassing of Directors or Governors of the Trust or members of any committee of the Trust directly or indirectly for any appointment under the Trust shall disqualify the candidate for such appointment. The contents of this paragraph of the Standing Order shall be included in application forms or otherwise brought to the attention of candidates.

8.3.2 A Director or Governor of the Trust shall not solicit for any person any appointment under the Trust or recommend any person for such appointment. This paragraph shall not preclude a Director or Governor from giving written testimonial of a candidate's ability, experience or character for submission to the Trust.

8.3.3 Informal discussions outside appointments panels or committees, whether solicited or unsolicited, should be declared to the panel or committee.

8.4 Relatives of Directors or Officers

8.4.1 Candidates for any appointment with the Trust shall when making an application, disclose in writing whether they are related to any Director or the holder of any office

under the Trust. Failure to disclose such a relationship shall disqualify a candidate and, if appointed, render him liable to instant dismissal.

8.4.2 The Chair and every Director and employee of the Trust shall disclose to the Chief Executive any relationship with a candidate of whose candidature they are aware. It shall be the duty of the Chief Executive to report to the Board of Directors any such disclosure made.

8.4.3 On appointment, Directors (and prior to acceptance of an appointment in the case of Executive Directors) should disclose to the Board any relationship any other Director or holder of any office under the Trust.

8.4.4 Where the relationship of an employee or another Director to a Director of the Trust is disclosed, the Standing Order headed 'Exclusion of Chair and of Directors in Proceedings on Account of Pecuniary Interest' shall apply.

9. TENDERING AND CONTRACT PROCEDURE

(to be read with SFIs 9.3 and procedure for tendering of goods and services)

9.1 **Duty to comply with Standing Orders**

The procedure for making all contracts by or on behalf of the Board or Trust shall comply with these Standing Orders. Due consideration will at all times be given to the Bribery Act 2010.

9.2 **Contracts** – The Board may enter into contracts on behalf of the Trust within the Regulatory Framework and shall comply with:

(a) these Standing Orders;
(b) the Standing Financial Instructions;
(c) the Schedule of Decisions reserved for the Board of Directors and Scheme of Delegation;
(d) The Public Contract Regulations and other statutory provisions

9.3 Personal and Agency or Temporary Staff Contracts – The Chief Executive shall nominate officers with delegated authority to enter into contracts of employment, regarding staff, agency staff or temporary staff service contracts.

9.4 Contracts involving Charitable Funds – Such contracts involving charitable funds shall comply with the requirements of the Charities Acts.

10. CUSTODY OF SEAL AND SEALING OF DOCUMENTS

10.1 **Custody of Seal**

The Common Seal of the Trust shall be kept by the Associate Director of Corporate Governance.

10.2 **Sealing of Documents**

Two Executive Directors have general authority to execute a deed and to attest to the affixing of the seal.

10.3 Deeds (contracts under seal) are required for:
a) All freehold land property transactions;

b) For all leases that extend for three years or more;
c) For any 'gratuitous promise' i.e. a transaction in which there is no consideration for the value being given.

For a deed the limitation period is 12 years rather than the usual six.

10.4 **Register of Sealing**

An entry of every sealing shall be made in a book provided for the purpose and shall be signed by the persons who shall have approved and authorised the document and those who attested the seal. The book should be held by the Associate Director of Corporate Governance and a report of all sealings shall be made to the Board of Directors at least annually. The report shall contain details of the seal, the description of the document and the date of the sealing.

11. SIGNATURE OF DOCUMENTS

11.1 Where the signature on any document will be a necessary step in legal proceedings involving the Trust it shall, unless any enactment otherwise requires or authorises, be signed by the Chief Executive, or the Board shall have given the necessary authority to some other executive Director for the purpose of such proceedings.

11.2 The Chief Executive or nominated officers shall be authorised, by resolution of the Board, to sign on behalf of the Trust any agreement or other document (not required to be executed as a deed) the subject matter of which has been approved by the Board or committee or sub-committee to which the Board has delegated appropriate authority.

12. MISCELLANEOUS

12.1 **Standing Orders to be given to Directors and Employees**

It is the duty of the Chief Executive to ensure that existing Directors and employees and all new appointees are notified of and understand their responsibilities within Standing Orders and SFIs. Updated copies shall be issued to staff designated by the Chief Executive. The most recent copy of the Standing Orders, SFIs and Scheme of Delegation will be available on the document section of the intranet.

12.2 **Documents having the standing of Standing Orders**

Standing Financial Instructions and Schedule of Decisions Reserved for the Board and Scheme of Delegation shall have the effect as if incorporated into SOs.

12.3 **Review of Standing Orders**

Standing Orders and all incorporated documents shall be reviewed every year by the Trust.

STANDING ORDERS – Appendix 1

COMMITTEES AND SUB-COMMITTEES OF THE BOARD OF DIRECTORS

The Committees and Sub-Committees (where formed) of the Board of Directors, Board of Trustees and Council of Governors as at January 2026 are as listed below.

Committees of the Board of Directors
Executive Remuneration and Nominations Committee
Audit Committee
Quality and Risk Committee
Performance Committee
Strategic Projects Committee
Workforce Committee

Committees of the Trustee Board
Charitable Funds Committee
Fundraising Group

Committees of the Council of Governors
Appointments Committee
Forward Planning Committee
Patients and Public Involvement Committee
Governors' Assurance Committee
Access and Facilities Committee

Royal Papworth Hospital
NHS Foundation Trust

Monitoring Table

What key element(s) need(s) monitoring as per local approved policy/ procedure or guidance?	Who will lead on this aspect of monitoring? Name the lead and what is the role of the multidisciplinary team or others.	What tool will be used to monitor/check/ observe/assess/ inspect/ authenticate that everything is working according to this key element from the approved policy/ procedure?	How often is the need to monitor each element? How often is the need complete a report? How often is the need to share the report?	Who or what committee will the completed report goes to. How will each report be interrogated to identify the required actions and how thoroughly should this be documented in e.g. meeting minutes.	Which committee, department or lead will undertake subsequent recommendations and action planning for any or all deficiencies and recommendations within reasonable timeframes?	How will system or practice changes be implemented the lessons learned and how will these be shared?
Element to be monitored	**Lead**	**Tool**	**Frequency**	**Reporting arrangements**	**Acting on recommendations and Lead(s)**	**Change in practice and lessons to be shared**
All	Associate Director of Corporate Governance	N/A	Annually	Audit Committee	Audit Committee	Any changes in practice and lessons shall be shared with the relevant internal stakeholders

Royal Papworth Hospital
NHS Foundation Trust

Rapid Equality Impact Assessment Tool

When looking at the impact on the equality groups, you must consider the following points in accordance with General Duty of the Equality Act 2010:
In summary, those subject to the Equality Duty must have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups

EQUALITY IMPACT ASSESSMENT – WHAT IS THE IMPACT TO DIFFERENT GROUPS IN SOCIETY?		
If you believe there has been No impact or a Positive impact, please choose Yes for Negative impact please choose No. Please provide supporting comments, both on positive and negative impacts. You may be asked to complete a FULL EQUALITY IMPACT ASSESSMENT to understand the impact further.		**COMMENTS**
Age: Consider and detail across age ranges on old and younger people. This can include safeguarding, consent and child welfare.	Yes	N/A
Disability: Consider and detail on attitudinal, physical and social barriers.	Yes.	N/A
Race: Consider and detail on difference ethnic groups, nationalities, Roma gypsies, Irish travellers, language barriers.	Yes	N/A
Sex: Consider and detail on men and women	Yes	N/A
Gender reassignment: (including transgender) Consider and detail on transgender and transsexual people. This can include issues such as privacy of data and harassment	Yes	N/A
Sexual orientation: Consider and detail on heterosexual people as well as lesbian, gay and bi-sexual people.	Yes	N/A
Religion or belief: Consider and detail on people with different religions, beliefs or no belief.	Yes	N/A
Pregnancy and maternity: Consider and detail on working arrangements, part-time working, and infant caring responsibilities.	Yes	N/A
Marriage and civil partnership status	Yes	N/A
Environment: Consider impact on transport, energy and waste	Yes	N/A
Other identified groups: Consider and detail and include the source of any evidence on different socio-economic groups, area inequality, income, resident status (migrants) and other groups experiencing disadvantage and barriers to access.	Yes	N/A
Were any NEGATIVE impacts identified?	No	
If YES, you will need to complete a full Equality Impact Assessment. Please contact the Equality, Diversity and Inclusion team papworth.edi@nhs.net for the full assessment template.		N/A