

Where is the function exercised? <small>[Currently populated with an example]</small>																	Where could function sit in new system? <small>[Select from dropdown. Zoom in to consider options]</small>		Notes
Category	Function / Decision Area	ICB Board	PCCC	Rem	Q&S	Audit	F&P (inc. Transf & Planning, Data & Digi)	People Board	Place Comms	Provider Collab	HWB	CEO	CFO	Other (e.g. individual, committees)					
CLINICAL GOVERNANCE, QUALITY & SAFETY	Strategic quality assurance	✓	L		✓									CNO/Med Dir	Delegated to ICB Committee (sub-com)	ICB accountable; PCCC / Q&S do			
CLINICAL GOVERNANCE, QUALITY & SAFETY	Quality improvement strategy	R / L	L		✓				R / L	R / L				CNO/Med Dir	Delegated to ICB Committee (sub-com)	Q&S - PBPs - PCCC to link in			
CLINICAL GOVERNANCE, QUALITY & SAFETY	Serious incident management	R			✓				R / L	R / L				CNO/Med Dir	Delegated to ICB Committee (sub-com)	Q&S Leads - PBPs to link in			
CLINICAL GOVERNANCE, QUALITY & SAFETY	Research projects	R / L			✓				R / L	R / L				CNO/Med Dir	Delegated to ICB Committee (sub-com)	Q&S Leads - PBPs to link in			
CLINICAL GOVERNANCE, QUALITY & SAFETY	Patient safety improvement	R / L	L		✓				R / L	R / L				CNO/Med Dir	Delegated to ICB Committee (sub-com)	Q&S - PBPs - PCCC to link in			
CLINICAL GOVERNANCE, QUALITY & SAFETY	Continuous quality improvement	R / L	L		✓				R / L	R / L				CNO/Med Dir	Delegated to ICB Committee (sub-com)	Q&S - PBPs - PCCC to link in			
CLINICAL GOVERNANCE, QUALITY & SAFETY	Infection control	R / L			✓				R / L	R / L				CNO/Med Dir	Delegated to ICB Committee (sub-com)	Q&S Leads - PBPs to link in			
CLINICAL GOVERNANCE, QUALITY & SAFETY	Safeguarding interventions	✓			✓									S/G Boards	Reserved to the ICB	Board accountable so keeps remit			
COMMISSIONING / WORKSTREAM	MH - prim, sec, acute & comm integration	R / L				✓			R / L	R / L				PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / PBPs do			
COMMISSIONING / WORKSTREAM	MH - Wellbeing and Prevention	R / L				✓			R / L	R / L				PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / PBPs do			
COMMISSIONING / WORKSTREAM	MH - S17 Aftercare	R / L				✓			R / L	R / L				PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / PBPs do			
COMMISSIONING / WORKSTREAM	MH - crisis & acute	R / L				✓			R / L	R / L				PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / PBPs do			
COMMISSIONING / WORKSTREAM	MH - Community	R / L				✓			R / L	R / L				PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / PBPs do			
COMMISSIONING / WORKSTREAM	Public Health	✓	R		R		R		R	R				PBPs - R	Reserved to the ICB	ICB accountable & do (all others R)			
COMMISSIONING / WORKSTREAM	Arrangements - discharge stat commissng duties	✓			R		R		R	R				PBPs - R	Reserved to the ICB	ICB accountable & do (all others R)			
COMMISSIONING / WORKSTREAM	Decommissioning policy	✓			R		R		R	R				PBPs - R	Reserved to the ICB	ICB accountable & do (all others R)			
COMMISSIONING / WORKSTREAM	Arrangements for CHC decisions / FNC	✓			R		R		R	R				PBPs - R	Reserved to the ICB	ICB accountable & do (all others R)			
COMMISSIONING / WORKSTREAM	Acute	R / L			R		✓		R / L	R / L				PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / PBPs do			
COMMISSIONING / WORKSTREAM	LTCs, rehab, recovery	R / L			R		✓		R / L	R / L				PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / PBPs do			
COMMISSIONING / WORKSTREAM	Cancer	R / L			R		✓		R / L	R / L				PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / PBPs do			
COMMISSIONING / WORKSTREAM	Medicines optimisation	R / L			R		✓		R / L	R / L				PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / PBPs do			
COMMISSIONING / WORKSTREAM	Maternity / neonatal	R / L			R		✓		R / L	R / L				PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / PBPs do			
COMMISSIONING / WORKSTREAM	PHBs / direct payments	✓			R		R		R	R				PBPs - R	Reserved to the ICB	ICB accountable & do (all others R)			
COMMISSIONING / WORKSTREAM	Primary dental	R / L	✓		R		R		R	R				PBPs - R	Delegated to ICB Committee (sub-com)	ICB accountable; PCCC / Q&S do			
COMMISSIONING / WORKSTREAM	Primary medical	R / L	✓		R		R		R	R				PBPs - R	Delegated to ICB Committee (sub-com)	ICB accountable; PCCC / Q&S do			
COMMISSIONING / WORKSTREAM	Primary ophthalmic	R / L	✓		R		R		R	R				PBPs - R	Delegated to ICB Committee (sub-com)	ICB accountable; PCCC / Q&S do			
COMMS & ENGAGEMENT	Political engagement	✓							L						Reserved to the ICB	ICB accountable & do (all others R)			
COMMS & ENGAGEMENT	Involvement & Consultation	R / L					✓		R / L					PBPs - R	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / PBPs do			
COMMS & ENGAGEMENT	Clinical and professional engagement	✓	R		R		R	R	R / L	R / L				Clinical Senate	Reserved to the ICB	ICB accountable & do (all others R)			
COMMS & ENGAGEMENT	Public and community engagement	R / L					✓		R / L	R / L				PBPs - R	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / PBPs do			
COMMS & ENGAGEMENT	Provider relationship management	R / L			R		R	R	R / L	✓				Clinical Senate	Provider Collaborative	ICB accountable; Prov Collabs do			
COMMS & ENGAGEMENT	Strategic partnership management	R / L					✓		R / L	R / L				Clinical Senate	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / PBPs do			
FINANCIAL CONTROL & CONTRACTING	ICB-wide procurements	✓							R / L						Reserved to the ICB	ICB accountable; all others do			
FINANCIAL CONTROL & CONTRACTING	Annual reports & accounts (prep/publish)	✓				R		R	R				P		Reserved to the ICB	ICB accountable; all others do			
FINANCIAL CONTROL & CONTRACTING	Arrangements - discharge stat financial duties	✓				R							P		Reserved to the ICB	ICB accountable; all others do			
FINANCIAL CONTROL & CONTRACTING	Appointment of internal and external auditors	✓				R							P		Reserved to the ICB	ICB accountable; all others do			
FINANCIAL CONTROL & CONTRACTING	Financial framework improvement	R / L				R	✓	L	L	L			P	Locality finance	Delegated to ICB Committee (sub-com)	Delegated doing			
FINANCIAL CONTROL & CONTRACTING	Financial planning and management	R / L					✓	L	L	L			P	Locality finance	Delegated to ICB Committee (sub-com)	Delegated doing			
FINANCIAL CONTROL & CONTRACTING	Capital expenditure / capital scheme	R / L					✓	L	L	L			P	Locality finance	Delegated to ICB Committee (sub-com)	Delegated doing			
FINANCIAL CONTROL & CONTRACTING	Allocation of budgets / resource	✓					R / L	L	L	L			P	Locality finance	Reserved to the ICB	Delegated doing			
FINANCIAL CONTROL & CONTRACTING	Transformation funding	R / L					✓	L	L	L			P	Locality finance	Delegated to ICB Committee (sub-com)	Delegated doing			
FINANCIAL CONTROL & CONTRACTING	Financial recovery planning	R / L				R	✓	L	L	L			P	Locality finance	Delegated to ICB Committee (sub-com)	Delegated doing			
FINANCIAL CONTROL & CONTRACTING	Supply chain management	✓					✓	L	L	L				Locality finance	Reserved to the ICB	Delegated doing			
FINANCIAL CONTROL & CONTRACTING	Tendering & Proc - commissioned health services	✓					L	L	L	L					Reserved to the ICB	ICB accountable; all others do			
FINANCIAL CONTROL & CONTRACTING	Commissioning support arrangements	✓											P		Reserved to the ICB	ICB accountable; all others do			
FINANCIAL CONTROL & CONTRACTING	Arrangements for budgetary control	✓											P		Reserved to the ICB	ICB accountable; all others do			
FINANCIAL CONTROL & CONTRACTING	Contract design	✓					R / L	L	L	L				Locality finance	Reserved to the ICB	Delegated doing			
FINANCIAL CONTROL & CONTRACTING	Contract management and monitoring	✓					✓	L	L	L				Locality finance	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
HUMAN RESOURCES	Remuneration of employees	R / L		✓				R / L							Delegated to ICB Committee (sub-com)	ICB accountable; Rem do			
INTEGRATION & PARTNERSHIP WORKING	Approve arrangements for joint working	✓	R / L		R / L		R / L	R / L	R / L	R / L				PBPs - R	Reserved to the ICB	ICB accountable; all others do			
INTEGRATION & PARTNERSHIP WORKING	Voluntary and Community Sector	R / L	R (*)		R (*)		R (*)		✓	✓				PBPs - R	Delegated to prescribed body	(*) if VCSE are members of			
INTEGRATION & PARTNERSHIP WORKING	Approving arrangements for pooled budgets	✓													Reserved to the ICB	ICB accountable; T&P / PBPs do			
MARKET MANAGEMENT, PLANNING & DELIVERY	Horizon scanning	R / L	R		R	R	✓	R	R	R				PBPs - R	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / Others do			
MARKET MANAGEMENT, PLANNING & DELIVERY	Evidence based protocols and pathways	R / L	R		R		✓	R	R / L	R / L				Clinical Senate	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
MARKET MANAGEMENT, PLANNING & DELIVERY	Service design and development	R	R		R		✓	R	R / L	R / L				Clin Sen & PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
MARKET MANAGEMENT, PLANNING & DELIVERY	Service specifications and standards	R			R / L		✓	R	R / L	R / L				Clin Sen & PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
MARKET MANAGEMENT, PLANNING & DELIVERY	Service transformation / reconfiguration	R / L	R / L		R		✓	R	R / L	R / L				Clin Sen & PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
MARKET MANAGEMENT, PLANNING & DELIVERY	Evaluation of health services	R / L	R / L		R / L		✓	R	R / L	R / L				Clin Sen & PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
MARKET MANAGEMENT, PLANNING & DELIVERY	Provider resilience and failure	R / L	R / L		R / L		R / L		R	✓				Clin Sen & PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
MARKET MANAGEMENT, PLANNING & DELIVERY	Support PCN development	R / L	✓		R		R	R / L	R / L					Clin Sen & PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
MARKET MANAGEMENT, PLANNING & DELIVERY	Community based asset I.D. & integration	R / L	R (*)		R (*)		R (*)		✓	✓				PBPs - R	Delegated to prescribed body	ICB accountable; all others do			
MARKET MANAGEMENT, PLANNING & DELIVERY	Integrated pathway design	R / L	R / L		R		✓	R	R / L	R / L				PBPs - R	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
MARKET MANAGEMENT, PLANNING & DELIVERY	Service and care coordination	R / L	R / L		R		✓	R	R / L	R / L				Clin Sen & PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
MARKET MANAGEMENT, PLANNING & DELIVERY	Place based planning	R	R / L		R		R / L	R	✓	R / L				Clin Sen & PBPs	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
MARKET MANAGEMENT, PLANNING & DELIVERY	Impact assessments (wider effects of decisions)	✓	R	R	R	R	R	R	R	R				Clin Sen & PBPs	Reserved to the ICB	ICB accountable; all responsible			
MARKET MANAGEMENT, PLANNING & DELIVERY	Cost reduction and demand management	R / L	R / L	R		R / L	✓	R / L	R / L	R / L				PBPs - R	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
MONITORING PERFORMANCE	Statutory reporting	R / L	R		R	R	✓	R	R	R				PBPs - R	Delegated to ICB Committee (sub-com)	ICB accountable; F&P / Others do			
MONITORING PERFORMANCE	Public outcome reporting	R / L	R / L		R / L	R	✓	R	R / L	R / L				PBPs - R	Delegated to ICB Committee (sub-com)	ICB accountable; F&P / Others do			
MONITORING PERFORMANCE	Performance review and management	R / L	R / L		R / L	R	✓	R	R / L	R / L				PBPs - R	Delegated to ICB Committee (sub-com)	ICB accountable; F&P / Others do			
POPULATION HEALTH MANAGEMENT	Predictive modelling, trend analysis, develop interventions	R	R		R		✓	R / L	R / L	R / L				PBPs - R	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / Others do			
POPULATION HEALTH MANAGEMENT	System incentive re-alignment	R / L	R / L		R / L	R / L	✓	R / L	R / L	R / L				PBPs - R	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
EMERGENCIES	Emergency Planning / business continuity	✓	R	R	R	R	R	R	R	R				Clin Sen & PBPs	Reserved to the ICB	ICB accountable; all responsible			
RISK, REGULATION & CORPORATE SERVICES	Information governance arrangements	R / L					✓	R / L					P	IG Group	Delegated to ICB Committee (sub-com)	Data & Digi elements of T&P is key			
RISK, REGULATION & CORPORATE SERVICES	Records management	R / L					✓						P	SIRO Prep; IG Approve	Delegated to ICB Committee (sub-com)	Data & Digi elements of T&P is key			
RISK, REGULATION & CORPORATE SERVICES	Facilities management	R / L					✓	R / L	R / L	R / L				PBPs - R	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / Others do			
RISK, REGULATION & CORPORATE SERVICES	Capital and Investment Strategy	R / L				R / L	✓	R	R / L	R / L				PBPs - R	Delegated to ICB Committee (sub-com)	ICB accountable; F&P / Others do			
RISK, REGULATION & CORPORATE SERVICES	Conflicts of interest management	R / L	R	R	R	✓	R	R	R	R			P	COI Guardian	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
RISK, REGULATION & CORPORATE SERVICES	Arrangements for complaints	R / L	R		✓	R	R	R	R	R				Dir Corp Affairs	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
RISK, REGULATION & CORPORATE SERVICES	Health and Safety	R / L	R		R	R	✓	R	R	R				Dir Corp Affairs	Delegated to ICB Committee (sub-com)	ICB accountable; all others do			
RISK, REGULATION & CORPORATE SERVICES	Environment and environmental sustainability	R / L	R				✓	R / L	R / L	R / L				Green Leads	Delegated to ICB Committee (sub-com)	ICB accountable; T&P / Others do			
RISK, REGULATION & CORPORATE SERVICES	FOI & SARs	R / L					✓						P	Dir Corp Affairs	Delegated to ICB Committee (sub-com)	Data & Digi elements of T&P is key			
RISK, REGULATION & CORPORATE SERVICES	Constitution	✓	R	R	R	R	R	R	R	R				Dir Corp Affairs	Reserved to the ICB	ICB accountable; all responsible			
RISK, REGULATION & CORPORATE SERVICES	Governance documents (e.g. Gov Handbook, Policies)	✓	R	R	R	R	R	R	R	R				Dir Corp Affairs	Reserved to the ICB	ICB accountable; all responsible			
RISK, REGULATION & CORPORATE SERVICES	Compliance with standing orders	R / L					✓							Dir Corp Affairs	Delegated to ICB Committee (sub-com)	ICB accountable; all responsible			
RISK, REGULATION & CORPORATE SERVICES	Regulatory liaison and duties	R / L				R / L								Dir Corp Affairs	Delegated to individual(s)	ICB accountable; all responsible			
RISK, REGULATION & CORPORATE SERVICES	Counter fraud and security arrangements	R / L				</													