| Tasks and        | Council |  |
|------------------|---------|--|
| responsibilities |         |  |

| responsibilities  Innual Report and Financial Statements                            | Agrees the Audit Fee  Approves consolidated   | external auditors to RCN<br>Council   | Council so<br>external auditors to RCN<br>Council   | Committees  cheme of delegation and audit fee and  | Committee  | Nursing<br>Committee  |  | General Secretary (Executive Team)   |
|---|---|---|---|--|--|---|--|--|
|   |   |   | external auditors to RCN  |  |  |   |  |  |
|   |   |   |   | and audit fee and  |  | T   |  |  |
|   | Approves consolidated   |   |   | oversees tender process as required.   |  |   |  |  |
|   | Annual Report and Financial Statements on recommendation of Executive Team and Audit Committee.  Council approves the accounting policies contained within the annual report and Financial Statements Sign letters of representation on assurance from Audit Committee and Executive Team | Approves Annual Report and Financial Statements  Approves the accounting polices contained within the annual report and Financial Statements  Signs letter of representation on assurance from the RCNi Executive Team  | Approves Annual Report and Financial Statements  Approves the accounting polices contained within the annual report and Financial Statements  Signs letter of representation on assurance from the Head of Foundation   | Audit Committee reviews the consolidated Annual Report and Financial Statements for consistency and appropriateness and reviews accounting policies and procedures. Audit Committee confirms that the Annual Report and Financial Statements represent a true and fair statement of the RCN Group's financial position.  Audit Committee receives the report from the auditors which sets out the audit process followed, issues raised and any recommendations made.  Audit Committee presents their recommendation to Council that the final audited Annual Report and Accounts to Council   | Committee provides relevant information to be included   | Committee provides relevant information to be included  | Boards provide relevant information to be included   | Executive Team prepare and review annual report and accounts.  Executive Team assures Council, that annual reports and financial statements are fully compliant with relevant accounting requirements and all relevant and requested information has been made available to the auditors before Council can sign Letter of Representation  Accountable Officer:  Director of Finance & Business Enablement   |
| nternal Control<br>ramework   |   |   |   | oan se approved.   |  |   |  |  |
| tisk Management   | Council reviews Group risk register quarterly.  | RCNi maintains its own<br>risk register based on<br>the same format and<br>policy as the RCN<br>Register  | RCN Foundation<br>maintains its own risk<br>register based on the<br>same format and policy<br>as the RCN Register  | RCN Audit Committee<br>reviews Risk Register<br>quarterly  | TU Committee will<br>maintain its own risk<br>register   | Professional Nursing<br>Committee will<br>maintain its own risk<br>register   | Board review country/regional risk register quarterly  | Risk Register is reviewed monthly by Executive Team  Accountable Officer: RCN Group Secretary  |
| appointment of Internal<br>auditors and agreement<br>of Internal Audit<br>Programme | Council appoints Group Internal Auditors on recommendation of Audit Committee  Receives a quarterly report from the Audit Committee on the  | RCNi represented on<br>appointment panel for<br>the Group Internal<br>Auditors  RCNi forms part of the<br>Internal Audit  | RCN Foundation represented on appointment panel for the Group Internal Auditors  RCN Foundation forms part of the Internal Audit  | Audit Committee recommends the appointment of an Internal Auditor to deliver an annual Internal Audit Programme which is approved by the   |  |   | Findings of internal<br>audits on<br>country/regional<br>performance are<br>presented to the relevant<br>Board   | Executive Team puts together the Annual Internal Audit Programme  It considers each report and the findings and agrees the actions to be taken and the timelines for those actions to be   |
| r<br>Ki   | amework sk Management  opointment of Internal uditors and agreement Internal Audit  | Audit Committee.  Council approves the accounting policies contained within the annual report and Financial Statements Sign letters of representation on assurance from Audit Committee and Executive Team  ternal Control amework sk Management sk Management council reviews Group risk register quarterly.  Council appoints Group Internal Auditors and agreement Internal Audit ogramme  Council appoints Group Internal Auditors on recommendation of Audit Committee  Receives a quarterly report from the Audit | Audit Committee.  Council approves the accounting policies contained within the annual report and Financial Statements Sign letters of representation on assurance from Audit Committee and Executive Team  Council reviews Group risk register quarterly.  Council appoints Group Internal Audit Committee Internal Audit Committee  Council appoints Group Internal Audit Committee Internal Audit Committee Receives a quarterly report from the Audit Committee on the quality of the control  Audit Committee Internal Audit Programme  Audit Committee  Council appoints Group Internal Audit Committee Receives a quarterly report from the Audit Committee Receives a quarterly report from the Audit Committee on the quality of the control | Audit Committee. Council approves the accounting policies contained within the annual report and Financial Statements Contained within the annual report and Financial Statements Sign letter of representation on assurance from Audit Committee and Executive Team  Ternal Control annual report and Financial Statements  Ternancial Statements  Ternan | Audit Committee. Council approves the accounting polices contained within the annual report and Financial Statements Sign letters of representation on assurance from Audit Committee and Executive Team  Council approves the accounting policies contained within the annual report and Financial Statements Sign letters of representation on assurance from Audit Committee and Executive Team  Council approves the accounting policies contained within the annual report and Financial Statements Sign letter of representation on assurance from the RCNI Executive Team  Council approves the accounting policies and procedures. Audit Committee and Executive Team  Sign letter of representation on assurance from the RCNI Executive Team  Council termal Council reviews Group risk register quarterly.  Sk Management  Council reviews Group risk register due term of the RCNI Executive Team  Council appoints Group Internal Audit Committee  Council appoints Group Internal Audit Committee  Council appoints Group Internal Audit Committee  Receives a quarterly report from the Audit Committee  RCNI represented on the same format and policy as the RCN Register  Council appoints Group Internal Audit Committee  RCNI represented on the Group Internal Audit Committee  RCNI forms part of the Internal Audit Programme  Committee on the quality of the control of the Committee  RCNI Foundation report and Financial Statements Signs letter of representation on assurance from the Head of Foundation  RCNI Executive Team  Signs letter of representation on assurance from the Head of Foundation  Report and Financial Statements Signs letter of representation on assurance from the Head of Foundation  RCNI Executive Team  RCNI Executive Team  RCNI Foundation on maintains its own risk register based on the same format and policy as the RCN Register  RCNI Foundation reviews Register recommends the appointment panel for the Group Internal Audit Programme  RCNI Foundation forms part of the Internal Audit Programme  RCNI Foundation forms part of the Internal Audit P | Audit Committee.  Council approves the accounting policies contained within the annual report and Financial Statements Sign letters of representation on assurance from Human and Executive Team  Sign letters of representation on assurance from the RCNI Executive Team  Executive Team  Council reviews Group risk register quarterly.  Committee and Executive Team  Council reviews Group from the Audit Committee and Executive Team  Council reviews Group risk register quarterly.  Council reviews Group risk register quarterly.  Council reviews Group risk register from the receives the RCN Register search of the Same format and policy as the RCN Register or the same format and policy as the RCN Register search of the Council control of Audit Committee  Contained within the annual report and Financial Statements  Signs letter of representation on assurance from the Head of Foundation  assurance from the Accounts to Council assurance from the Accounts to Council assurance from the Accounts to Council assurance from the Accounts | Audit Committee. Council approves the accounting policies contained within the annual report and Financial Statements Signs letter of representation on assurance from the Audit Committee Pursentation on Accounts to Council can be approved.  RCN Foundation Pursentation on Council that the final audited Annual Report and Financial Statements represent a true and fair statement of the RCN Group's financial position.  Audit Committee Pursentation to Council that the final audited Annual Report and Financial Statements represent a true and fair statement and any recommendation to Council that the final audited Annual Report and Financial Statements represent a true and fair statements and any recommendation to Council that the final audited Annual Report and Financial Statements Signs letter of representation on a financial State | Audit Committee Council approves the accounting policies contained within the annual report and financial Stements Sign letters of representation on assurance from Audit Committee and Exocutive Team  Executive Team  Audit Committee Roll Executive Team  Audit Committee Roll Executive Team  Audit Committee  receives the report from the Roll Group internal adultion and Accounts to Council that the final additive Annual Report and Accounts to Council that the final additive Annual Report and Accounts to Council that the final additive Annual Report and Accounts to Council that the final additive Annual Report and Report and Report and Report and Relative Accounts to Council that the final additive Annual Report and Relative Accounts to Council that the final additive Accountive Register  Roll Foundation  Roll Foundation  Roll Foundation  Roll Foundation forms and agreement Internal Auditors  Roll Foundation forms and additive and Auditors  Roll Foundation forms and of the Roll Committee  Roll Foundation forms and Foundation fo |

| Tasks and responsibilities | Council | RCNi | RCN Foundation | Governance<br>Committees | Trade Union<br>Committee | Professional |
|----------------------------|---------|------|----------------|--------------------------|--------------------------|--------------|
| 1 03 p 0113101111103       |         |      |                | 00111111111000           |                          |              |

| Tasks and        | Council | RCNi | RCN Foundation | Governance | Trade Union | Professional | Country/Regional | Chief Executive & |
|------------------|---------|------|----------------|------------|-------------|--------------|------------------|-------------------|
| responsibilities |         |      |                | Committees | Committee   | Nursing      | Boards           | General Secretary |
|                  |         |      |                |            |             | Committee    |                  | (Executive Team)  |

Council scheme of delegation

| Tasks and        | Council | RCNi | RCN Foundation | Governance | Trade Union | Professional | Country/Regional | Chief Executive & |
|------------------|---------|------|----------------|------------|-------------|--------------|------------------|-------------------|
| responsibilities |         |      |                | Committees | Committee   | Nursing      | Boards           | General Secretary |
|                  |         |      |                |            |             | Committee    |                  | (Executive Team)  |

Tasks and responsibilities

| Tasks and                  | Council  | RCNi   | RCN Foundation   | Governance   | Trade Union | Professional | Country/Regional | Chief Executive &  |   |
|----------------------------|--|--|--|--|-------------|--------------|------------------|--|---|
| responsibilities           |  |  |  | Committees   | Committee   | Nursing      | Boards           | General Secretary  |   |
| ·                          |  |  |  |  |             | Committee    |                  | (Executive Team)   |   |
|                            |  |  | Council s  | cheme of delegation  |             |              |                  |  | _ |
|                            | the agreed financial strategy  | compliance with the agreed financial strategy  |  | with the achievement of<br>strategic and operational<br>plans and financial<br>strategy          |             |              |                  | costed repayment schedules and cash flow forecast                                  |   |
|                            | Council agrees losses in accordance with the   |  |  | Audit Committee agrees losses in accordance  |             |              |                  | Accountable Officer :<br>Director of Finance &<br>Business Enablement              |   |
|                            | Financial Limits<br>Schedule   |  |  | with the Financial Limits<br>Schedule.   |             |              |                  | Executive Team agrees and reviews losses in accordance with Financial Regulations. |   |
|                            |  |  |  |  |             |              |                  | Accountable Officer:   |   |
|                            |  |  |  |  |             |              |                  | Director of Finance & Business Enablement  |   |
|                            | Council approves all financial governance policies as set out in the financial regulations         | These are group<br>governance policies and<br>RCNi Board of Directors<br>is consulted on the<br>detail | These are group<br>governance policies and<br>RCN Foundation is<br>consulted on the detail | All Governance Committees are consulted as appropriate on any proposed changes to member         |             |              | '                |  | • |
|                            | Council oversees<br>communication and<br>consultation with<br>members on changes as<br>appropriate | detaii   |  | financial policies   |             |              |                  |  |   |
| internationally and across | Agrees Council<br>representation at UK<br>and International Events                                 |  |  | Member Representation at UK events is agreed by the relevant Committee/ET member                 |             |              |                  |  |   |
|                            |  |  |  | International Committee approves the process for selecting the appropriate RCN representation at |             |              |                  |  |   |

| Tasks and        | Council | RCNi | RCN Foundation | Governance | Trade Union | Professional | Country/Regional | Chief Executive & |
|------------------|---------|------|----------------|------------|-------------|--------------|------------------|-------------------|
| responsibilities |         |      |                | Committees | Committee   | Nursing      | Boards           | General Secretary |
|                  |         |      |                |            |             | Committee    |                  | (Executive Team)  |

| Tasks and        | Council | RCNi | RCN Foundation | Governance | Trade Union | Professional | Country/Regional | Chief Executive & |
|------------------|---------|------|----------------|------------|-------------|--------------|------------------|-------------------|
| responsibilities |         |      |                | Committees | Committee   | Nursing      | Boards           | General Secretary |
|                  |         |      |                |            |             | Committee    |                  | (Executive Team)  |

Council scheme of delegation

Members approve in General Meeting the framework, within which Council works

Council agrees any

| Tasks and  | Council   | RCNi   | RCN Foundation  | Governance   | Trade Union  | Professional   | Country/Regional   | Chief Executive &   |
|--|---|--|---|--|--|--|--|---|
| responsibilities                                   |   | 1.0111   | ron roundation  | Committees   | Committee  | Nursing  | Boards   | General Secretary   |
|  |   |  |   |  |  | Committee  |  | (Executive Team)  |
|  | 1   | T  |   | cheme of delegation  |  | 1  | 1  | 1.1.00  |
|  | a general meeting if required   | basis and approves any changes   | basis and approves any changes  | Council on the effectiveness of current arrangements   | Ensure that Reps<br>Committees feed into<br>this process                                   | networks feed into this process  | networks feed into this process  | Accountable Officer:<br>RCN Group Secretary   |
|  | Ensures all elected and appointed members of Council and Committees have access to induction and development  | RCNi Directors<br>oversees delivery of<br>induction and<br>development<br>programme                  | Trustees oversees delivery of induction and development programme                                   | Governance Support Committee oversees the development of induction and development programme for members                           | Contributes to the development and delivery of induction and development for members       | Contributes to the development and delivery of induction and development for members       | Contribute to the development and delivery of induction and development for members      |   |
| Governance Policies and Procedures                 | Approves governance policies and procedures Including election procedures  Appoints UK Returning  | RCNi Board of Directors approves governance policies and procedures                                  | Trustees approve governance policies and procedures   | Governance Support Committee draws up and reviews governance and elections policies and procedures of the organisation for         | Consulted on any proposed changes  Ensure changes are actioned and report back any issues. | Consulted on any proposed changes  Ensure changes are actioned and report back any issues. | Consulted on changes  Ensure changes are actioned and report back any issues             | Makes recommendations for change  Accountable Officer: RCN Group Secretary  |
|  | Officer  Appoints/Dismisses   | RCNi Directors oversee   | Trustees oversees the   | recommendation to Council  | Ensure that Committees feed into this process if appropriate                               | Ensure that forums and networks feed into this process if appropriate                      | Ensure that branches and local networks feed   | UK Returning Officer<br>RCN Group Secretary   |
|  | In extraordinary circumstances could dismiss the Boards of RCNi or RCN Foundation as a whole  | the appointments process and approves Director appointments recommended by an appointments committee | appointments process<br>and approves<br>appointments<br>recommended by an<br>appointments committee |  |  |  | into this process  Boards play a vital role in the interface between Council and Members |   |
|  | Prepares regular reports<br>to members after each<br>meeting and oversees<br>formal consultation<br>process on important<br>changes to structure,<br>policies and processes |  |   | Governance Support<br>Committee reviews<br>process for formal<br>consultation annually<br>and recommends any<br>changes to Council |  |  |  |   |
| Members/Directors/Trustee<br>Disciplinary Policies | Reviews and agrees<br>disciplinary policy and<br>procedures   | RCNi has its own policy and procedures   | RCN foundation has its own policy and procedures  |  |  |  |  | Chief Executive & General Secretary is responsible in consultation with the Chair of Council to set up investigations and disciplinary processes. |
|  |   |  |   |  |  |  |  | Accountable Officer  RCN Group Secretary  |