

Meeting:	Shetland NHS Board							
Date:	14 December 2021							
Report Title:	Corporate Governance Handbook: Section 5 Scheme of Delegation							
Reference Number:	Board Paper 2021/22/54							
Author / Executive Lead/ Job Title:	Colin Marsland, Director of Finance							

# **Decisions / Action required:**

The Board is asked to approve the revised scheme of delegation for budget holders that forms section 5 of the board's corporate handbook.

## **High Level Summary:**

The scheme of delegation should be reviewed annually to ensure that proper controls are in place that reflect the management structure of the organisation and allow appropriate delegation of financial resources in-line with approved budgets.

The current scheme of delegation was agreed at the Board Meeting on 15 December 2020.

#### **Corporate Priorities and Strategic Aims:**

This report address the Board's performance in addressing two key Board Corporate Objectives:

- •To provide best value for resources and deliver financial balance
- •To ensure sufficient organizational capacity, capability and resilience

#### **Key Issues:**

The Endowment Committee consider their scheme of delegation on 26 October 2021 and proposed some minor changes to their scheme of delegation.

The Audit Committee consider their scheme of delegation on 30 November 2021 and approved the proposed changes to their scheme of delegation.

The Boards scheme of delegation has a number changes made to the financial level to managers which reflects inflation and service needs.

The most significant change is due to SIC invoicing practices that has caused the limit in the scheme of delegation to be breached resulting in the exception notifications sent to Chair of Board and Audit Committee. Invoices authorised against this limit must have a delegated resource agreed to match the reason for the invoice.

Implications :							
Service Users, Patients and Communities:							
Human Resources and Organisational Development:							
Equality, Diversity and Human Rights:							
Partnership Working							
Legal:							
Finance:	Ensures the resources of the Board are appropriately controlled and allocated in line with our objectives.						
Assets and Property:							
Environmental:							
Risk Management:							
Policy and Delegated Authority:							
Previously considered by:	Endowment Committee	26 October 2021					
	Audit Committee	30 November 2021					
"Exempt / private" item	Not applicable						

	DELEGA	TED LIMIT			R INDIVIDU	DICES																			
Last Reviewed: Board Meeting 15/12/2020	BOARD FUNDS											I	ENDOWMEN	T FUNDS	(see ** )	below)									
	Non-NHS	Revenue	Revenue	SLA / Contract	SLA / Contract			General	General /	Hospital	Hospital		Halcrow		Daniel	Daniel				Brae		Ronas,	Theatres,	Maternity	MRI
	Revenue	Spend with	Spend	Agreement	Payment Sign	SIC		Endow	Equiment	t Funds Not	Funds not	GBH	Memorial		Sinclair	Sinclair	A Smith	John	Comm	Garden	Health	Renal and	Resus	and Child	Scanne
	Spend	NHS Bodies	H.I.T.S ***	Sign off	off	Invoices	Capital	me nt	Fund	Specified		Cancer			Hospital	Comm	Bed	Sinclair		Fund	Education		and OPD	Health	Appeal
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Chief Exec.(or nominated deputy as approved by Chair)	250,000	500,000	300,000	8,000,000	750,000	1,600,000	997,000	2,000	2,000	2,000	2,000	2,000	0	2,000	2,000	2,000	2,000	5,000	2,000	2,000	1,000	2,000	2,000	2,000	5,00
Director Of Public Health	50,000	50,000	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	
Director Of Finance	100.000	500,000	300,000	8,000,000	750.000	1,600,000	500.000	10,000	10,000	10,000	5,000	5,000	5.000	2,000	5,000	5,000	5,000	5.000	5,000	5,000	5.000	5,000	5,000	5,000	10,00
Director Of Community Health and Social Care	50,000	50,000		0	50,000		0	0	(	0 0	5,000	2,000		2,000	0	2,000	0	2,000					0	0	
Director of Nursing, Acute and Specialist Services	50,000	50,000	0	0	50,000	0	0	0	5.000	5.000	0	2,000	0	2.000	2,000	0	0	5,000	(	0	0	2,000	2,000	2,000	5.00
Director Of Human Resources and Support Services	50,000	50,000	0	0	0	0	0	0	(	0	0	. (	0	0	0	0	0	0	(	0	0	0	0	0	
Medical Director	10,000	10,000	0	0	0	0	0	0	(	0 0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	
Board Chair	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0 0	0	0	0	0	
Consultant Public Health	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	
Public Health Principal	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	
Alcohol & Drug Development Officer	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	
Head of Finance & Procurement	100,000	50,000	100,000	0	750,000	0	0	0	(	0	0	(	0	0	0	0	0	0	(	0	0	0	0	0	
Dental Director	50,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	
Primary Care Manager	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	
Director of Pharmacy	100,000	100,000	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	(
Chief Nurse Community	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	2,000	0	0	2,000	2,000	0	0	0	0	(
Dental Services Business Manager	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0 0	0	0	0	0	
Mental Health Service Manager	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	(
Pharmacy Manager	100,000	100,000	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	(
Pharmacist - General Pharmacuetical Services	120,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	(
Physiotherapy Manager	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	(
Occupational Therapy Manager	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	(
Speech & Language Therapy Manager	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	(
Podiatry Manager	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	(
Orthotics Manager	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	(
Dietetics Manager	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	(
Practice Managers at 8 Board run practices	5,000	0	0	0	0	0	0	0	(	0	0		0	0	0	0	0	0	(	0	0	0	0	0	(
Head of ICT	30,000	0	0	0	0	0	30,000	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	(
Information	1,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	(
Human Resources Manager	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	(
Occupational Health Manager	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	(
Clinical Governance Manager	1,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	-
Health & Safety Manager	5,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	(
Head of Talent Development & Culture	5,000	0	0	0	0	0	0	1,000	(	0	0		0	0	0	0	0	0	(	0	0	0	0	0	(
Elective Services Manager: Acute and Specialist	5,000	5,000	0	0	0	0	0	0	1,000		0	2,000		0	2,000		2,000		(	0	0	2,000		0	(
Chief Nursing Acute and Specialist Services	5,000	0	0	0	0	0	0	0	1,000	0	0	2,000	0	0	2,000	0	2,000	0	(	0 0	0	2,000	2,000	0	(
Patient Flow Manager	5,000	5,000	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	2,000	(
Child Health Manager	5,000	0	0	0	0	0	0	0	(	0	0		0	0	0	0	0	0	(	0	0	0	0	2,000	
Laboratory Services Manager	30,000	0	0	0	0	0	0	0	(	0	0	0	0	0	0	0	0	0	(	0	0	0	0	0	
Medical Imaging Manager	5,000	0	0	0	0	0	0	0	(	0	0	0	1 0	0	0	0	0	0	(	1 0	0	0	0	0	
Physiological Measurements	5,000	0	0	0	0	0	0	0	(	0	0		1 0	0	0	0	0	0	(	1 0	0	0	0	0	
Audiology Manager	5,000	0	0	0	0	0	0	0	(	0	0	0	1 0	0	0	0	0	0		0	0	0	0	0	
Ward 1 Senior Charge Nurse	5,000	0	0	0	0	0	0	0	(	0	0		1 0	0	0	0	0	0		0	0	0	0	0	(
Ward 3 Senior Charge Nurse	5,000	<u>0</u>	0		0	0	0	<u> </u>	(	1 0	0	0	1 0	0	0	0	Ŏ	0		1 0	0	0	0	0	
Maternity Senior Charge Nurse	5,000	, Š	0	1 0	i č	0	0	o	(	0	0	0		U	0	0	0	0		il ŏ	0	0	0	0	
Specialist Nursing Lead	5,000	0	0	0	0	0	0	0	(	0	0	0	1 0	0	0	0	0	0		1 0	0	0	0	0	
Out Patients Senior Charge Nurse	5,000	0	0	0	0	0	0	0	(	0	0	0	1 0	0	0	0	0	0		0	0	0	0	0	
Theatres Senior Charge Nurse	5,000	0	0		0	0	0		(	1 0	0		( ) <u> </u>	U	0	0	0	0		1 0	0	0	0	0	
A&E Senior Charge Nurse	5,000	ļ š	0	1 0	)	0	0		(	1 0	0		1 0	U	0	ŏ	0	0		1 0	0	0	0	0	
Central Decontamination Unit Senior Charge Nurse	5,000	0	0	1 0	1 0	0	0	0	(	1 0	0		1 0	U	0	- ŏ	0	0	ļ ,	1 0	0	0	0	0	
Renal Services Senior Charge Nurse	5,000 5,000	0	0	0	0	0	0		(	, 0	0	2.000		2.000	0	0	0	0		1 0	0	0	0	0	
Oncology Nurse		0	0	1	j o	0	0	0	(	, 0	0	2,000		2,000	0	0	0	0		1 0	0	0	0	0	
GBH Pain Relief Outpatients	1,000	Ŏ	0	1 0	j č	0	0		(	, o	0			U	0	0	0	0		1 0	0	0	0	0	
Pre Assesment Clinic Senior Charge Nurse	1,000	, ŏ	0	1 0	i č	0	0	ŏ	(	, j	0			0	0	, Š	0	0		il ŏ	0	0	0	0	
Medical Records Manager	5,000	0			0	0	0		(	0	0	0	0	U	0	0	0	0		1 0	0	0	0	0	
Decontamination Lead/Infection Control Manager	5,000	0	0	1 0	1 0	0	0	<u>0</u>		1 0	0		1 0	0	0	0	0	0	(	1 0	0	0	0	0	
Corporate Services Manager	10,000	5,000		0	0	0	100.000	<u> </u>	(	, 0	0	0	0	0	0	0	0	0		1 0	0	0	0	0	
Head of Estates	30,000	50,000	0	0	0	0	100,000	0	(	0	0	0	1 0	0	0	0	0	0		1 0	0	0	0	0	
Maintenance Manager	10,000	0	0	0	0	0	50,000	0		. 0	0	0	1 0	0	0	0	0	0		1 0	0	0	0	0	
Facilites Manager	10,000	0	0	0	0	0	0	0	(	0	0		1 0	0	0	0	0	0	(	0	0	0	0	0	
Lead Healthcare Scientist	10,000	. 0	0		0	0	50,000	I 0	(	) 0	0	0	0	0	0	0	0	0	<u> </u>	0	0	0	0	0	(
NOTES:																									

- NOTES:

  1. All expenditure must be within approved annual budget limits
- 2. Delegated authority does not negate the need to follow Standing Financial Instructions regarding tender processes, use of national contracts etc (see Standing Financial Instructions on the intranet) Limits for officers can be varied in year with the agreement of Director of Finance and Chief Executive (then ratified by the Board annually)
- 3. All delegated staff can nominate a deputy to approve 'PECOS orders whilst they are on leave. '(Professional Electronic Commerce Online System).

  4. If an invoice is received out with the Director of Finance and Chief Executive standard delegated limit they can in exceptional circumstances jointly authorise the invoice up to their combined delegated limit value but must also inform and advise both the Chair of the Board and Chair of the Audit committee of the proposed action and the reason why this payment was considered an exceptional case.
- So Values can be temporary adjusted during the year to reflect changes in circumstances but formal approval of these changes should be sought at next Audit Committee Meeting.

  \*\* All endowment expenditure must be in line with the wishes of the donor or the aims of the endowment fund. CEO and DoF will have additional authority to counter-sign up to £15k for single items that match a specific donation. The Head of Procurement (or any other supplies officer as nominated by him or the Director of Finance) will have authority to process orders on behalf of the officers listed above.
- \*\*\* Highland and Island Travel Scheme (HITS) and Staff Travel Debit/Credit Reimbursement invoice or Direct Invoices from transport supplier only.

### Notes:

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Last Reviewed: Endowments	DELEGATED LIMIT OF AUTHORITY FOR INDIVIDUAL INVOICES																
26/10/2021					<b>ENDOV</b>	VMENT	UNDS (	see ** be	low)								
														Ward			
			Other	Other										3,	Ward 1,		MRI
		GBH	Hospital	Non		Gilbert								Ronas,	Theatres		Scanner
	General	General /	Funds	Hospital		Halcrow		Daniel	Daniel			Brae		Renal	, Resus	Maternity	Appeal
	Endowm	Equiment	Not	Funds not	GBH	Memori		Sinclair	Sinclair	John	Comm	Garden	Health	and	and	and Child	(note b
	ent	Fund	Specified	Specified	Cancer	al Fund	Cancer	Hospital	Comm	Sinclair	Nursing	Fund	Education	A&E	OPD	Health	addition)
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Chief Exec.(or nominated deputy as approved by Chair)	2,000	2,000	2,000	2,000	2,000	0	2,000	2,000	2,000	5,000	2,000	2,000	1,000	2,000	2,000	2,000	5,000
Director of Finance	10,000	10,000	10,000	5,000	5,000	5,000	2,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	10,000
Director of Community Health and Social Care	0	0	0	5,000	2,000	6,000	2,000	0	2,000	2,000	2,000	2,000	2,000	0	0	0	0
Director of Nursing, Acute and Specialist Services	0	5,000	5,000	0	2,000	0	2,000	2,000	0	5,000	0	0	0	2,000	2,000	2,000	5,000
Chief Nurse Community	0	0	0	0	0	0	0	0	2,000	0	2,000	2,000	0	0	0	0	0
Head of Talent Development & Culture (See note a)	1,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Elective Services Manager: Acute and Specialist Services	0	1,000	0	0	2,000	0	0	2,000	0	0	0	0	0	2,000	2,000	0	0
Chief Nursing Acute and Specialist Services	0	1,000	0	0	2,000	0	0	2,000	0	0	0	0	0	2,000	2,000		Ĭ
Child Health Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,000	0

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Note a: Head of Talent Development & Culture, scheme of delegation within the General Fund is solely relates to the budget delegated to the staff travel scholarship fund.

Note b: Director of Finance and Chief Executive shall be granted delegated authority to approve the preferred tender option for the purchase of the MRI Scanner within the resource envelope of this specific fund.