

# **NHS Shetland**

Meeting:	Shetland NHS Board
Meeting date:	13 December 2022
Agenda reference:	Board Paper 2022/23/52
Title:	Corporate Governance Handbook: Section 5
	Scheme of Delegation
Responsible Executive/Non-Executive:	Colin Marsland, Director of Finance
Report Author:	Colin Marsland, Director of Finance

# 1 Purpose

This is presented to the Board/Committee for:

• Decision

#### This report relates to:

• Board and Audit Committee Business Plan

### This aligns to the following NHS Scotland quality ambitions:

- Safe
- Effective
- Person Centred

# 2 Report summary

### 2.1 Situation

The purpose of this paper is to present the Board with the proposed revised scheme of delegation for approval.

### 2.2 Background

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 scheme of delegation changes made by the Endowment Committee and in year changes to the Board's core scheme of delegation was recently approved by the Audit Committee.

# 2.3 Assessment

In respect of the core scheme of delegation the Chief Executive and Director of Finance scheme of delegation has been increased for payments to Shetland Island Council. This reflects the increase in the monetary value of invoices from Shetland Island Council. This is due to during 2022-23 a payment to Shetland Island Council had to processed following the exception route set out in note 4 in the scheme of delegation.

The Endowment Committee agreed the revised scheme of delegation at their October 2022 meeting.

#### 2.3.1 Quality/ Patient Care

Assists in the Board's governance to ensure locally quality of care and patient services.

#### 2.3.2 Workforce

Assists in the Board's governance to ensure staff resources, health and wellbeing are appropriate.

#### 2.3.3 Financial

Ensures effective governance is in place to ensure best value of resources.

#### 2.3.4 Risk Assessment/Management

Ensures effective governance is in place to ensure relevant risk assessment and mitigations are in place.

#### 2.3.5 Equality and Diversity, including health inequalities

Ensures effective governance is in place to supports the Public Sector Equality Duty, Fairer Scotland Duty, and the Board's Equalities Outcomes. An impact assessment has not been completed.

#### 2.3.6 Other impacts

No other material issues.

#### 2.3.7 Communication, involvement, engagement and consultation

The Board has not carried out any involve and engage external stakeholders in respect of this paper.

#### 2.3.8 Route to the Meeting

This has previously considered by:

- 1. Thee Endowment Committee at its 25 October 2022 meeting regarding Appendix 2; and
- 2. The Audit Committee at its 29 November 2022 meeting.

## 2.4 Recommendation

#### • Decision –

Board members are asked to approve the proposed scheme of delegation.

# 3 List of appendices

The following appendices are included with this report:

- Appendix No 1, Scheme of Delegation Board
- Appendix No 2, Scheme of Delegation Endowments

Last Reviewed: Board Meeting 14/12/2021	DELEGATED LIMIT OF AUTHORITY FOR INDIVIDUAL INVOICES BOARD FUNDS ENDOWMENT FUNDS (see ** below)																						
	New NUC	Damagna	Revenue		SIA / Combrant			Conoral	Can anal /	II. and tal		NDOWM	ENT FUN	DS (see ** Daniel	Daniel	-	1	Buss		Ward 3,	Ward 1,	Matamita	MRI
	Non-NHS Revenue	Revenue Spend with	Spend	SLA / Contract Agreement Sign	SLA / Contract Payment Sign	SIC		General Endow	General / Equiment	Hospital Funds Not	Hospital Funds not	GBH		Sinclair	Sinclair	John	Comm	Brae Garden	Health	Renal and	Theatres,	Maternity and Child	Scanner
	Spend	NHS Bodies	H.I.T.S ***	off	off	Invoices	Capital	me nt	Fund	Specified	Specified	Cancer	Cancer	Hospital	Comm	Sinclair	Nursing		Education	A&E	& OPD		Appeal
	£	f.	£	£	£	f.	£	f.	£	f	f	£	£	f.	£	£	£	£	f.	£	f.	£	f.
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	2,000	2,000	2,000	0 5,000		2,000	1,000	2,000	2,000	2,000	5,000
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	C	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	5,000	5,000				5,000		5,000	5,000	10,000
Director Of Community Health and Social Care	50,000	50,000	0	0	50,000	0	0	0	0	0	5,000	2,000	2,000	0	2,000			2,000	2,000		0 0	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	2,000	2,000	0	0 5,000	0 0	0 0	0	2,000	2,000	2,000	5,000
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	0	0	0 0	0	0
Medical Director Board Chair	10,000 5,000	10,000	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
Public Health Principal	5,000	0	0	Ő	Ő	Ő	0	ő	Ő	ő	ő	ŏ	Ő	Ő	Ő	o c	o o	0 0	Ő	Č	ő ő	ő	Ő
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	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	0	C	0 0	0	0
Financial Accountant	5,000	0	0	0	0	0	0																
Patient Travel Officers	50.000	0	1,000	0	0	0	0	0	0	0	0	0	0	0		0 0			0			0	
Dental Director Primary Care Manager	50,000 5,000	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	ŏ c			0			0	0
Chief Nurse Community	5,000	0	C C	0 0	ő	0	Ő	0	0	0	0	0	0	Ő	2,000	0 0	2,000	2,000	0	Ċ	o o	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	C	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	C	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	C	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	0	0 0	0	0
Physiotherapy Manager Occupational Therapy Manager	5,000 5,000	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
Podiatry Manager	5,000	0	0	0	0	0	0	0 0	0	0	0	Ő	0	0	0	0 0		0 0	0	0	0 0	ő	0
Orthotics Manager	5,000	0	0	0	0	0	Ō	0	0	Ō	Ō	Ō	0	0	Ō	0 0	0 0	0 0	0	C	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	C	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	0	0	0 0	0	0
Head of ICT Information	30,000 1,000	0	0	0	0	0	30,000	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
Occupational Health Manager	5,000	0	0	0 0	Ő	0	0	Ő	0	0	0	Ő	Ő	0	Ő	0 0	0 0	0 0	Ő	C	o o	Ő	0
Clinical Governance Manager	1,000	0	0	0	0	0	Ō	0	0	Ō	Ō	Ō	0	0	Ō	0 0	0 0	0 0	0	C	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	C	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	0	C	0 0	0	0
Learning and Development Manager Elective Services Manager: Acute and Specialist Services	5,000	5,000	0	0	0	0	0	1,000	1,000	0	0	2 000	5000	2,000	0				0	2,000	2,000	0	0
Chief Nursing Acute and Specialist Services	5,000	5,000		0	0	0	0	0	1,000	0	0	2,000 2.000	5000	2,000	0				0	2,000		0	0
Patient Flow Manager	5,000	5,000	0	0	0	0	0	0	1,000	0	0	2,000	0	2,000	0	0 0		0 0	0	2,000	0 2,000	2,000	0
Child Health Manager	5,000	0,000	0	Ő	Ő	0	0	Ő	0	0	0	Ő	Ő	Ő	Ő	0 2,000	0 0	0 0	Ő	Ċ	) Ö	2,000	Ő
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	C	0 0	0	0
Medical Imaging Manager	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0 0	0 0	0	C	0	0	0
Physiological Measurements	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0 0	0	0	0	0	0
Audiology Manager Ward 1 Senior Charge Nurse	5,000 5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0				0			0	0
Ward 3 Senior Charge Nurse	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0				0			0	0
Maternity Senior Charge Nurse	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	o c	o o	0 0	0	0	0 0	0	ő
Specialist Nursing Lead	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	o o	o o	0	C	0	0	0
Out Patients Senior Charge Nurse	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0 0	0 0	0	C	0 0	0	0
Theatres Senior Charge Nurse	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0 0	0 0	0	C	0 0	0	0
A&E Senior Charge Nurse Central Decontamination Unit Senior Charge Nurse	5,000 5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0				0		0	0	0
Renal Services Senior Charge Nurse	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0				0			0	0
Oncology Nurse	5,000	0	1 0	0	0	0	0	0	0	0	0	2,000	2,000	0	0	ŏ			0		) 0	0	0
GBH Pain Relief Outpatients	1,000	Ő	C C	0 0	ő	0	Ő	0	0	0	0	_,000	2,000	Ő	Ő	0 0	o o	o o	0	Ċ	o o	0	0
Pre Assesment Clinic Senior Charge Nurse	1,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0 0	0 0	0	C	0 0	Ó	0
Medical Records Manager	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0 0	0 0	0	C	0 0	0	0
Decontamination Lead/Infection Control Manager	5,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0 0	0 0	0	C	0 0	0	0
Corporate Services Manager	10,000	5,000	0	0	0	0	100 000	0	0	0	0	0	0	0	0	0 0	0	0 0	0	0	0	0	0
Head of Estates Maintenance Manager	30,000 10,000	50,000	0	0	0	0	100,000 50,000	0	0	0	0	0	0	0	0				0			0	0
Facilites Manager	10,000	0	0	0	0	0	50,000 N	0	0	0	0	0	0	0	0				0			0	0
Lead Healthcare Scientist	10,000	0	0	0	0	0	50.000	0	0	0	0	0	0	0	0	o c		0 0	0		0 0	0	0
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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. 5. 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

Last Reviewed: Endowments 25/10/2022	DELEGATED LIMIT OF AUTHORITY FOR INDIVIDUAL INVOICES																
		1		1	END	OWMENT FUND	S (see **	below)	1				1		1	1	T
	General Endowment	Fund	Other Hospital Funds Not Specified	Other Non Hospital Funds not Specified	GBH Cancer	Andrew Smith of Isleburgh House Scholarship & Gilbert Halcrow Memorial Fund £		Daniel Sinclair Hospital	Daniel Sinclair Comm	John Sinclair	Comm Nursing	Brae Garden Fund	Health Education		Ward 1, Theatres, Resus and OPD	Maternity and Child Health	MRI Scanner Appeal (note b addition)
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	L.
Chief Exec.(or nominated deputy as approved by Chair)	2,000	,	2,000				2,000	2,000	2,000	5,000	2,000	2,000		2,000		,	
Director of Finance	10,000	10,000	10,000	5,000	5,000	10,000	5,000	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	0	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	5,000	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	1,000	0	0	0	0	0	0	0	0	0	0	1,000
Learning and Development Manager (See note a)	1,000	0	0	0	0	1,000	0	0	0	0	0	0	0	0	0	0	1,000
Elective Services Manager: Acute and Specialist Services	0	1,000	0	0	2,000	0	5,000	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	0	0
Child Health Manager	0	0	0	0	0	0	0	0	0	2,000	0	0	0	0	0	2,000	0

#### 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.

5. Values can be temporary adjusted during the year to reflect changes in circumstances but formal approval of these changes should be sought at next Endowment 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 Finance and 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.

Note a: Head of Talent Development & Culture and Learning and Development Manager, scheme of delegation solely relates to processing the staff training and travel expenses within these funds that have been approved by the Trustee training review group or Director of Finance.

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.