

NHS Shetland

| | |
|---|--|
| Meeting: | Shetland NHS Board |
| Meeting date: | 10 December 2024 |
| Agenda reference: | Board Paper 2024/25/58 |
| 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 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 review. This reflects in year changes to the Board's core scheme of delegation.

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 current scheme of delegation was last agreed at the Board Meeting on 12 December 2023. The Audit Committee reviewed the proposed scheme of delegation on 26 November 2024 and agreed that it be presented to the Board for final approval.

2.3 Assessment

In respect of the core scheme of delegation mainly minor amendments primary to reflect job titles and removal of posts from Board's workforce establishment.

In respect of Chief Executive and Director of Finance have been amended to align with the Capital Resource Limit (CRL). The Director of Finance limit has also been amended and increased to allow authorisation in the absence of Chief Executive.

In respect of the revenue resource limit a new post title has been recognised to formally provide for the absence of the Director of Health and Social Care (Chief Officer of the IJB) through recognising the post of Deputy Chief Officer of the IJB.

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

The scheme of delegation for endowments was discussed and agreed at the Trustee meeting on 5 November 2024 and the Audit Committee on 26 November 2024.

2.4 Recommendation

- **Decision** – Members are asked to examine and agree the proposed scheme of delegation for final formal approval.

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 12/12/2023 | DELEGATED LIMIT OF AUTHORITY FOR INDIVIDUAL INVOICES | | | | | | |
|--|--|------------------------------------|---------------------------------|--|--------------------------------------|-------------------|--------------|
| | BOARD FUNDS | | | | | | |
| | Non-NHS Revenue Spend £ | Revenue Spend with NHS Bodies £ | Revenue Spend H.I.T.S **** £ | SLA / Contract Agreement Sign off £ | SLA / Contract Payment Sign off £ | SIC Invoices £ | Capital £ |
| Chief Exec.(or nominated deputy as approved by Director Of Public Health | 250,000 | 500,000 | 300,000 | 8,000,000 | 750,000 | 1,600,000 | 1,046,850 |
| Director Of Finance | 50,000 | 50,000 | 0 | 0 | 0 | 0 | 0 |
| Director Of Community Health and Social Care | 100,000 | 500,000 | 300,000 | 8,000,000 | 750,000 | 1,600,000 | 1,046,850 |
| Director of Nursing , Acute and Specialist Services | 50,000 | 50,000 | 0 | 0 | 50,000 | 0 | 0 |
| Director Of Human Resources and Support Services | 50,000 | 50,000 | 0 | 0 | 0 | 0 | 0 |
| Medical Director | 10,000 | 10,000 | 0 | 0 | 0 | 0 | 0 |
| Board Chair | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Consultant Public Health | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Health Principal | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Alcohol & Drug Development Officer | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Head of Finance & Procurement | 100,000 | 50,000 | 100,000 | 0 | 750,000 | 0 | 0 |
| Financial Accountant | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Patient Travel Officers | 0 | 0 | 1,000 | 0 | 0 | 0 | 0 |
| Deputy Chief Officer of the IJB | 50,000 | 50,000 | 0 | 0 | 50,000 | 0 | 0 |
| Director of Pharmacy | 100,000 | 100,000 | 0 | 0 | 0 | 0 | 0 |
| Principal Pharmacist: Secondary Care | 100,000 | 100,000 | 0 | 0 | 0 | 0 | 0 |
| Lead Pharmacist - Primary Care | 120,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Primary Care Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Chief Nurse Community | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Mental Health Service Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dental Director | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dental Services Business Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Physiotherapy Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Occupational Therapy Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Speech & Language Therapy Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Podiatry Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Orthotics Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dietetics Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Practice Managers at 9 Board run practices | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Head of ICT | 30,000 | 0 | 0 | 0 | 0 | 0 | 30,000 |
| Information | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Head of Information Governance | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Human Resources Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Occupational Health Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Clinical Governance Manager | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Health & Safety Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Learning and Development Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Chief Nursing Acute and Specialist Services | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Patient Flow Manager | 5,000 | 5,000 | 0 | 0 | 0 | 0 | 0 |
| Child Health Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Laboratory Services Manager | 30,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Medical Imaging Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Physiological Measurements | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Chief Audiologist | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ward 1 Senior Charge Nurse | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ward 3 Senior Charge Nurse | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Maternity Senior Charge Nurse | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Specialist Nursing Lead | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Out Patients Senior Charge Nurse | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Theatres Senior Charge Nurse | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| A&E Senior Charge Nurse | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Central Decontamination Unit Senior Charge Nurse | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Renal Services Senior Charge Nurse | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Oncology Nurse | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| GBH Pain Relief Outpatients | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Pre Assessment Clinic Senior Charge Nurse | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Medical Records Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Decontamination Lead/Infection Control Manager | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Corporate Services Manager | 10,000 | 5,000 | 0 | 0 | 0 | 0 | 0 |
| Head of Estates | 30,000 | 50,000 | 0 | 0 | 0 | 0 | 100,000 |
| Maintenance Manager | 10,000 | 0 | 0 | 0 | 0 | 0 | 50,000 |
| Facilities Manager | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lead Healthcare Scientist | 10,000 | 0 | 0 | 0 | 0 | 0 | 50,000 |

NOTES:

- All expenditure must be within approved annual budget limits
 - Delegated authority does not negate the need to follow Standing Financial Instructions regarding tender processes, use of national
 - All delegated staff can nominate a deputy to approve *PECOS orders whilst they are on leave. *(Professional Electronic Commerce Online System).
 - 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.
 - 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 and patient claims with relevant supporting documentation.

| Last Reviewed: Endowments 5/11/2024 | DELEGATED LIMIT OF AUTHORITY FOR INDIVIDUAL INVOICES | | | | | | | | | | | | | | | | |
|---|--|------------------------------|------------------------------------|--|------------|---|--------|--------------------------|----------------------|---------------|--------------|------------------|------------------|-----------------------|---------------------------------|----------------------------|--------------------------------------|
| | ENDOWMENT FUNDS (see ** below) | | | | | | | | | | | | | | | | |
| | General Endowment | GBH General / Equipment Fund | Other Hospital Funds Not Specified | Other Non Hospital Funds not Specified | GBH Cancer | Andrew Smith of Isleburgh House Scholarship & Gilbert Halcrow Memorial Fund £ | Cancer | Daniel Sinclair Hospital | Daniel Sinclair Comm | John Sinclair | Comm Nursing | Brae Garden Fund | Health Education | Ward 3, Renal and A&E | Ward 1, Theatres, Resus and OPD | Maternity and Child Health | MRI Scanner Appeal (note b 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 | 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 | 5,000 | 0 | 5,000 | 0 | 2,000 | 5,000 | 2,000 | 2,000 | 2,000 | 0 | 0 | 0 | 0 |
| Director of Nursing, Acute and Specialist Services | 0 | 5,000 | 5,000 | 0 | 5,000 | 0 | 5,000 | 2,000 | 0 | 5,000 | 0 | 0 | 0 | 2,000 | 2,000 | 2,000 | 5,000 |
| Director Of Public Health | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 0 | 0 | 0 | 0 |
| Chief Nurse Community | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000 | 0 | 2,000 | 2,000 | 0 | 0 | 0 | 0 | 0 |
| Learning and Development Manager (See note a) | 3,000 | 0 | 0 | 0 | 0 | 0 | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Elective Services Lead: Acute and Specialist Services | 0 | 1,000 | 1,000 | 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 | 1,000 | 0 | 2,000 | 0 | 5,000 | 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 | 5,000 | 0 | 0 | 0 | 0 | 0 | 2,000 | 0 |

NOTES:

- All expenditure must be within approved annual budget limits
- 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)
- All delegated staff can nominate a deputy to approve *PECOS orders whilst they are on leave. *(Professional Electronic Commerce Online System).
- 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.
- 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: 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.