

ANNEX A OF STANDING FINANCIAL INSTRUCTIONS

SCHEME OF DELEGATION

1. Allocations and Budgets				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
1.1 Preparation and approval of Revenue and Capital Financial Plans	4.3	Board	Director of Finance	Revenue Resource Limit/Capital Resource Limit / External Income Forecasts / AME Limit
1.2 System for funding decisions and business planning	4.3	CMT	Director of Finance	
1.3 Establishment and maintenance of Budgetary Control System	4.3	Audit Committee	Director of Finance	
1.4 Preparation and Issue of Budget to NHS Lanarkshire	4.3		Director of Finance	Limit as per Financial Plan
1.5 Preparation and Issue of Budget Offer to IJB	7		Director of Finance	Limit as per Financial Plan
1.6 Authority to use Non-Recurring budget to enter new Recurring expenditure commitments	4.3		Chief Executive / Director of Finance	Within available resources
1.7 Virement of budget savings between approved operational budgets for items where no provision has been made in approved plans / budgets - budgets directly managed by Chief Officer of IJB - NHS Lanarkshire budgets	4.3 / 7		<u>Budgets directly managed by Chief Officer of IJB</u> Up to £250k Chief Officer of IJB with sign off from NHS Lanarkshire Director of Finance /Deputy Director of Finance to ensure virement feasible Over £250k IJB approval in addition to the above <u>NHS Lanarkshire Budgets</u> Director of Finance and Appropriate Divisional Director from £250k up to £500k	

			CMT over £500k	
1.8 Authority to commit expenditure for which no provision has been made in approved plans/budgets	4.3		CMT/ Director of Finance	Director of Finance up to £800k non-recurring and up to £20k recurring CMT over £800k non-recurring and over £20k recurring
1.9 Management of Revenue Budgets – Acute - Individual budget level (pay and non-pay) - Service level - Contingencies	4.3		Nominated Budget Holders Clinical Division GMs Deputy Director of Finance	Budget notified
1.10 Virement of Budget between IJB set aside budget and IJB budgets directly managed by the Chief Officer IJB - Outwith strategic plan	7		NHS Lanarkshire Director of Finance / S95 Officer verification - Chief Officer IJB under £250k Over £250k IJB	
1.11 Delegation of Budgets	4.3		Chief Executive	Limit as per Financial Plan
1.12 Approval of Change Programmes (Organisational Restructuring)		Board (where proposal includes major service change, headcount change or expenditure >£2m); CMT up to £2m	Chief Executive/Director of Finance	Within available resources
1.13 Standard Business Case approval - Capital - Revenue - Capital and Revenue	8		<u>Capital</u> – see section 9 <u>Revenue</u> - where funding source already identified within financial plan, Director Approval required Where no funding / additional to financial plan - < £50k CMT	

			> £50k Board Revenue and Capital – approval required from each area as described above	
1.14 Approval of Business Cases for engaging Consultancy Services	10		Executive Director < £50k CMT > £50k	
1.15 Prioritisation of Core Equipment	10.9	CIG Approval	Chair of Core Equipment Group	in line with capital plan limits

2. Annual Accounts and Reports				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
2.1 Submission of Financial monitoring returns	4.3		Director of Finance	In accordance with SGHSCD requirements
2.2 Approval of Annual Accounts	18	Board	Chief Executive	In accordance with Accounts Manual
2.3 Preparation of Performance Report	18	Audit Committee and Board	Chief Executive	In accordance with Accounts Manual
2.4 Preparation of Accountability Report	18	Audit Committee and Board	Chief Executive	In accordance with Accounts Manual

3. Banking Arrangements				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
3.1 Opening of Bank accounts in the Board's name	13		Director of Finance	Subject to appointment of bankers by NHS Board Subject to national direction
3.2 Notification to bankers of authorised signatories on bank accounts	13		Director of Finance	
3.3 CHAPS/SWIFT Authorisation	13		Chief Executive over £10m Director of Finance or Deputy Director of Finance £5m to £10m Head of Finance £10k to £5m Less than £10k one from the following - Financial Accounts Manager Financial Accountant Payroll Manager Deputy Payroll Manager Accounts Payable Manager	
3.4 BACS / Cheque Run Authorisation (excluding Payroll)	13		Director of Finance or Deputy Director of Finance over £15m Head of Finance £5m to £15m Less than £5m one from the following - Financial Accounts Manager Financial Accountant Payroll Manager Deputy Payroll Manager Accounts Payable Manager	

3.5 Cheque/ Payable Order (Out of Course Payment) Authorisation	13		<p>>£100k One Level 1 signatory plus any other authorised signatory</p> <p>£25k to £100k One Level 1 or Level 2 signatory plus any other authorised signatory</p> <p><£25k Any two authorised signatories</p> <p>Level 1 Signatories – Director of Finance / Deputy Director of Finance</p> <p>Level 2 Signatories – Head of Finance</p> <p>Other Authorised Signatories - Financial Accounts Manager / Financial Accountant / Payroll Manager / Deputy Payroll Manager / Accounts Payable Manager</p>	
3.6 Transfers to / from local bank account to main bank account	13		<p>Head of Finance – Corporate Services</p> <p>Financial Accounts Manager</p> <p>Financial Accountant</p>	

4. Healthcare Contracts/Service Level Agreements				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
4.1 Healthcare Agreements (amendments to existing agreement or new agreements)	5		<p><u>For services directly managed by Chief Officer of IJB -</u> In line with strategic commissioning plan and financial plan Chief Officer IJB < £1M NHS Lanarkshire approvals required as follows to ensure due diligence has been followed and compliance with regulations and standards - CMT NHS > £1m Director of Finance NHS < £1m Board Non NHS > £2m CMT Non NHS £1m to £2m</p> <p><u>For NHS Lanarkshire services -</u> CMT NHS > £1m Director of Finance NHS < £1m Board Non NHS > £2m CMT Non NHS £1m to £2m Appropriate Executive Director Non NHS < £1m</p>	Subject to confirmation of revenue affordability
4.2 Resource Transfer			Chief Officer in line with IJB strategic commissioning plan and financial plan	Within approved budget
4.3 Setting of Fees and Charges: income generation - Board	14		Director of Finance / Deputy Director of Finance	

4.4 Entering into contracts for income generation other than Healthcare agreements	14		CMT NHS > £1m Director of Finance NHS < £1m Board Non NHS > £2m CMT Non NHS £1m to £2m Appropriate Executive Director Non NHS < £1m	Subject to confirmation of revenue affordability
4.5 Signing of Service Level Agreements with other Boards			Director of Finance	As per supporting Financial Plan

5. Pay expenditure				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
5.1 Preparation of Workforce Plan, Strategy, and Human Resource policies & procedures	9		Director of Human Resources	Within existing resources
5.2 Preparation of Learning and Development Plan	9		Director of Human Resources	
5.3 Responsibility for implementing changes to terms and conditions of service	9		Director of Human Resources	Within national guidance
5.4 Preparation of contracts of employment	9		Compliance with current legislation and agreed terms and conditions	
5.5 Approval of Severance agreements –Executive Directors	9	Remuneration Committee	Director of Human Resources and Director of Finance	Compliance with current legislation and agreed terms and conditions; within available funding
5.6 Approval of Severance agreements -all other staff	9		Director of Human Resources and Director of Finance	Compliance with current legislation and agreed terms and conditions; within available funding
5.7 Settlement of employment litigation claims			Director of Human Resources with a Board Director	
5.8 Executive and Senior Management Pay	9	Remuneration Committee	Director of Human Resources	Compliance with current legislation and agreed terms and

				conditions
5.9 Engagement, termination, re-engagement, re-grading of staff	9		Budget Holder with sign off from HR Director and Director of Finance	Within approved budget and funded establishment and in accordance with approved HR policies
5.10 Appointment and Management of External contractors			Budget Holder	Within approved budget ensuring compliance with tax implications, PVG and Health and Safety requirements.
5.11 Approval of retrospective pay adjustments			Director of Finance and HR Director	Amounts greater than £10,000

6. Non-Pay Expenditure				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
6.1 Preparation & Implementation of Procurement Strategy	10		General Manager Procurement	
6.2 Implementation of Procurement Strategy - Pharmacy	10		Chief Pharmacist	All medicines
6.3 Implementation of Procurement Strategy – IM&T	10		General Manager IM&T	All IT projects, software, hardware and desktop
6.4 Implementation of Procurement Strategy - Estates	10		General Manager PSSD	All major building projects

7. Orders, Invoices, Quotations and Tenders				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
7.1 Request for tender/purchase (including specification) revenue - Health supplies/ services revenue - other supplies/ services	10		General Manager Procurement	In accordance with approved strategy/ Business Case/ Project Authorisation Checklist
7.2 Direct Award of Contract without Competition (SFI Waiver)			Approved by 2 Directors, one of which must be the Director of Finance or Chief Executive (NB for very low value waivers Director of Finance may appoint delegate to act in accordance with set procedures)	
7.3 Quotations and Tenders	10		>£2k - £10k 3 quotes budget holder £10k to £50k competitive quotations managed through Public Scotland Portal budget holder supported by Procurement (for Public Works £10k – £250k) £50k to £118k advertised tender through Public Contracts Scotland Portal budget holder supported by Procurement (for Public Works over £250k) European Tender (OJEU) > £118K Procurement for Goods and Services (Public Works £4.55m)	
7.4 Placing external commitments / contract awards / award of tenders	10		Chief Executive up to £5m lifetime value Director of Finance up to £4m lifetime value General Manager Procurement up to £2m lifetime value Director £500k to £1m lifetime value General Manager < £500k lifetime value	Approval requests will be accompanied by a tender report signed by the Head of Procurement supporting award of the contract.
7.5 Maintenance of Contract	10		General Manager Procurement	

Register				
7.6 Maintenance of Tender Register	10		General Manager Procurement	
7.7 Authorisation of Purchase Orders for Goods and Services	10		<p>Director of Finance / Chief Executive > £2m</p> <p>Directors up to £2m</p> <p>Deputy Director of Finance / General Managers up to £100k</p> <p>Chief Pharmacist up to £100k for Pharmacy</p> <p>PSSD Director up to £100k for PSSD</p> <p>Heads of Department up to £50k</p> <p>Designated Ordering Officers up to £20k</p> <p><u>Only exception to the above applies to well regulated expenditure contained within list held by Finance</u></p>	Subject to containment with delegated budget
7.8 Authorisation of Purchase Invoices for Goods and Services	10		<p>Director of Finance / Chief Executive > £2m</p> <p>Directors up to £2m</p> <p>Deputy Director of Finance / General Managers up to £100k</p> <p>Chief Pharmacist up to £100k for Pharmacy</p> <p>PSSD Director up to £100k for PSSD</p> <p>Heads of Department up to £50k</p> <p>Designated Ordering Officers up to £20k</p> <p><u>Only exception to the above applies to well regulated expenditure contained within list held by Finance</u></p>	Subject to containment with delegated budget

8. Management and Control of Stock				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
8.1 Issue of Stores recording and operating procedures	16		Director of Finance	All stocks
8.2 Day to day management and security arrangements	16		Head of Pharmacy and Prescribing Support Unit	Pharmacy stock
8.3 Day to day management and security arrangements	16		General Manager PSSD	All other stocks

9. Capital Investment & Budget Monitoring				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
9.1 Approval of Business Cases - non-IM&T	11	NHS Board following endorsement by Capital Investment Group for business cases > £3m CIG < £3M	Director of Strategic Implementation, Planning and Performance	Limit as per Capital Plan
9.2 Approval of Business Cases - IM&T	11	NHS Board endorsed by Capital Investment Group for business cases > £2m CIG and eHealth Strategy Group < £2m	Director of E Health	Limit as per Capital Plan
9.3 Property acquisitions/ disposals / leases	11		Director of Finance approval if Lifetime value below £2m Board approval if Lifetime value above £2m	Disposals subject to declaration of property as surplus and compliance with Property Transactions Handbook. Purchasing must be in accordance with Property Transactions Handbook.
9.4 Condemning & Disposal of Assets (excluding Property) – Items that are obsolete, obsolescent, redundant, irreparable or cannot be repaired cost effectively	11		General Manager PSSD if current/estimated purchase price < £20k Director of Finance if current/estimated purchase price between £20k and £250k Capital Investment Group if current/estimated purchase price £250k to £500k Board if current/estimated purchase price over £500k	

9.5 Maintenance of Asset Register and Capital Accounting Regime	11		Director of Finance	In accordance with Scottish Capital Accounting Manual
9.6 Award of capital tenders	10 / 11		Director of Strategic Implementation, Planning and Performance	Subject to containment within the overall Capital Plan, compliance with guidance and any requirements for transactions to be signed on behalf of Scottish Ministers
9.7 Management of Capital Budgets	11		Project Director at individual project level Chief Executive / Director of Finance for virement of budget between schemes – per event CIG Director of Finance for Contingencies	Project Budgets notified to responsible officer Virement subject to confirmation of Capital Resource availability and approval of Capital Investment Group. Contingencies subject to confirmation of capital resource liability

10. General Medical Services (GMS)				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
10.1 Preparation and Agreement of GMS Contracts			IJB Chief Officer responsible for hosting Primary Care services	
10.2 Monitoring of GMS Contracts including			IJB	

11. Fraud, Losses and Legal Claims				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
11.1 Arrangements for preventing, detecting and reporting fraud	20		Director of Finance	SGHSCD guidance and CFO
11.2 Notification of discovered fraud/criminal offences to SGHSCD	19 / 20		Director of Finance	
11.3 Maintenance of medical negligence claims register	19		Director of Finance	
11.4 Maintenance of legal claims register	19		Director of Finance	
11.5 Writing off of losses / ex-gratia payments	19	SGHSCD		Over £25,000
11.6 Writing off of losses / ex-gratia payments	19		Director of Finance	Up to £25,000
11.7 Settlement of Legal Claims – Clinical Claims	19		General Manager / Patient Services Manager approval < £50k Divisional Director approval < £100k Director of Finance / Chief Executive approval £100k to £250k	SGHSD Approval required for Clinical Claims Over £250,000;
11.8 Settlement of Legal Claims – Non-Clinical Claims	19		Divisional Director and Director of Finance and Medical Director acting together approval < £100k	SGHSCD Approval for non-clinical claims over £100,000
11.9 Actions to safeguard the Board's interests in bankruptcies and company liquidations	19		Director of Finance	

12. Patients Private Funds and Property				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
12.1 Authorisation of Manager and Establishments to manage residents affairs	21		Chief Executive	Within the terms of the Adults with Incapacity (Scotland) Act 2000.
12.2 Monitoring and reviewing arrangements for the management of residents affairs	21		Chief Executive	Within the terms of the Adults with Incapacity (Scotland) Act 2000.
12.3 Establishment of arrangements for the safe custody of patients' and residents' property	21		Chief Executive	Within the terms of the Mental Health Act 1984, Adults with Incapacity Act 2000 and guidance laid down by the Scottish Executive.
12.4 Arrangements for the opening and management of bank accounts.	21		Director of Finance	
12.5 Establishment of detailed procedures for the safe custody and management of patients' and residents' property	21		Director of Finance	
12.6 Provision of a receipts and payments statement in the approved format annually	21		Director of Finance	

13. Clinical Governance				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
13.1 Approval of Healthcare Quality and Assurance Strategy			Medical Director	
13.2 Approval of research and development studies including associated clinical trials and indemnity agreements for commercial studies		Ethics Committee	Director of Public Health and Policy	
13.3 Preparing Annual Workplan for Clinical Quality		HQAISG	Associate Director for Quality Assurance and Improvement	
13.4 Compliance with research governance			Medical Director	
13.5 Preparation of Patients Complaints Policy			Director of Nursing, Midwifery and Allied Health Professionals	
13.6 Monitoring and reporting of Patients complaints			Director of Nursing, Midwifery and Allied Health Professionals	

14. Risk management				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
14.1 Preparation of Risk Management Strategy	24	Audit Committee	Chief Executive	
14.2 Preparation and management of Corporate Risk Register	24		Medical Director	
14.3 Health & Safety - Staff	24	OHS Management Group	Chief Executive	
14.4 Health & Safety - Buildings	24		Chief Executive	
14.5 Fire Safety			Chief Executive	
14.6 System for developing, listing and updating policies			Chief Executive	
14.7 Child Protection Policies			Chief Executive	
14.8 Prescribing policies		Area Drug & Therapeutic Committee		As per resource constraints of Prescribing Management Board
14.9 Establishment and administration of insurance arrangements	24	Director of Finance		SGHSCD guidance including expected adherence to National contracts

15. Health Planning				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
15.1 Preparation of Corporate Plan		Board	Chief Executive	
15.2 Preparation of Annual Operating Plan	4.2	Board	Director of Strategic Implementation Planning and Performance	As per supporting Financial Plan

16. Access				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
16.1 Achievement of waiting times targets <ul style="list-style-type: none"> - Acute Services - Mental Health , Community and AHP services 			Director of Acute Services Chief Officer IJB	
16.2 Public Information on access to services			Director of Nursing Midwifery and Allied Health Professionals	
16.3 Procedure for patients who wish to appeal against clinical decisions on their continuing healthcare			Medical Director	CEL 6 2008

17. Information Governance				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
17.1 Responsibility for Information Management Systems & Strategy	22		Director of E Health	
17.2 Clinical responsibility for IM&T Strategy	22		Director of e Health	
17.3 Data Protection Act	22		Director of E Health	
17.4 Caldicott Guardian	22		Director of Public Health and Health Policy	
17.5 Freedom of Information Policy	22		Director of Communications	

18. Communication				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
18.1 Preparation of Communication Strategy			Director of Communications	
18.2 Preparation of Annual Report	18		Director of Communications	
18.3 Communication of and adherence to SFIs and Scheme of Delegation	1		Director of Finance	
18.4 Distribution of all relevant new legislation, regulations, good practice and case law			Board Secretary	

19. Emergency and Continuity Planning				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
19.1 Preparation and maintenance of comprehensive Emergency Plan		Board	Director of Public Health and Health Policy	
19.2 Preparation and maintenance of Business Continuity Plan		Board	Director of Public Health and Health Policy	

20. Other Areas				
Area of Responsibility	SFI	Group or Committee Approval if applicable	Officer Responsible	Limits Applying
20.1 Patient Focus Public Involvement			Director of Nursing Midwifery and Allied Health Professionals	
20.2 Compliance with guidelines on chaplaincy and spiritual care including spiritual care strategy implementation		Spiritual Care Committee	Director of Nursing Midwifery and Allied Health Professionals	
20.3 Health Promotion and Education Strategies			Director of Public Health and Health Policy	
20.4 Public Health information dissemination			Director of Public Health and Health Policy	
20.5 Compliance and adherence to national standards in healthcare acquired infection			Director of Nursing Midwifery and Allied Health Professionals	
20.6 Compliance and adherence to national standards in decontamination			Director of Nursing Midwifery and Allied Health Professionals	
20.7 Screening / Immunisation / Vaccination programmes			Director of Public Health and Health Policy	
20.8 Communicable disease control			Director of Public Health and Health Policy	
20.9 Development and maintenance of Performance Management Framework			Director of Strategic Implementation Planning and Performance	

20.10	Preparation and dissemination of Scheme of Delegation			Chief Executive	
20.11	Sealing of Documents with the Board Seal			Director of Finance / Chief Executive	Use of Board seal is accompanied by signature as determined in Board Standing Orders
20.12	Maintenance of register of Board members interests	17		Board Secretary	
20.13	Maintenance of register of gifts / hospitality and interest in contracts for other employees	17		Chief Executive delegated to divisional directors	
20.14	Execution of documents on behalf of Scottish Ministers relating to property transactions			Chief Executive and Director of Finance	