

Scheme of Delegation

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1) Introduction

Delegated matters in respect of decisions, which may have a far reaching effect, must be reported to the Accountable Officer. The delegation shown below is the lowest level to which authority is delegated. Delegation to lower levels is only permitted with written approval of the Accountable Officer, who will, before authorising such delegation, consult with other Senior Officers as appropriate. Should an occasion arise where the Accountable Officer is conflicted, approval shall be sought from the Chief Finance Officer/Deputy Chief Officer, or Chair, as appropriate. All items concerning finance must be carried out in accordance with Standing Orders, Scheme of Delegation and Prime Financial Policies contained within the CCG's Constitution. All financial limits in this schedule are subject to sufficient funds being available.

Delegated authority extends to substantive post holders. On a case by case basis authority may be delegated to interim staff. In such cases signoff is required by both the CCG Director and the Chief Finance Officer unless the position is that of Accountable Officer, in which case signoff is required by the Chair and Chief Finance Officer.

Where system roles are developed and the individual has an honorary contract with the CCG delegated authority may be given by the Accountable Officer or the Chief Finance Officer. In these circumstances levels of delegated authority will be assumed to correspond to the limits set out in the Scheme of Delegation for an equivalent post.

Delegation as set out is to the lowest officer level and implies authority also exists at any more senior level, except where specifically noted.

A glossary of abbreviations is included at the end of this document.

2) Responsibilities in terms of overall financial control

A. Management of budgets

Responsibility: To keep expenditure within budgets as approved by the Governing Body. Authority to spend is only extended where approved budget is available.

Delegated Matters		Current Scheme of Delegation
i)	At individual budget level	Budget Holder
ii)	At Directorate level	Director
iii)	At Clinical Commissioning Group level	Accountable Officer
iv)	Reserves	Chief Finance Officer

B. Transfers between budgets - transfers within the same directorate as well as intra-directorate and intra-CCG transfers

Responsibility: Transfer of budgets to reflect service changes/ reconfigurations

Delegated Matters		Current Scheme of Delegation
i)	Annual Budget	Governing Body
ii)	Up to £100,000	Director(s) plus Deputy Chief Finance Officer
iii)	Over £100,000	Executive Director (s) plus Chief Finance Officer
iv)	Transfers from Reserves	Chief Finance Officer
v)	Transfer to another CCG	Governing Body

C. Business Cases

The threshold for Business Case approval prior to commencement of the procurement process is given below. For long-term projects the values below should be calculated by reference to the life of the project (or 5 year cost if on-going).

Delegated Matters		Current Scheme of Delegation
i)	Below £100,000	Two from Chair, Accountable Officer ¹ , Chief Finance Officer
ii)	Up to £500,000	Quality and Performance Committee and/or Finance Committee
iii)	Over £500,000	Governing Body

D. Contracts and Procurement

Responsibility: In all contracts entered into, the CCG shall endeavour to obtain best value for money having due regard to clinical quality of service. Following approval of Business Case the Quotation and Tendering process below must be followed.

Delegated Matters		Current Scheme of Delegation
Quotation & Tendering		
The detailed process is contained within the Procurement Framework. The following limits apply to all new contracts including healthcare, external consultants, agency staff and temporary staff service contracts. The contract value is defined as the total		Chief Finance Officer

¹ The Accountable Officer is unable to approve any matters which would see CCG funding transferred to Cornwall or the Isles of Scilly Councils or any of their arms-length bodies (ALBs).

Delegated Matters	Current Scheme of Delegation
<p>estimated cost to the CCG of the complete scheme or the total value of the items purchased or acquired during the contract period for supplies including VAT.</p> <p>Consideration must be taken in respect of any legislative requirements before undertaking any procurement processes. Guidance must be sought from the Contract team.</p> <p>Consultancy spend:</p> <p>Where it is expected that expenditure will exceed specified limits set by NHSE&I a separate business case process must be followed. No procurement can be initiated until the outcome of this business case is confirmed.</p>	<p>Chief Finance Officer</p>
Authority to award or sign contract after seeking 3 quotations (up to £20,000)	
Email or written quotations up to £4,999.	Budget Manager
Email or written quotations from £5,000 to £19,999	Deputy Director/Head of Finance
Authority to award or sign contract over £20,000 but under the specified limits for Full Regime services or Light Touch Regime services	
Written quotations from £20,000 to £50,000	Director/Deputy Chief Finance Officer
Competitive tenders above £50,000 per annum (for healthcare services) or £20,000 per annum (for administrative expenditure)	<p>Authority to issue tender and award contract - Finance Committee</p> <p>Contract signature – Accountable Officer¹/Chief Finance Officer after Finance Committee approval</p>
Competitive tenders over the specified limits for Full Regime services or Light Touch Regime services	
Issuing of tender	Through EU Supply system after Finance Committee has agreed to release to market
Receiving of tender	Through EU Supply system with appropriate deadline
Opening of tender	Through EU Supply system tenders are not available until after the deadline and the process for the opening committee has been completed. One Director and one Senior Manager not related to the

Delegated Matters	Current Scheme of Delegation
	tender
Register of tenders received above £20,000	Through EU Supply system register of tenders automatically logged
Post tender negotiations – formal record to be kept	Nominated Senior Manager
Authority to award or sign contract	Contract signature – Accountable Officer ² /Chief Finance Officer after Finance Committee approval
Single Action Tender Waiver of tendering requirements	
In exceptional circumstances the normal tendering processes may need to be waived. This can only be done with prior approval and all single action tender waivers must be reported to the Audit Committee.	
Approval to proceed with Single Action Tender Waiver process	Chief Finance Officer
Signing of Annual Service Level Agreements / contracts (including contract variations)	
Up to £50,000 per annum	Deputy Director
Up to £250,000 per annum	Executive Director or Deputy Chief Finance Officer
Over £250,000 per annum	Accountable Officer ² or Chief Finance Officer

E. Programme expenditure

This section covers approval limits in relation to expenditure incurred on direct patient care.

Delegated Matters	Current Scheme of Delegation
Approval of Invoices for Agreed Contracts	
Where, after compliance with section D above, a Purchase Order has been placed for the SLA/contract automatic payments may be made after matching for the relevant % or amounts.	Budget Holder
Where this process is neither appropriate nor being applied, invoice approval levels are as follows:	

² The AO is unable to sign contracts or service level agreements which are linked to Cornwall and the Isles of Scilly Councils.

Up to £50,000	Budget Holder
Up to £10,000,000	Director/Head of Finance
Up to £25,000,000	Deputy Chief Finance Officer / Executive Director
Over £25,000,000	Chief Finance or Accountable Officer ²
Non Contracted Activity (or expenditure where no contract exists)	
Up to £20,000	Budget Holder
Up to £50,000	Head of Finance
Up to £250,000	Director
Up to £500,000	Deputy Chief Finance Officer
Over £500,000	Executive Director
Agreement for Individual Packages of Care³	
Weekly cost to the CCG up to £1600	Operational Manager
Weekly cost to the CCG up to £2000	Head of Department
Weekly cost to the CCG between £2000 - £5000	Director
Weekly cost above £5000	Executive Director ⁴

F. Delegated Primary Care contracts

Delegated Matters	Current Scheme of Delegation
Delegated Primary Care Contracts	
Authorisation of the Annual Delegated Primary Care Schedule (Baseline) in line with underlying contracts / Statement of Fees and Entitlements	Chief Finance Officer or Deputy Chief Finance Officer (only)
In year contract variations	Refer to limits set in Section D above.

G. Administration costs (running costs) – non-pay elements (see Section H in respect of staff costs)

This section covers approval limits in relation to expenditure incurred on administration costs relating to the day to day 'back office' operation of the CCG

³ Agreement of Individual Packages of Care – amendment agreed by Governing Body on 2 June 2020

⁴ The AO is unable to authorise care home, care at home and joint packages of care expenditure.

Delegated Matters	Current Scheme of Delegation
Non Pay Expenditure (where contract has been agreed)	
Expenditure up to £50,000	Budget Holder
Expenditure up to £250,000	Director/Deputy Chief Finance Officer
Expenditure over £250,000	Executive Director
Non Pay Expenditure (where there is no contract)	
Responsibility: Authorisation to be able to incur expenditure on behalf of the CCG where NO budgets have been set. These limits apply to requisitions/orders/invoice approval	
Expenditure up to £10,000	Budget holder
Expenditure up to £50,000	Accountable Officer ³ / Chief Finance Officer
Expenditure over £50,000	Accountable Officer ⁵ AND Chief Finance Officer
Use of credit cards	
Expenditure in relation to travel and accommodation where request has been approved in line with relevant limits above	Named Personal Assistants as approved by Chief Finance Officer (refer to Credit Card Policy)
Use of credit cards for other expenditure	Deputy Chief Finance Officer

H. Staffing Costs

This section relates to all matters regarding approval of expenditure on staff related issues. In the case of incurring staff pay costs the relevant approval must be sought prior to any role being advertised. In the case of 'off payroll' engagements there are additional steps that must be followed and early engagement with HR and finance teams is essential.

Delegated Matters	Current Scheme of Delegation
Authority to fill posts within funded establishment with permanent staff.	Executive Management Team (or equivalent)
Authority to appoint staff to post not on the agreed establishment	Accountable Officer and Chief Finance Officer and HR confirmation of appropriate process
Authority to appoint temporary staff – on payroll (eg fixed term contract/bank)	Executive Director and Chief Finance Officer and HR confirmation of

⁵ In instances where the AO may be conflicted, this will be a non-executive member of the Governing Body and the Chief Finance Officer. (Non-executive members include lay members, GPs and the secondary care clinician.)

Delegated Matters	Current Scheme of Delegation
	appropriate process.
<u>Before</u> engagement of 'Off payroll' staff an employment status check must be undertaken in conjunction with HR	
'Off payroll' staff engagements below criteria set by NHSE&I	Executive Director and Chief Finance Officer and HR confirmation of appropriate process
'Off payroll' staff engagements –likely to exceed criteria set by NHSE&I	Chief Finance Officer or Deputy Chief Finance Officer (only)– after authorisation has been given by NHS England/Improvement
Authority to authorise overtime	Budget Holder
Authority to authorise travel and expenses (all expenses to be claimed using e-expenses software)	Line Manager (in line with ESR structure)
Implement National Pay Awards and National changes to Expenses	Chief Finance Officer
Changes to Directors remuneration	Governing Body following recommendations from the Remuneration Committee

I. Petty Cash Disbursements

Small amounts of petty cash are held in order to reimburse low value items that are exceptional in nature and could not have reasonably been foreseen. Petty cash is not to be used to bypass existing procedures. Reimbursement can only be made where there is a valid receipt that has been authorised by the budget holder.

Delegated Matters	Current Scheme of Delegation
Up to £25	Petty cash holder
Up to £50	Deputy Chief Finance Officer

J. Income

The CCG receives most of its cash funding from the Department of Health however there will be instances where sales invoices are raised.

Delegated Matters	Current Scheme of Delegation
All requests for a sales invoice will be on the prescribed form (with relevant back information/agreement attached) approved as follows:	
Up to £100,000	Budget Holder

Delegated Matters	Current Scheme of Delegation
Up to £1,000,000	Director
Over £1,000,000	Executive Director
Sales Invoices will be raised by Finance staff and authorised within SBS by:	
Up to £500,000	Senior Financial Accountant
£500,001 to £1,000,000	Head of Finance
Over £1,000,000	Deputy Chief Finance Officer
Approval of external process to seek recovery of debts	Chief Finance Officer

K. Capital Expenditure

Capital expenditure is expected to largely comprise plant and equipment. Expenditure is defined as capital in nature where the plant and equipment is expected to be used for more than one year and where the cost is at least £5,000. Where items individually cost less than £6,000 but are more than £250 then they may be treated as group of assets and treated as capital. Clarification on the treatment should be confirmed with the Finance Dept. Funding is only released by NHSE/I following their approval of a capital project

Delegated Matters	Current Scheme of Delegation
Agreement of Capital Project plan (prior to submission to NHSE/I)	Chief Finance Officer
Approval of Capital project	NHS England/Improvement
Following the approval of the capital project the procurement and subsequent authorisation of invoices follow the procedures outlined above	

L. Losses and Special Payments

There is no budgetary provision for losses and special payments and therefore these classes of expenditure are subject to more scrutiny including publication within the CCG's Annual Accounts. Losses should only be considered where all the facts have been appraised and that there is no alternative action for recovery. Special payments are only to be made where there is no suitable alternative remedy available. In all cases a 'Losses and Special Payments checklist' will need to be completed prior to approval being considered

Delegated Matters	Current Scheme of Delegation
Approval thresholds	
Losses and Special Payments:	
Up to £5,000	Deputy Chief Finance Officer

Over £5,000	Chief Finance Officer or Accountable Officer ⁶
Note : some losses and special payments will need approval by HM Treasury	
Write off of Bad Debts	
Under £5,000	Chief Finance Officer
Over £5,000	Chief Finance Officer and Accountable Officer ⁴
Notification to SBS to action Write Offs	Senior Financial Accountant/Head of Finance
All losses, write-offs and special payments must be reported to both the Chief Finance Officer and the Audit Committee and also be included in the Annual accounts.	

3) Technical and/or financial system related matters

This section of the scheme of delegation will apply mainly to members of the finance directorate.

M. Monthly cash requisitions

The CCG is funded by monthly funding requests – these are submitted in the month prior funding being required.

Delegated Matters	Current Scheme of Delegation
Monthly drawdown funding request	Head of Finance

N. General Ledger

Processing of all General Ledger Journals (Budget, Actuals and Accruals) the authorisation limits are as follows:

Delegated Matters	Current Scheme of Delegation
Up to £1,000,000	Finance Manager (Systems)
Up to £20,000,000	Senior Financial Accountant
Over £20,000,000	Head of Finance
Requests to SBS to create or disable code combinations.	Senior Financial Accountant

⁶ In exceptional instances where the AO may be conflicted and the Chief Finance Officer is unavailable, authorisation will be via a non-executive member of the Governing Body. (Non-executive members include lay members, GPs and the secondary care clinician.)

O. Purchase Ledger

Delegated Matters	Current Scheme of Delegation
Requests to SBS to set up of New Suppliers	Senior Financial Accountant

P. Sales Ledger

Delegated Matters	Current Scheme of Delegation
Approval of new customers within the finance system	Finance Manager (Systems)
Cash	
Banking and Receipting of all cash and cheques received by CCG	Finance Manager (Systems)
Setting any required Payment Run/Payroll Bank run ceiling and authorising payment when this is exceeded.	Deputy Chief Finance Officer
Enable/Disable Oracle users	
Amend user eg change of role (no approval limit change)	Budget holder
Request for new user (financial approval limit required)	Executive Director

4) Definitions

Budget Holder	the Director with delegated authority to manage finances (income and expenditure) for a specific area of the organisation
Budget Manager	the employee that the Budget Holder has given delegated authority to in order to manage finances (income and expenditure) on their behalf for a specific area of the organisation. Although a particular budget may have a nominated Budget Manager it is still the Budget Holder who is accountable and responsible for that budget.
NHS SBS	NHS Shared Business Services – they are responsible for the financial accounting system used by all CCGs
Executive Director	Employee who is member of the Executive Management Team. These are Accountable Officer, Chief Finance Officer, Chief Operating Officer and Chief Nursing Officer.
EMT	Executive Management Team
Director	Employee with accountability for CCG operations who is employed on 'Very Senior Manager' terms and conditions of service



Kernow

Clinical Commissioning Group

NHS E&I	NHS England and Improvement
VSM	Very Senior Manager