

# Expenditure Delegations

## Department of Health Guideline

QH-GDL-071-1-1:2023

### 1. Statement

The Department of Health (the Department) *Expenditure Delegations Framework* for delegating expenditure authority ensures that the most appropriate individuals can act autonomously to make decisions on behalf of the Director-General.

This Guideline supports the Corporate Delegations Policy, Standard and Guideline and covers requirements and processes for nominating and managing expenditure delegations issued by the Director-General, Queensland Health.

### 2. Scope

This guideline applies to all employees, contractors and consultants within the department's divisions and business units, including Queensland Ambulance Service.

This guideline applies to the Mental Health Review Tribunal (MHRT) for delegations relevant to the MHRT made under the *Financial Accountability Act 2009*.

Compliance with this guideline is not mandatory, however sound and documented reasoning must exist for departing from the recommended principles within this guideline.

### 3. Requirements

#### 3.1. Expenditure Delegations Framework

- 3.1.1. The *Expenditure Delegations Framework* outlines expenditure types and their threshold limits within each band.
- 3.1.2. The Expenditure Delegations Framework is comprised of an Instrument of Delegation, a Restricted Transactions Schedule and an Expenditure Delegations Schedule which includes each division, the MHRT and limited delegates from Queensland Ambulance Service.
- 3.1.3. The Restricted Transactions Schedule details specific transaction types that can only be performed by a subset of the expenditure delegates and lists out the positions assigned authority to perform them and any specific expenditure thresholds.
- 3.1.4. The Expenditure Delegations Schedule details the current list of positions within each division, the MHRT and limited delegates from Queensland Ambulance Service that are assigned an expenditure delegation and the bands that apply to those positions.
- 3.1.5. A position approved for expenditure delegation shall be assigned a single band from Bands 1 to 8 (indicative banding suggested in Annexure 1).
- 3.1.6. A position receives all delegations limited within the assigned band.

- 3.1.7. It is the responsibility of each business area to ensure an appropriate accountability structure, under which expenditure outside of a delegate's authority can be progressed to an alternative delegate.
- 3.1.8. Business rules regarding exercising expenditure delegations are contained in the Finance Management Practice Manual (Expenditure Delegations of Authority - refer section 7.2).

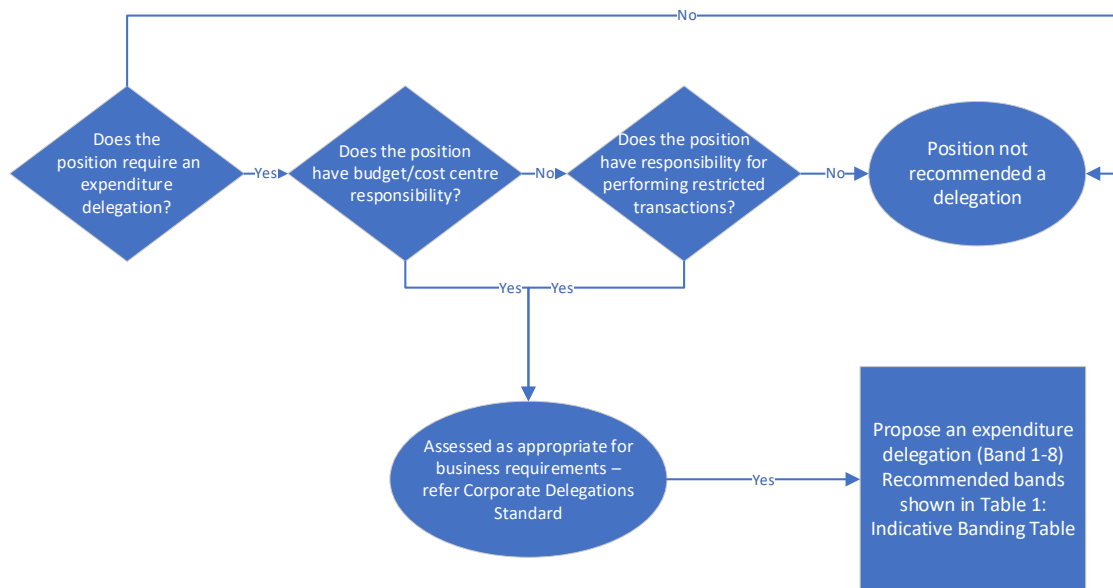
## 3.2. Review of delegations across the Department

- 3.2.1. Review of the Expenditure Delegations Schedule is coordinated by Governance, Assurance and Information Management (GAIM) Branch twice yearly.
- 3.2.2. It is the responsibility of business areas to take all necessary steps during each review to ensure proposed organisational changes have been considered and changes are reflected in the schedule.
- 3.2.3. Business areas are to regularly consider their expenditure delegations requirements in order to be able to anticipate possible future delegation requirements when responding to each review.
- 3.2.4. All reviews are briefed to the Director-General, for approval, by the GAIM Branch, Corporate Services Division:
  - Delegations are updated through a replacement Instrument including the associated Restricted Transactions Schedule and complete Expenditure Delegation Schedules. Expenditure delegation changes, including individual updates, do not occur in isolation from a revised instrument and associated schedules.
  - Ad hoc requests for changes to or new expenditure delegations are strongly discouraged, and business efficiency alone is an insufficient justification for such requests. Ad hoc requests shall only be considered when the request relates to exceptional circumstances that will significantly impact health service delivery or significant business outcomes. In such circumstances:
    - a risk-based assessment must be undertaken that has determined it is necessary to action the ad hoc request
    - consultation with the GAIM Branch must be undertaken prior to a formal request being made, and
    - any formal request must be made in writing from the relevant DDG, or equivalent, and be accompanied by rationale.

## 3.3. Delegations Review by business areas

- 3.3.1. Each business area is to establish local processes for regular review of delegations consistent with the department's Corporate Delegations Policy, Standard and Guideline.

3.3.2. The local process shall include a step for assessing each position using the following flowchart to determine if there is a business need for an expenditure delegation.



3.3.3. Further guidance on assessing a position's suitability for an expenditure delegation is contained in Annexure 2 *Expenditure delegations banding guideline checklist*.

### 3.4. Expenditure delegations banding exceptions

- 3.4.1. Any position assessed as potentially requiring an exception to the indicative banding table will be thoroughly assessed against the bands within the Expenditure Delegations Framework to determine if an alternative band is appropriate.
- 3.4.2. The Expenditure Delegations Framework is designed to ensure consistency throughout the department. The Indicative Banding Table (Annexure 1) identifies recommended bands for position titles and levels. Exceptions to the Indicative Banding Table are approved only in circumstances where there is a demonstrated business necessity.
- 3.4.3. Rationale supporting any departure from the Indicative Banding Table should be provided as part of the expenditure delegations review process.
- 3.4.4. Requests for exceptions will be reviewed on a case-by-case basis and will include a risk-based assessment, and an assessment of supporting documentation demonstrating the need for an exception.

### 3.5. Delegations monitoring

- 3.5.1. Regular review is undertaken to identify potential breaches in exercising expenditure delegations. The GAIM Branch is responsible for coordinating potential breach reporting.
- 3.5.2. It is the responsibility of Delegation Key Contacts to review the content of the potential breach reports for their area of responsibility and take the necessary action to ensure transactions have been appropriately authorised. This action should be documented. Written advice confirming that appropriate action has been taken in relation to potential breaches must be provided to the GAIM Branch within ten working days of receipt of potential breach reports.
- 3.5.3. Inappropriate approvals, once identified, should be managed in accordance with organisational policy (e.g. *Public Sector Act 2022*), referred to the Ethical Standards Unit, and where required reported to the DDG or nominated officer for consideration in determining appropriate remedial action. The Guide to Fraud and Corruption Control and the Financial Management Practice Manual 2019 (FMPM) also provide further advice on actioning suspected misconduct.
- 3.5.4. Actions not considered suspected misconduct are to be actioned in accordance with local business rules and processes for managing employee performance, and relevant human resources policies.
- 3.5.5. Further guidance on exercising and monitoring expenditure delegations is contained in section 7.2, Expense Management, of the FMPM.

### 3.6. Responsibilities

Position	Responsibility
Deputy Directors-General/equivalents	Endorse positions assigned delegations including Expenditure Delegations Schedule, banding departures and exceptions. Nominate a Delegation Key Contact for the division/area.
Executive/Senior management	Ensure staff holding delegation: <ul style="list-style-type: none"><li>• Understand the powers, limitations, and responsibilities of their delegation</li><li>• Receive training at a level sufficient to enable them to carry out their responsibilities</li><li>• Possess the skills and knowledge to effectively exercise delegations.</li></ul> Ensure acting arrangements are actioned within human resources practices to provide evidence of the period for which an officer occupies a position. Maintain oversight of delegations being exercised within their area of responsibility.

Position	Responsibility
Delegation Key Contact	<p>Coordinate divisional/ area delegation review for assessment and assignment and seek DDG endorsement of changes.</p> <p>Coordinate and respond to review of potential expenditure delegation breaches.</p>
Governance, Assurance and Information Management Branch	<p>Coordinate updates and briefings for approvals of all expenditure delegations on behalf of the department.</p> <p>Provide a central point of coordination for expenditure delegations.</p> <p>Coordinate expenditure delegation potential breach reporting.</p> <p>Maintain the Expenditure Delegations Framework.</p> <p>Ensure regular review of the Expenditure Delegations Framework.</p>
Delegates	<p>Understand their responsibilities before exercising delegations.</p> <p>Acknowledge receipt/amendment/removal of delegations (for permanent and temporary arrangements) by completing and submitting a Delegation Acknowledgment Form prior to exercising a new/changed delegation.</p> <p>Must complete FMPM and Delegations iLearn training prior to using a delegation.</p> <p>Exercise delegations in accordance with defined business rules of that delegation.</p>

## 4. Legislation

- *Acts Interpretation Act 1954 (Qld)*
- *Constitution of Queensland 2001*
- *Crime and Corruption Act 2001 (Qld)*
- *Financial Accountability Act 2009 (Qld)*
- Financial and Performance Management Standard 2019 (Qld)
- Financial Accountability Regulation 2009 (Qld)
- *Public Sector Act 2022 (Qld)*

## 5. Supporting documents

- Annexure 1 Indicative Banding Table
- Annexure 2 Expenditure Delegations Profiling Guide
- Annexure 3 Visual aid expenditure delegations exception reporting flowchart
- Control Framework for Expenditure

- Corporate Card Delegation
- Corporate Card Policy and Standard
- Corporate Delegations Policy and Standard
- Expenditure Delegations Framework and Restricted Transactions Schedule
- Financial Management Practice Manual 2019 (FMPM)
- Fraud Control Policy and Implementation Standard
- Guide to Fraud and Corruption Control
- Internal Control Framework
- Procurement Approval Policy
- Queensland Ambulance Service delegations
- Queensland Treasury, Financial Accountability Handbook

## 6. Definitions

Term	Definition
Breach	For the purposes of this guideline, breach means an exercise of delegations by a delegate beyond the levels approved to their position, or by an individual with no approved delegations.
Delegate	A person occupying a position to which a delegation, authority, function or power has been delegated.
Delegation	A process where a person holding an authority, function or power authorises another to exercise the authority, function or power.
Exception	For the purposes of this guideline, 'exception' refers to a threshold for a specific delegation type approved for a position that varies from the band threshold in the Expenditure Delegations Framework.

## Version Control

Version	Date	Comments
1.0	25 Jan 2017	Endorsed final version
2.0	11 Jul 2019	Minor review and updates to reflect changes under new Expenditure Delegations Framework
3.0	15 Nov 2023	Minor editorial changes for currency.

## Appendix 1 Indicative Banding Table

Band	Example position title	Indicative Level	Indicative functionality
<b>1</b>	Director-General	HES/SES	Director-General (DG)
<b>2</b>	DDG or equivalent	HES/SES	Deputy Directors-General (DDGs) or equivalent or a direct report to the DG. Operational responsibility for a Division/Branch
<b>3</b>	Chief Officer/ Executive Officer	HES/SES	A Chief Officer / Executive Director with a direct reporting relationship to a DDG or equivalent. Operational responsibility for a Branch
<b>4</b>	Chief Officer/ Executive Officer/ Senior Director	HES/SES	A Chief Officer / Executive Director / Senior Director or equivalent with significant budget and leadership responsibilities within a Division/Branch
<b>5</b>	Senior Director/ Director	HES/SES/SO	Senior Director or equivalent with direct reporting relationship to an Executive Director or equivalent. Applies to Directors who are direct reports to an Executive Director or equivalent
<b>6</b>	Director	SO	Director or equivalent
<b>7</b>	Manager / Team Leader	A07/A08	Manager or Team Leader who reports to a Director or equivalent
<b>8</b>	Team Leader / Coordinator	A03 to A07	Team Leader who reports to a Manager or equivalent

# Appendix 2 Expenditure Delegations Profiling Guide

Queensland Health

## Expenditure Delegations Profiling Department of Health Guideline

Attachment 2 – Expenditure Delegations Guideline

This guide has been developed to assist division/branch and business unit staff involving in profiling positions with the banded Executive Delegations Framework. Additional guidance and profiling support can be provided by the Governance, Assurance and Information Management branch.

### Profiling Guide

#### Context

Review relevant position banding material including current Expenditure Delegations Schedule, Department of Health Delegations Standard and Department of Health Expenditure Delegations Guideline.

#### Review

When reviewing delegations, consider the following

#	Questions	Circle
1	Have all business areas been considered?	Yes/No
2	Does a position that currently does <b>not</b> have a delegation <b>now</b> require a delegation?	Yes/No
3	Does a position that currently has a delegation <b>still</b> require a delegation?	Yes/No
4	Is the position number current / correct?	Yes/No
5	Is the allocated band sufficient or relevant?	Yes/No
6	Is the position active? (delimited positions cannot be assigned a delegation)	Yes/No
7	Position number is a permanent or temporary position (not a contractor)	Yes/No
8	Position number is in correct personnel area	Yes/No
9	Check for duplicate position numbers	Yes/No
10	Position number is assigned to the correct position title.	Yes/No



### Assess

Individually assess each position within your division/branch/business unit that may require an expenditure delegation. Consider:

#	Questions	Circle
1	What are the business requirements?	Yes/No
2	What levels of accountability are appropriate?	Yes/No
3	The empowerment of staff to operate whilst enabling different and effective use of resources	Yes/No
4	The mix and profiling of positions that require delegations	Yes/No
5	Whether the position has responsibility for a cost centre/budget, restricted transaction or corporate card	Yes/No
6	Consider positions that currently have or require delegations to operate within S4HANA.	Yes/No

### Assign

Use the Expenditure Delegations Guideline to assign a band that has the appropriate level of delegation to positions that may require a delegation. Many positions will not require a delegation. Consider:

#	Questions	Circle
1	The responsibilities of the position	Yes/No
2	What functions the position performs.	Yes/No

### Recommend and submit

Submit list of positions with assigned delegation bands in the review template to the DDG for endorsement.

# Appendix 3 Expenditure Delegations exception reporting flowchart

