

To:	Legal Services Board	
Date of Meeting:	28 March 2012	Item: Paper (12) 22

Title:	Revised Scheme of Delegations	
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Status:	Unrestricted	

Summary:
<p>The LSB Scheme of Delegations forms part of the LSB Governance Manual, last reviewed by the Board at its 30 November 2011 meeting. Revisions to the Scheme of Delegations have been necessary following senior management changes announced by the Chief Executive in December 2011.</p> <p>At its meeting on 29 February 2012, the Audit and Risk Committee was presented with proposed revisions to the LSB Scheme of Delegations reflecting changes arising from new Terms of Reference for LSB executive groups. The Committee noted the terms of reference for the LSB's executive groups and approved the revised LSB Scheme of Delegations for onward submission to the Board's 28 March meeting.</p>

Recommendations:
<p>The Board is invited to:</p> <ul style="list-style-type: none"> note the Terms of Reference for the LSB's executive groups attached at Annex A approve revisions to the LSB Scheme of Delegations attached at Annex B.

Risks and mitigations	
Financial:	N/A
Legal:	N/A
Reputational:	N/A
Resource:	N/A

Consultation	Yes	No	Who / why?
Board Members:	✓		Audit and Risk Committee

Consumer Panel:		✓	
Others:	N/A		

Freedom of Information Act 2000 (Fol)		
Para ref	Fol exemption and summary	Expires
N/A		
N/A		

LEGAL SERVICES BOARD

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Revised Scheme of Delegations

Background

1. The LSB Scheme of Delegations forms part of the LSB Governance Manual, last reviewed by the Board at its 30 November 2011 meeting. Revisions to the Scheme of Delegations have been necessary following senior management changes announced by the Chief Executive in December 2011. These changes prompted changes to the LSB executive groups.
2. At its meeting on 29 February 2012, the Audit and Risk Committee was presented with proposed revisions to the LSB Scheme of Delegations reflecting changes arising from new Terms of Reference for LSB executive groups, attached at **Annex A**. The Committee noted the terms of reference for the LSB's executive groups and approved the revised LSB Scheme of Delegations for onward submission to the Board's 28 March meeting. The revised Scheme of Delegations is attached at **Annex B**.

Terms of Reference for Executive Groups

3. On 13 December 2011, the Chief Executive announced a restructure of the LSB's senior management meetings to reflect senior staffing changes and also to improve the effectiveness of the groups. Rather than a single Senior Management Team and programme board, the executive now has four groups:

Executive Group: Comprising the Chief Executive, Corporate Director and Strategy Director, the Executive Group is the senior management team of the LSB and is responsible for the overall delivery of the LSB's executive activity. The Group meets fortnightly and ensures that live issues are escalated and delegated properly, and that intelligence is rapidly shared and disseminated.

Gateway Group: Chaired by the Chief Executive, this group meets at least twice between each Board meeting. One meeting considers drafts of Board papers, the other acts as a resource for all projects and business as usual work when faced with a major policy issue. The focus is on issue identification and ensuring consistency of approach in early discussions and, where necessary, on resolution and prioritisation where specific challenges arise at later stages.

Operations Group: This is a new Group, chaired by the Chief Executive, and its role is to consider cross-cutting corporate issues, primarily those of concern or interest to the Audit and Risk Committee. It meets on an ad hoc basis as required.

Programme Board: Chaired by the Corporate Director, this group continues to provide assurance that the programme remains on track against the milestones in the plan and, in particular, focuses on issues of risk at both project and programme level.

4. The Executive Group has approved terms of reference of each of these groups, and these are attached at **Annex A** for the Board to note.

Revisions to the Scheme of Delegations

5. The changes to both the executive groups and senior management necessitated a refresh of the Scheme of Delegations. The revised Scheme is attached at **Annex B**.
6. The changes were numerous – for example, there were a large number of references to ‘SMT’ which have now been amended to make reference instead to specific individuals or one of the new groups. For this reason, it was not possible to present a version highlighting the individual changes. The Committee is advised that there have been no amendments at all to the ‘Powers’ column; most of the amendments were made to the ‘Consultee’ column, with a very small number of changes to the ‘Approver’ column (mainly where reference was made to ‘General Counsel’, which has been replaced with reference to ‘Legal Director’).
7. The Board is invited to approve the revised Scheme of Delegations, subject to any issues it wishes to raise.

Recommendations

The Board is invited to:

- note the Terms of Reference for the LSB’s executive groups attached at **Annex A**
- approve revisions to the LSB Scheme of Delegations attached at **Annex B**.

13.03.12