

## **Paper (12) 22 – ANNEX A**

### **LSB EXECUTIVE GROUPS**

#### **A. LSB EXECUTIVE GROUP**

##### *Purpose*

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 Executive Group will ensure that live issues are escalated and delegated properly, and ensure intelligence is rapidly shared and disseminated. Its specific duties are set out below.

##### *Membership*

Chief Executive  
Strategy Director  
Corporate Director

The Legal Director and Director of Finance and Resources have a right of access when they consider that legal or financial issues require it.

##### *Chairing arrangements*

The Chief Executive will chair the meetings.

##### *Meetings*

The Executive Group will meet fortnightly.

##### *Duties*

##### *Planning and strategy, including finance matters*

1. To provide oversight of the LSB's corporate and business plans, including the organisation's objectives and priorities and to review progress against its corporate and business plan objectives.
2. To oversee and provide an early steer in relation to proposals for new corporate policies and amendments to existing policies and strategies as advised.
3. To approve and monitor the LSB's financial plans including budget forecasts and performance against these.
4. To have oversight of the scheme of delegations and recommend amendments to Board as necessary.

## ***Draft Terms of reference for LSB Executive Groups***

### *Business structure and delivery*

5. To maintain the LSB's corporate reputation through ensuring that an effective internal and external communications strategy is in place and developing relationships with stakeholders, across government, the media and others.
6. To review results of corporate reviews and internal audit reports and approve and monitor work arising from these.
7. To have oversight of the LSB's organisational structure, ensuring it continues to respond to business needs, advising the RemNom as appropriate.

### *Corporate governance*

8. To have regard to such generally accepted principles of good corporate governance, and to advise and make recommendations to the Board as necessary.
9. To promote accountability and openness in the LSB's work.
10. To ensure that the LSB has internal control systems in place to enable the Accounting Officer to fulfil his obligations.
11. To review and anticipate corporate risks and external developments, assessing and implementing action to mitigate risks and advising the Board and ARC accordingly.
12. To ensure that the organisation has policies and processes in place to satisfy the LSB's obligations to operate within its statutory limits and other relevant legislation.
13. To oversee the workings of the Gateway Group, Programme Board and Operations Board to ensure that governance arrangements are operating effectively.

### *Human resources/People*

14. To ensure an HR/people strategy is in place to enable the LSB to deliver its objectives, including overarching performance objectives, corporate recruitment, retention, succession planning and reward policies.

### *Equality and diversity*

15. To promote a culture of equality and diversity within the LSB and in the exercise of its public functions.

## **B. LSB GATEWAY GROUP**

### *Duties:*

The Gateway Group will usually meet twice between each Board meeting. One meeting will consider drafts of Board papers. The other meeting will be a general strategy session, and serve as a resource for all projects and business as usual work when faced with a major policy issue. The intention is for the Group to be a forum for colleagues to share issues and discuss strategic priorities at an early stage of formulation, and to act as a way of pooling intelligence on external developments and stakeholder issues to which the LSB may need to react. The focus will be 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.

To consider one-off matters referred to the Group as appropriate.

Where draft Board papers are considered, high-level feedback will be provided to authors via line managers if authors have not been able to attend the meeting in person to present their papers. Papers will then be subject to the formal sign-off process.

### *Membership:*

Chief Executive (Chair of meetings)  
Strategy Director  
Corporate Director  
Legal Director  
Director of Regulatory Practice  
Head of Development and Research  
Head of Strategy Decisions  
Director of Finance and Services  
Corporate Governance Manager

### *Regular attendees (depending on business):*

Communications Manager  
Business Planning Associate

### *Chairing arrangements:*

The Chief Executive will chair the Gateway Group meetings. In his absence, he will ask a Director to deputise.

### *Meetings:*

The Gateway Group will usually meet twice between each Board meeting:

***Draft Terms of reference for LSB Executive Groups***

- The Gateway Group meeting to consider draft board papers will meet two weeks prior to the Board meeting
- The Gateway Group meeting for general strategy discussions will meet approximately monthly

Group members will receive regular updates by circulation between meetings, including on communications and the Regulatory Decisions forward look. The Programme Board Report and Corporate Risk Register will be discussed at each general strategy meeting.

The Chair may convene additional meetings as necessary.

## **C. LSB OPERATIONS GROUP**

### *Duties*

To consider cross-cutting corporate issues primarily those of concern or interest to the Audit and Risk Committee. To consider draft Audit and Risk Committee papers in advance of sign off and circulation.

To consider one-off matters referred to the Group as appropriate

### *Membership*

Chief Executive (Chair of meetings)  
Corporate Director  
Legal Director  
Director of Finance and Services  
Corporate Governance Manager

### *Regular attendees (depending on business):*

LSB colleagues as necessary

### *Chairing arrangements*

The Chief Executive will chair the Operations Group meetings. In his absence, he will ask the Corporate Director to deputise.

### *Meetings*

The Chair will convene meetings on an *ad hoc* basis as necessary.

## **D. LSB PROGRAMME BOARD**

### *Duties*

- To provide assurance that the programme remains on track against the milestones in Programme Plan and general timetable in the Business Plan.
- Escalation of changes to timelines/milestones/end dates/critical paths to the Gateway Group as appropriate.
- Identification of links, overlaps and gaps that may arise across and between projects and sharing of stakeholder issues
- Formal ownership of risk issues at both project and programme level, and escalation of risks to the Corporate Risk Register as appropriate.
- To consider one-off matters referred to it as appropriate.

### *Membership*

Corporate Director (Chair of meetings)  
Legal Director  
Head of Statutory Decisions  
Communications Manager  
Business Planning Associate  
All Project Managers

### *Regular attendees (depending on business):*

All Associates  
Director of Finance and Services  
Corporate Governance Manager

### *Chairing arrangements*

The Corporate Director will chair Programme Board meetings. In her absence, she will nominate a suitable colleague to deputise.

### *Meetings*

The Programme Board will meet monthly.