

# **FUTURE FOOD STANDARDS SCOTLAND INTERNAL GOVERNANCE ARRANGEMENTS**



## **CONTENTS**

- 1. Introduction**
- 2. Overview of new Food Standards Scotland internal governance arrangements**
- 3. Terms of Reference for governance groups, attendees and frequency of meetings**
- 4. Mechanisms for reporting through branches, divisions and directorates up to the CEO**
- 5. Additional internal meetings and their purpose**
- 6. Delegated authority**

## **Annexes**

- A. 2021 Food Standards Scotland organogram (embedded document)**
- B. Meeting rhythm**
- C. Business planning and reporting guidance (embedded document)**
- D. Principles of good governance**

**Ian McWatt  
Julie Hesketh Laird**

**April 2021**

# 1. INTRODUCTION

Food Standards Scotland (FSS) is changing. Our new Strategy for 2021-26 will be launched in May 2021, supported by a new three year Corporate Plan (2021-24) with performance metrics to monitor and support delivery. Our new internal structure has been established and the organisation is growing as new colleagues join us. The organogram for our new high level structure is provided at **Annex A**.

Refreshed internal FSS values were launched in March 2021 to underpin staff behaviours. These are linked to our People Strategy and will be embedded in the way we conduct our business over the next 5 years.

As the organisation develops, it is important to ensure that the new structure allows for effective two-way communication between senior management, leaders and teams, enabling staff to be kept updated and provide feedback on Corporate matters while providing a mechanism that allows business delivery and issues/risks to be reported to the CEO.

This note sets out new internal governance arrangements for FSS to support appropriate levels of communication, reporting and sharing of information. These arrangements have been developed around 5 leadership levels:



Everyone in FSS should understand our direction, aspirations and priorities and their role in achieving them. This new governance process aims to support everyone to deliver their objectives within our new strategy and promote collaboration across all areas of our business.

## 2. OVERVIEW OF NEW FOOD STANDARDS SCOTLAND INTERNAL GOVERNANCE ARRANGEMENTS

FSS is overseen by its Board with the Chief Executive Officer (CEO), Geoff Ogle, being directly accountable to the Board. The CEO is responsible for ensuring that:

- FSS meets its vision and goals;
- the senior team, and its staff resources and structures (the Executive) align with priorities; and
- the organisation has the capability and capacity to deliver.

The CEO, and two Deputy CEOs (DCEOs, Director of Policy, Science & Operations and Director of Strategy, Communications and Programmes), will head the two internal leadership groups tasked with delivering on the FSS vision, bringing the whole organisation together to ensure our strategic goals and outcomes are delivered effectively and collaboratively. These two leadership groups are called the **Executive Leadership Team (ELT) – formerly SMT** and the **Directorate Leadership Group (DLG)**.

This paper describes the new governance arrangements needed to facilitate effective two-way communication and reporting between these leadership groups and all FSS colleagues, enabling the ELT to review delivery progress of strategic goals, identify risks, communicate organisational priorities. Reporting is structured around the business planning process described in **Annex C**, with Branch Heads (BHs; C1s) and Heads of Division (HoDs; C2s) responsible for providing monthly updates to Directors on their delivery against the strategic goals, which will then be reviewed by the ELT.

*Directors acknowledge this framework is simply the first cut and should be considered as a launchpad. This governance architecture is open to continual refinement and review as we evolve as an organisation. If it doesn't work, we'll change it. We intend to maintain on-going dialogue with team leaders and managers on how this process can be improved.*

### **3. TERMS OF REFERENCE FOR GOVERNANCE GROUPS, ATTENDEES AND FREQUENCY OF MEETINGS**

This section lays out the roles and responsibilities of leadership groups and inputs required from all staff to support the planning and reporting of business delivery, issues and risks. It sets out a model for scheduling meetings at different levels in the organisation. These are preferred models but HoDs and BHs can adapt this based on their own circumstances/team preferences, bearing in mind the need for reporting on business delivery in time for monthly reviews.

#### **i) Executive Leadership Team (ELT)**

The ELT comprises the CEO, the Deputy CEOs our Chief Scientific Advisor (CSA), and one HoD (C2) deputy from each Directorate (on quarterly rotational attendance) plus secretariat. Deputies attend in their leadership capacity to represent FSS and its business and not as spokespeople from their respective teams. As the FSS senior leadership cohort, they must lead by example through a culture of accountability and transparency. ***The ELT must be forward looking, identifying opportunities and threats for FSS and providing strategic direction on priority areas of work.***

#### **The functions of the ELT are:**

1. To set strategic direction for the Executive;
2. To monitor organisational performance and delivery and direct organisational effort as necessary;
3. To understand opportunities and threats to the organisation and make strategic decisions as necessary.

#### **It will deliver these outcomes by:**

- Being accountable for delivery of FSS' strategy, programmes, plans and desired outcomes.
- Regularly reviewing organisational performance at a strategic and tactical level through dashboards presented in the ***ELT Performance Reporting Slide-Deck***.
- Being the main point of contact with the FSS Board.
- Communicating Board direction to DLG and more widely across FSS.
- Promoting and embodying FSS' values and culture reflecting an appropriate balance between statutory and financial performance and the values.
- Regular assessment, together with the Board, of FSS' achievements in line with our strategy.
- Owning and directing delivery of the strategy. Maintaining momentum behind the strategy and leading directional changes when appropriate. Redirecting/reordering priorities (with commensurate resource) where required.
- Assessing and maintaining employee wellbeing.
- Assessing and growing FSS' reputation and trust in the organisation.
- Commissioning work internally including papers or "thought pieces" and forward looking change that takes FSS and its regulated sectors into a "beyond compliance" arena and its internal effectiveness from good to great.
- Delegating the delivery of work programmes to the appropriate Directorate/Division.
- On behalf of the Board, regularly reviewing the strategic risk register (which is co-owned by ELT and the Board) and the ELT risk register which covers business delivery.

## ELT ways of working

There will be 2 full business meetings of ELT monthly to consider strategic and governance related priorities. These meetings will be supplemented by a weekly ELT catch up to capture and consider new and emerging tactical issues and pressures. ***ELT meetings will normally take place on week 1 (to review risk and finance) and week 3 (to review strategy and business delivery).***

## Frequency & location of ELT meetings

- Every fortnight starting in week 1 then week 3 of each month (preferably Mondays).
- Meetings should be no more than 2 hours.
- Weekly 30 minute catch-up meetings (Weekly Tactical Meetings) will take place via MS Teams each Monday morning (ideally 10 am). Weekly Tactical meetings are open to all staff.

## Format and Agenda for ELT Meetings

- The **week 1** meeting will cover Corporate Governance matters focussing primarily on finance and risk<sup>1</sup>.
- The **week 3** meeting will focus on delivery of the FSS Strategy considering progress against the strategic plan and related dashboards. This information will be collated through the *ELT Performance Reporting Slide-Deck* which will comprise summary information relating to business plan reporting and performance metrics relating to each area of the business.
- **Weekly Tactical meetings** will be a very quick summary of emerging key issues, developments or priorities. These meetings will involve Heads of Divisions and are aimed at giving the senior team clear sight of the immediate organisational priorities and identify any issues, barriers or opportunities. They clarify what our priorities are that week and resolve immediate issues. Weekly Tactical meetings will be open to anyone in FSS to observe. Branch Heads will be invited to introduce briefly their team's top issues or nominate the most appropriate contributor. Contributions should be forward-looking so as to flag future issues and opportunities for collaboration and not report on past activity. The CEO will Chair or a DCEO in his absence. The agenda is a Lightning Round of contributions with the purpose of creating an informed leadership group of FSS activities. Where issues are identified that need further they can be taken off line with reporting back as appropriate.

## Representation and deputies for full ELT and weekly catch ups

- CEO (chair)
- 2 DCEOs plus C2 deputy from each Directorate on quarterly rotation
- Chief Scientific Advisor
- Head of Private Office
- PS to CEO (secretariat)
- Other attendees by invitation

All meetings should have at least 4 of 7 members to remain quorate and for decisions to be agreed. At least one of the CEO or deputy CEOs must also be in attendance.

## Agenda, papers & minutes

- Anyone can propose agenda items though they can also be requested and papers commissioned by the ELT and DLG.
- Agenda to be managed by the Private Office but approved ahead of time, preferably by both of the DCEOs. Agenda may include issues flagged at the Weekly Tacticals.
- Each meeting will have standard agenda items which will be aligned with the strategy and governance approaches detailed in this paper.

---

<sup>1</sup> Finance data for the previous month will be available for ELT review at this point

- Strategy/business meetings (week 3) will include a review of the **ELT Performance Reporting Slide-Deck**, including a summary of business reporting from branches/divisions.
- Business cases will only be reviewed at these meetings where the relevant DCEO has deemed ELT review and CEO approval is required.
- Papers to be prepared and provided ideally a week in advance. Papers to be short (aim for no more than 2 pages plus any technical annexes/data) with clear recommendations included for discussion.
- Authors of papers will be invited to present at the meetings for their agenda items.
- Minutes to be short/bullet points (not verbatim) to record agreements/action points and will be recorded for both the full meeting and weekly catch-ups and will be circulated to attendees, with presenters seeing how their items were minuted.
- Decisions and rationale for decisions will also be recorded through a decisions log.

## **ii) Directorate Leadership Group (DLG)**

The DLG comprises the DCEOs and Heads of Division across both Directorates. Business areas without a HoDs will be represented by the appropriate BH on the group. DLG will meet quarterly to cascade information from ELT, and review current progress with delivery of strategic goals, and financial performance. These meetings will be chaired by rotation by the DCEOs. Secretariat support will be provided by the Private Office. The first quarterly meeting will be held in July 2021. In the interim DCEOs will initially attend monthly CGG meetings (see below).

### **The functions of the DLG is:**

1. To promote and embody Food Standards Scotland's values and culture reflecting an appropriate balance between statutory and financial performance and the values.
2. To manage Food Standards Scotland's regular business, ensuring delivery is on track.
3. To review relevant metrics to assess progress and undertake regular strategy health checks.
4. To maintain relevant outcome oriented dashboards through the review of Divisional business plan highlight reports which enable DCEOs to assess progress towards strategic goals and identify issues for reporting to ELT. **See Annex C for details of business reporting process.**
5. To review each Directorate's financial position and any organisational finance issues identified by ELT.
6. To decide the tactics to be used at directorate level, and identify all of the available resources required, to deliver FSS' strategic goals and outcomes.
7. To ensure excellent cross-division working, understanding and visibility so that the FSS delivers the best outcomes it can for all.
8. To look forward and drive plans and programmes in a systematic and timetabled manner.
9. To drive and offer thought leadership from within the organisation, identifying opportunities and making recommendations (e.g. for work to be commissioned) to the ELT. This includes identifying emerging issues of both tactical and strategic importance and making recommendations to the ELT on handling and ways forward.
10. To develop FSS internal operational policies and processes and monitor adherence to these.
11. To ensure the system of internal controls regarding financial and operational systems are adequate and complied with.
12. To approve projects and activities up to the financial and non-financial authority levels determined by the ELT.

### **DLG will deliver work as directed by the ELT including:**

- Communicating Board and ELT direction and messaging widely in FSS so everyone can understand the overall direction of the organisation.
- Directorate Business Planning prioritisation.
- Addressing cross office issues and activities e.g. projects where input from other branches is required, common issues with stakeholders.

- Reviewing and agreeing business cases which require DCEO authorisation.
- Maintaining Directorate risk registers.
- Compliance with statutory requirements (FOI, complaints, equality duties, public service reform).
- Staffing and HR.
- Maintaining and reviewing Health and Safety performance and issues.
- Commissioning reports on business performance and acting as the first line of interrogation.

### **DLG ways of working**

There will be quarterly full meetings of the DLG to consider strategic, governance and tactical priorities including finance. These meetings will be supplemented by a weekly 30 minute catch-up (separately for each Directorate) to capture and consider new and emerging tactical issues and pressures only.

### **Frequency & location of DLG meetings**

- Quarterly after the ELT Corporate Governance (finance) meeting.
- Meetings should be no more than 2 hours.
- Weekly 30 minute catch-up meetings will take place via MS Teams each Wednesday morning (ideally 10 am) and will be a very quick summary of emerging tactical and key issues, developments or priorities.

### **Representation and Deputies**

Chaired by a Director on rotation or a nominated deputy with the following attendees:

- Director of Policy, Science and Operations (Chair)
- Director of Strategy, Communications and Programmes (Chair)
- PA to Director (Secretariat)
- Head of Food Standards Policy
- Head of Science
- Head of Operational Delivery
- Head of Local Authority Delivery
- Head of Scottish Food Crime and Incidents Unit
- Head of Audit Assurance
- Head of Governance and Assurance
- Head of Communications and Marketing
- Head of Strategic Engagement
- Head of Diet & Nutrition

Meetings should have at least 4 of the 6 members in attendance to remain quorate. Each HoD (C2) member can nominate deputy attendees from their respective BH (C1) cohort however, attendance is routinely expected with exceptions for annual leave or other absence. A DCEO or nominated deputy should be in attendance as a minimum.

### **Agenda, papers & minutes**

- Anyone can propose agenda items though it is expected that most will come from the DLG itself and Divisional and Branch Team meetings.
- Agenda to be managed by the Private Office but approved ahead of time by both DCEOs.
- Each meeting will have standard agenda items which will be aligned with the strategy and governance approaches detailed in this paper. This will include highlight/exception reporting for relevant branches and programmes using the template reports provided at **Annex C**.
- Additionally, business cases that merit consideration by DLG can be considered at any DLG meeting.
- Papers to be prepared and provided ideally a week in advance. Papers to be short (aim for no more than 2 pages plus any technical annexes/data).

- Invited guests e.g. authors of papers will be invited to present at the meetings for their agenda items.
- Minutes to be short/bullet points to record agreements/action points and will be recorded for both the full meeting and weekly catch up meetings.
- Wider activities to be considered include, business planning, cross office activities, budget delegation and review, business case approvals, directorate risk registers, staffing and HR, performance reporting.

### **iii) Divisional Teams (DTs)**

The DTs comprise HoDs (C2s) and their respective BHs (C1s). HoDs may flex membership appropriately. The HODs will hold a monthly business meeting to cascade information from DLG/ELT, resolve financial and resource issues, review business delivery and prepare highlight reports for reporting to DLGs and the ELT. Secretariat support will be provided by the Admin team where required.

#### **The functions of DTs are:**

1. To manage and deploy resources to carry out functional responsibilities related to the corporate plan through Divisional business planning, ensuring objectives remain on track.
2. To develop and monitor adherence to FSS internal operational policies and processes, ensuring the system of internal controls regarding financial and corporate systems are adequate and implemented.
3. To deliver in accordance with the priorities set by the DLG, driving Divisional plans and programmes in a systematic and timetabled manner.
4. To develop highlight reports for DLG which support outcome oriented dashboards on progress with strategic goals (presented in the *ELT Performance Reporting Slide-Deck*). Identify and maintain relevant metrics to assess progress and undertake regular strategy health checks to ensure accuracy of reporting. **See Annex C.**
5. To monitor delivery and risks to ensure the desired outcomes are what is required and to agreed timescales.
6. To Approve Business Cases which require BH or HoD authorisation.
7. To promote FSS's core values and culture, reflecting an appropriate balance between statutory and financial performance and the values.
8. To ensure effective cross working between branches and across Divisions so that FSS delivers the best outcomes it can for all.
9. To drive and offer thought leadership from within the organisation, identifying opportunities and making recommendations (e.g. for work to be commissioned) to the DLG (and ELT where required). This includes identifying emerging issues of both tactical and strategic importance and making recommendations to the DLG on handling and ways forward.

#### **DTs will deliver work as directed by the DLG including:**

- Cascading Board, ELT and DLG direction and messaging to the wider FSS so everyone can understand the overall direction of the organisation.
- Divisional business planning prioritisation
- Cross office issues and activities e.g. where BHs require issues to be discussed between divisional leads to allocate resource from other teams or seek input.
- Agreeing business cases for approval by BHs or HoDs.
- Reviewing Divisional risk registers where appropriate.
- Compliance with statutory requirements (FOI, complaints, equality duties, public service reform).
- Staffing and HR.
- Maintaining Health and Safety performance and issues.
- Commissioning and reviewing reports on business performance and being the first line of interrogation.

### **Divisional Teams' ways of working:**

DTs will be responsible for ensuring branch business plans are reviewed regularly and will meet monthly to consider the Division's performance and tactical priorities. DTs will prepare a monthly highlight report on progress with delivery of the business plan for reporting up to DCEOs for review by DLG and ELT. Monthly DT meetings will normally take place in week 1 (prior to week 3 DLG) to allow for timely reporting of business delivery. These meetings will be supplemented by weekly 30 minute DT Catch ups to capture and consider new and emerging tactical issues and pressures only.

### **Frequency & location of Divisional Team meetings**

- **Every month during week 3.**
- Meetings should be no more than 2 hours.
- Weekly 30 minute catch up meetings may take place via MS Teams and will be a very quick summary of emerging tactical and key Divisional and Branch-related issues..

### **Representation**

Chaired by respective HoD and attended by all BHs or nominated BH deputies where required. Secretariat will be provided by the Administration team if needed.

### **Agenda, papers & minutes**

- Standing agenda will comprise Business planning, cross office activities, budget delegation and review, business case approvals, Divisional risk register, finance, staffing and HR, performance reporting
- Anyone can propose agenda items though it is expected that most will come from the Divisional management team itself and Branch Team meetings.
- Agenda to be managed by the secretariat but approved ahead of time by each HoD.
- DTs will review Branch highlight reports and issues/risks to be reported to DCEOs and DLG.
- Where required, minutes to be short/bullet points (not verbatim) to record agreements/action points.

### **iv) Branches**

Branch Heads (C1s) will maintain regular contact with their staff (at least weekly). All branches should ensure business plans are reviewed every month, at an appropriate point which will enable timely highlight reports on business delivery to be reviewed at the DT monthly meeting.

### **The branch head should lead their staff to:**

1. Promote Food Standards Scotland's values and culture.
2. Manage the Branch business plan ensuring the business stays on track. Collate summaries of progress with branch activities, finance and risk positions to enable C1s and DTs to prepare the business highlight report for submission to DCEOs.
3. Monitor adherence to FSS internal operational policies and processes.
4. Ensure the system of internal controls regarding financial and operational systems are adequate and implemented.
5. Ensure excellent cross-branch working and across Branches so that the FSS delivers the best outcomes it can and not simply for one part of the organisation or stakeholder.
6. Look forward and drive Divisional and Branch plans and programmes in a systematic and timely manner.



- Identify risks and opportunities and make recommendations (e.g. for work to be commissioned) to the HoD. This includes emerging issues of both tactical and strategic importance and making recommendations to the Branch Head on handling and ways forward.

**Branch team meetings will also consider and deliver work as directed by the Head of Division including:**

- Communicating Board, ELT, DLG and Head of Division direction and messaging to the wider FSS so everyone can understand the overall direction of the organisation.
- Branch business planning prioritisation and review.
- Cross office issues and activities.
- Developing business cases for approval within the agreed business and organisational strategy.
- Maintaining branch risk registers as appropriate.
- Compliance with statutory requirements (FOI, complaints, equality duties, public service reform).
- Staffing and HR (ensuring we have the right people in the right place at the right time with the right values & organisational culture).
- Ensuring we are compliant with Health and Safety requirements.
- Preparing highlight reports on business performance and papers for the DLG and/or ELT.

**Branch ways of working:**

Branch heads will meet with their teams every month to review branch business plans, performance and tactical related priorities. These meetings will be supplemented by weekly catch up meetings to capture and consider new and emerging tactical issues and pressures only. Monthly Branch business review meetings will normally take place in week 4.

**v) Corporate Governance Group (CGG)**

This replaces the previous Corporate Leadership Group (CLG). It will be chaired by the HoD who is also the nominated deputy to attend ELT and attendees will be HoDs plus a representative of SGLD. BH Deputies and DCEOs may attend by invitation. Members of the CGG will have responsibility to deliver the business as delegated by ELT and will lead business prioritisation, coordination of cross office groups and lead the development of corporate systems such as risk and financial management, business case development, business processes, staffing issues, staff forum, corporate horizon scanning, identification of new opportunities, delivery gaps, and delegation. CGG will meet monthly for no more than 2 hours. The first CGG meeting will take place in May 2021 and be attended by both DCEOs and chaired by a HoD. DCEOs will also attend CGG in June and thereafter by invitation as DLG commences its quarterly cycle from July.

To summarise, the model agendas for DLG, DGG and DT meetings are noted below

<b>DLG</b>	<b>DT</b>	<b>CGG</b>
Performance metrics	Performance metrics	Business prioritisation including reallocation of underspend
Finance report	Finance report	Showcase of initiatives
Corporate messaging	Corporate messaging	Cross office group guidance, and prioritisation
Review of business plan priorities and highlight reports	Business plan priorities and highlight report	Business processes
Directorate risk register	Business cases for BH or HoD approval	Review of business cases requiring Director approval

HR	Risk	Staff forum output
H&S	HR	Corporate horizon scanning
	H&S	Opportunities
		Delivery gaps
		Delegation
		Sign off

### **Cross Office Working Groups**

CGG will have the responsibility for the coordination and effectiveness of cross office groups and such groups will provide progress reports to CGG as requested. Initially the groups will be:

- **Regulatory Strategy, EU Exit and Nutrition Programme Boards** (Report directly to ELT)
- **Policy and Risk Management Forum (PRMF)** – strategic group to oversee FSS’s risk analysis process and formulate FSS risk management recommendations for Scottish ministers and input into UK Frameworks. (Reports directly to ELT).
- **Imports Team** – cross office team to co-ordinate input into FSS imports strategy.
- **Shellfish Forum** – cross office forum to review emerging policy and operational matters relating to FSS’s official control programme for shellfish safety.
- **EU Exit Steering Group** – group to consider and direct issues consequential on EU Exit.
- **Tactical Tasking and Co-ordination Group (TTCG)** – operational group to review current food safety and food crime priorities requiring cross office input. (Reports to Directors and updates to ELT)
- **Horizon Scanning Group (HSG)** – cross office group to review risks identified through horizon scanning and surveillance work. (Reports to TTCG)
- **Evidence Needs Forum (ENF)** – cross office group to review and prioritise evidence needs across the organisation. (Reports to Corporate Governance Group, Chief Scientific Advisor and DCEOs)
- **Digital Forum (DF)** – cross office group to bring together staff working on digital projects, share knowledge and expertise and identify resource requirements to support these functions. (Reports to Corporate Governance Group and Directors).
- **Environmental Sustainability Forum** – chaired by the DCEO/Director of Strategy and meets occasionally to help FSS meet its internal sustainability ambitions.

This list is not exhaustive and will be updated following a mapping exercise by the CGG.

## **6. DELEGATED AUTHORITY**

### **Financial authority**

As Accountable Officer of FSS, the CEO is able to delegate financial management responsibilities to senior staff, who can then operate as budget holders. This includes authority for the proportion of the overall FSS programme, staff, administration and capital budgets which are needed to deliver those projects/areas of work for which DCEOs, Divisional leads and Branch Heads have responsibility.

**Within the new structure, Budget Holders will be the DCEOs with responsibility for finance across their Directorates, HoDs accountable for budgets across Divisions, and BHs with responsibility for branch budgets. The process for budget delegation and approval is as follows:**

1. In advance of the start of every Financial Year (FY), branches submit proposals for their estimated spend for that year, supported by draft business cases for programme. Draft business cases and estimated expenditure are approved by ELT.

2. Letters of delegation are signed off by the CEO giving DCEOs and HoDs budget holder status for their approved budget estimates. HoDs will delegate budgets to BHs or other cost centre managers as appropriate through the performance management process.

3. Changes in expenditure/budget amendments may be managed through the following processes depending on the circumstances:

a) HODs will have authority to reallocate underspend in their delegation to other types of expenditure. This includes moving money between lines in the same budget. (e.g. T&S underspend used to fund extra PPE under admin), and reallocating funds between budgets (e.g. moving staffing or admin underspend to fund programme overspend).

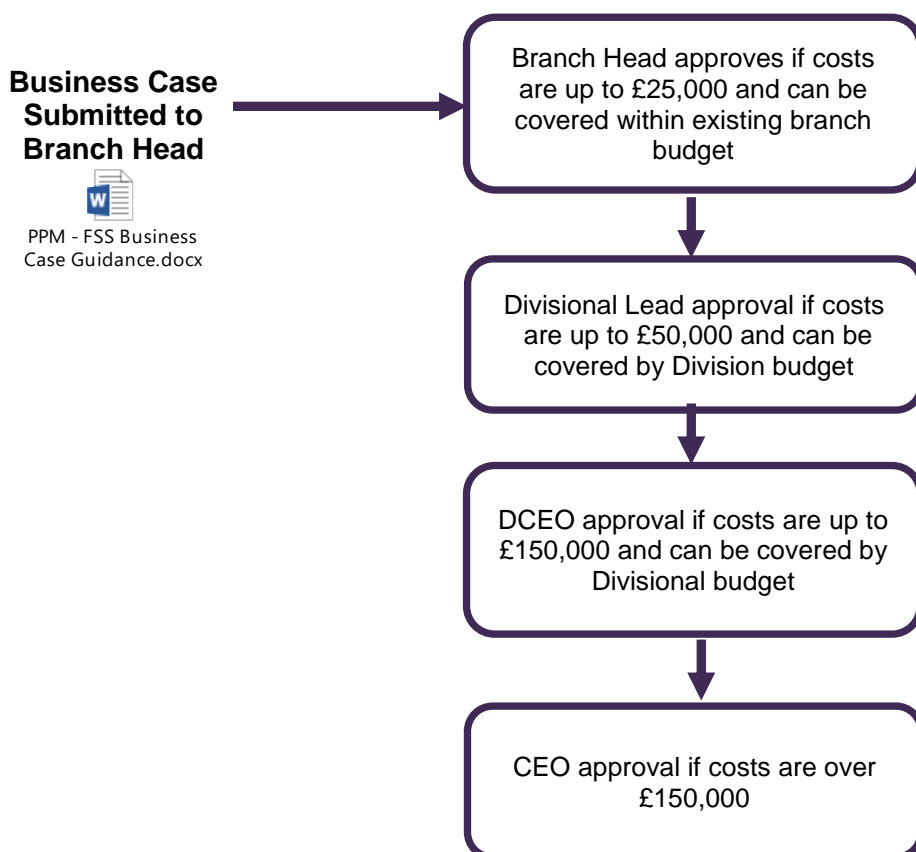
b) Where appropriate, reallocation of funds between budgets should be supported by a business case and notified to the relevant DCEO and CGG in advance (e.g. moving admin underspend to programme to fund a new project or extension of an existing contract).

c) HoDs may only reallocate funds to staffing budgets from programme or admin where there is no change in head count (e.g. to fund the cost of locums). HoDs must seek authorisation for reallocation of any underspend to fund additional posts in their Division from their DCEO.

d) Programme, admin and staffing underspends that cannot be reallocated with a division must be offered to other HODs via CGG.

e) Any new funding pressures which would require expenditure to exceed the delegated budget must be approved by ELT following submission of a business case.

f) Where a delegated budget covers a number of initiatives it is expected that the BH or HoD will approve a business case for the various elements of that. E.g. a £100k training budget may be subdivided but each element will be approved via a business case.



## **Authority levels for approval**

### **ELT approval is required for:**

- Ministerial briefs and submissions requiring action or noting by Ministers
- Non-routine procurement matters e.g. single tender actions, disputes
- Approval of new posts (i.e. those not currently in delegated budgets)
- Non-routine media and stakeholder communications (i.e. those relating to a high profile policy matter or non-routine incident or any other circumstance where there is a potential risk to FSS reputation)
- Legal contracts
- Business cases for approval of new projects requiring expenditure over and above delegated budgets

### **HoDs may approve the following:**

- Routine communications activities (e.g. campaigns, media engagement on non-contentious matters)
- Recruitment of vacancies within delegated staffing budget
- Business cases valued £25k - £50k within delegated budget

## Annex A – FSS HIGH LEVEL ORGANOGRAM



FSS-Organogram\_H  
igh-Level March 202

## ANNEX B - MEETING RHYTHM

Week 1	Weekly Tactical	ELT Finance & Risk	Branch/HoD 1:1s	DLG weekly catch-up	DT weekly catch up	
Week 2	Weekly Tactical	DLG (quarterly from July)		DLG weekly catch-up	DT weekly catch up	
Week 3	Weekly Tactical	ELT strategy	DT Monthly	DLG weekly catch-up	DT weekly catch up	CGG Monthly
Week 4	Weekly Tactical	Branch monthly	DCEO 1:1s	DLG weekly catch-up	DT weekly catch up	

## ANNEX C – BUSINESS PLANNING GUIDANCE



Business Planning  
and Reporting Guid

## **ANNEX D – PRINCIPLES OF GOOD GOVERNANCE**

We need good governance structures to help us implement the FSS strategy. These structures are aimed at helping and not hindering us. They should support us to get things done efficiently and effectively.

Good governance helps to align our activities, ensure effective working and help grow confidence in our teams.

We will regularly test these new arrangements and refine them if necessary to ensure they are working for us.

### **How will we ensure we are working to good governance principles?**

- Meetings should be focussed and, where appropriate, supporting notes/papers circulated ahead of time noting the decision to be made or the issue to be considered.
- When properly used, meetings should be a time-saver, accelerate decision making and eliminate the need to review things again and again. The ELT, DLGs, CGG and DTs have different purposes and there should not be too much overlap in their work but they should complement each other.
- Meetings should involve the right level of representation and be diverse. You don't have to send your most senior person to every meeting. Good leadership can be found throughout FSS. It is important our management and leadership structures involve complementary skills and are not simply composed of people at the same level or similar skillsets.
- Appoint a deputy for representatives of the groups to cover holidays and unavoidable diary clashes.
- Internal meetings are important and help keep the organisation on track and performing optimally. Team members should give the meetings the priority they deserve and require.
- Decisions will be taken at the appropriate level – with only decisions that cannot be undone or made authoritatively at more junior levels being escalated to senior colleagues.
- Internal planning and corporate processes should be consistent across the organisation – similar planning and reporting structures on similar meeting schedules will be expected across the organisation. There is scope to flex arrangements providing the objectives are met. We all work to deliver on a single FSS strategy and we must all work to similar processes and values.
- Decisions taken at the FSS in the various teams, by a team, are to be supported and championed. Some decisions may not have 100% agreement, though it's important that even where an initiative might not have landed exactly in a way individuals fully agree with, personal preferences should be put aside for the benefit of the organisation and success overall.
- There must be a level of flexibility - where decisions taken lead to sub-optimal outcomes, or things don't pan out in the ways anticipated, groups and teams will wish to review their decisions and consider alternative ways forward.
- Where appropriate, agendas, papers and minutes available to all, though it must be recognised that it is not appropriate in all circumstances and some issues that are sensitive or confidential will be discussed in private.