



## OSSW Outcome Delivery Board: Terms of Reference

### 1. Introduction

1.1 The OSSW Outcome Delivery Board (“the Delivery Board”) oversees delivery of the Department’s Outcome Delivery Plan (ODP), drawing on data from the matrixes and indicators listed in the Plan. The Delivery Board reports on its work to the Departmental Board and Senior Leadership Team.

1.2 The Departmental Board has approved these terms of reference and will review them annually in light of the Delivery Board Chair’s evaluation report (see section 8).

### 2. Responsibilities

2.1 The Delivery Board has six main responsibilities:

- i. Overseeing delivery of the Department’s ODP and in particular the strategic priorities included within it.
- ii. Providing reassurance that the Department has the necessary structures and conditions in place to deliver the Plan.
- iii. Advising on complex implementation issues and the Department’s external engagement in delivering its priorities.
- iv. Advising how to reduce strategic barriers to delivering the Plan.
- v. Scrutinising the Department’s allocation of resources and prioritisation of activity to ensure the Plan can be effectively delivered.
- vi. Ensuring the Department is collecting the right data and has appropriate systems in place to record progress on delivery.

2.2 The Delivery Board is advisory, reporting to the Departmental Board on strategic issues and overall progress and to the Senior Leadership Team on matters of executive responsibility.

### 3. Escalation and Reporting

3.1 The Delivery Board will report formally at each ordinary meeting of the Departmental Board. The Delivery Board’s report will be a standing item for discussion at each ordinary Departmental Board meeting. The Delivery Board will flag issues to the Senior Leadership Team as appropriate.

### 4. Frequency

4.1 The Delivery Board will meet six times a year. Meetings will last (indicatively) for two hours. Additional meetings may be requested by the Departmental Board in agreement with the Delivery Board Chair.



## 5. Membership

5.1 The Delivery Board comprises the following members:

- Lead Non-Executive Board Member (Chair)
- Second Non-Executive Board Member
- Director
- Deputy Directors (Union & Corporate; Policy; Communications and Principal Private Secretary)
- Head of Union team
- Head of Corporate
- Head of HR

5.2 The following departments will be associate members of the Delivery Board:

- Business, Energy and Industrial Strategy
- Cabinet Office (Union Directorate)
- Digital, Culture, Media and Sport
- Housing, Communities and Local Government
- International Trade
- Transport
- Treasury.

5.3 The meeting is quorate when the Chair, Director and four other members are in attendance.

5.4 Members should make every effort to attend Delivery Board meetings. If unavailable, they may nominate a deputy to attend in their stead by prior agreement with the Chair.

5.5 The Chair may invite other attendees as required for specific meetings or specific agenda items at meetings.

5.6 The Department's propriety arrangements for members of the Departmental Board will also apply to members of the Delivery Board. These include members upholding the Principles of Public Life and declaring external interests.

## 6. Secretariat

6.1 The Department's Union team will provide the Secretariat for the Delivery Board and will agree agendas and minutes with the Chair before circulating. Papers will be circulated at least three working days before meetings.

## 7. Information Requirements

7.1 Teams should respond promptly to requests by the Delivery Board for information and data. Deputy Directors are responsible for the quality of their team's input and the timeliness of response. Any analysis should be data-driven and evidence-focused.



## **8. Evaluation and Review**

8.1 The Delivery Board will evaluate its performance annually. The review will be led by the Chair, supported by the Secretariat.

8.2 The evaluation will consider the effectiveness of the Delivery Board in facilitating delivery of the Department's ODP; identifying and resolving strategic barriers to the Department's performance and delivery and the extent to which the Delivery Board provides an exemplar for corporate governance.

8.3 A summary of the evaluation and recommendations for improvement shall be submitted by the Chair to the Departmental Board for consideration and decision.

Official