# Annex 8: Delivery Group terms of reference (DRAFT)

## Version Control note

The Delivery Group succeeded a previous Delivery Board, as part of changes to the Commissions structure following the roll-out of its new operating model in December 2016. The group met for the first time in April 2017 with working Terms of Reference. These terms of reference have since been modified to those below and, subject to minor amendments, we anticipate their formal agreement at the Group’s meeting of 30 November 2017.

## Purpose

1. The purpose of Delivery Group is to:
* develop the Business Plan on an annual basis through consulting with our people
* ensure delivery of the Business Plan
* monitor its delivery
* learn lessons from delivery on what works and areas for improvement to inform planning
* monitor risks and identify those for escalation to the Executive Group, Board of Commissioners and/or the corporate risk register, and
* identify unresolved problems, slippage, resource or policy conflicts, and agree how best to handle.
1. The ‘routing’ of new or emerging issues which do not form part of an existing project is performed by the Prioritisation Group but will be copied to the Secretariat if there are implications for project planning.
2. Delivery Group supports project leads and the Executive Group by:
* facilitating agreement/endorsing decisions within and between projects, and
* providing assurance on delivery of the Business Plan.
1. Delivery Group is responsible for making decisions about resourcing and/or re-phasing of work in order to deliver the business plan and any priorities that are routed to it via the Prioritisation Group. If this requires stopping work in the business plan this will be escalated to the Executive Group, who have responsibility for agreeing the overall business plan.

## Values and behaviours

1. The Delivery Group will operate in line with the Commission’s values of fairness, dignity and respect. The Group will be inclusive and collaborative, giving space for all views and perspectives to be heard, will seek to reach decisions by consensus and will take collective ownership of decisions made.

## Membership and attendance

1. Delivery Group will be chaired by the Executive Director for Scotland and Corporate Delivery.
2. Membership of the Delivery Group will include Executive Directors Directors and the Heads of Scotland, Wales and Rapid Response and Special Interventions depending on the nature of the meeting. Member(s) of the Programme Office will also participate in face-to-face meetings and ‘virtual’ meetings (i.e. via e-mail exchanges, since it is likely that Delivery Group will conduct much of its business outside of meetings to avoid unnecessary delays in resolving issues in and between projects).
3. Project managers and those preparing papers/presentations on particular topics will normally be invited to participate.
4. Those with a particular interest or stake in agenda items (for example, because there are analogous risks or issues) will normally be invited to attend.

## Process

1. Delivery Group will meet formally 8 times per year. Meetings will be in-depth quarterly reviews interspersed with light touch monitoring meetings. Additional meetings may be convened when considered necessary and business will be conducted by correspondence. Such items will be noted in the agenda as having been determined and their resolution subsequently logged.
2. The following will be standing agenda items:
* New Work from Prioritisation
* Business Plan delivery: summary of progress in programmes/projects, including slippage
* Risks and issues: including identification of resource and policy conflicts, and items for escalation to the corporate risk register, Executive Group or Board of Commissioners
* lessons learnt,
* business for noting (i.e. where business has taken place outside of the meeting, it should be noted for audit trail purposes).
1. The Chair will agree the meeting agenda and where necessary will discuss the agenda item with the owner prior to the meeting to clarify purpose and presentation.
2. If necessary, papers should be provided by project managers and/or members to support discussion by clearly setting out the issues. Papers for consideration and discussion must:
* explain the issues and the actual or potential impact, and set out clearly what Delivery Group is being asked to do (for example, note an emerging risk or agree how to handle a resource conflict arising between projects)
* have been brokered beforehand with relevant people and circulated widely to all interested parties for comment and/or information as appropriate, as well as making explicit reference to those areas that are agreed and areas where there is disagreement
* be submitted for circulation in good time once brokered and to meet the published deadlines. Late papers will only be accepted by the Chair in exceptional circumstances and authors will be required to arrange their copying and distribution outside of the normal process.
1. The secretary will maintain the minutes, rolling action sheet, and decisions log to provide a record of Delivery Group business conducted inside and outside of the monthly meeting. They will also escalate issues to the Executive Group as necessary.

## Transparency

1. Agenda items for the meetings will be published on the intranet.
2. Action points from each meeting will be circulated to Delivery Group members within 48 hours of the meeting. The minutes will be circulated to members within five days of the meeting and will be published on the intranet as soon as possible thereafter, once approved by the Chair.