



**Independent Monitoring Authority**  
For the Citizens' Rights Agreements

# Terms of Reference

## Delivery and Impact Committee

Approved by	Delivery and Impact Committee
Version	2.0
Date agreed	September 2021
Next review	September 2022

## Role of the Delivery and Impact Committee

1. The IMA Delivery and Impact Committee will provide advice, oversight and scrutiny on IMA strategic direction and development; business planning and performance against plans.
2. The purpose of the Delivery and Impact Committee is ultimately to ensure that the IMA is fulfilling its intended role from establishment and to scrutinise whether it is achieving the desired outcomes.

## Delegations

3. The Board has delegated the following responsibilities to the Delivery and Impact Committee:
  - provide advice and support in the development of IMA's annual business plans and strategic plans (three years);
  - provide oversight and scrutiny of the business performance of IMA;
  - review and scrutinise the Performance Report to be included in the Annual Report and Accounts; and
  - scrutinise operational decision-making concerning decisions to carry out or refuse to hold inquiries.

## Membership and Attendance

4. The Delivery and Impact Committee consists of:
  - The Chair (non executive member)
  - Two appointed non-executive members
5. With additional attendees including
  - Accounting Officer / Chief Executive
  - Director of Operational Delivery

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6. The Delivery and Impact Committee will be chaired by a non-executive member. The Chair may, if they so choose, nominate another committee member as a deputy to chair the meeting in their absence.
7. The meeting is not quorate unless at least two of the members appointed are present.
8. In the event that quorum is not reached, decisions will be made by Chair's action, by correspondence or will be deferred to the next Delivery and Impact Committee meeting.
9. Membership is based on terms of appointment for non-executive members and can be reviewed.
10. With the Chair's consent, other staff may be invited to participate where they have a particular interest or involvement in agenda items.

## Process

11. The Delivery and Impact Committee will meet quarterly, additional meetings may be convened when considered necessary and business may be conducted by correspondence. Such items will be noted in the agenda as having been determined and their resolution subsequently logged.
12. The following will be standing agenda items:
  - Previous minutes and actions
  - Declaration of Interest(s)
  - Business for noting (i.e. where business has taken place outside of the meeting, it should be noted for audit trail purposes)
  - Annual Plan Performance Report
  - Inquiries Update
13. The Chair will agree the meeting agenda and where necessary will discuss an agenda item with the originator of a proposal prior to the meeting to clarify purpose and presentation.
14. The Secretariat team will maintain the minutes, rolling action sheet, and decisions log to provide a record of business conducted and decisions/escalations made, inside and outside of the regular meeting.

## Decision-making

15. The Delivery and Impact Committee will seek to achieve consensus on all decisions. Where this is not possible, the collective decision will be made on a majority of the quorum, with the Chair, or in their absence their deputy where one has been appointed, holding a casting vote.

### Decisions by Correspondence

16. The Chair may, where they deem it necessary, request that the Delivery and Impact Committee take decisions by correspondence. In such cases the Chair shall consult the Committee Members and a decision shall be made as per the paragraph above.

### Decisions by Chair's Action

17. Chair's action may be used in exceptional circumstances where a decision is required urgently, and it is not possible to wait for the next meeting nor to consult the membership by correspondence. In such cases the Chair may take a decision on any matter within the Committee's delegated authority.

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18. All decisions made by correspondence or Chair's Action must be reported at the next Delivery and Impact Committee meeting and recorded in the minutes.

### Conduct

19. Committee Members must be honest and impartial in the exercise of their duties. They must not allow their judgement or integrity to be compromised or permit there to arise any reasonable grounds for suspicion as to the compromise of their judgement and integrity. Committee members will be expected to abide by standards enunciated in The Seven Principles of Public Life.

### Papers and Reporting

20. Papers must be concise and clearly set out: the issues, the action requested of the Delivery and Impact Committee the actual or potential impact and any relevant financial or other considerations. Papers submitted for circulation will have been discussed with interested parties in good time to meet deadlines.
21. All papers for consideration by the Delivery and Impact Committee must be:
  - approved by the relevant Director;
  - provided to the Secretariat no later than eight days in advance of the meeting; and
  - circulated to members seven days before the meeting.
22. Late papers will only be accepted by the Chair in exceptional circumstances.

### Transparency

23. Action points from each meeting will be circulated to action owners within 48 hours of the meeting. The minutes will be circulated to the Chair within five days of the meeting.
24. The Terms of Reference will be published on the IMA website.

### Conflicts of Interest

25. Any attendee who becomes aware of a potential conflict of interest relating to matters to be discussed by the Delivery and Impact Committee must give prior notification to the Chair. If this is not possible, or if the conflict only becomes apparent at the meeting, they should declare this at the meeting and, where necessary, withdraw during discussion of the relevant agenda item.

### Review

26. The Delivery and Impact Committee will review its ways of working and terms of reference in six months following its establishment, and then annually.