

**Direct Labour Organisation (DLO) Performance &
Development Committee**

Terms of Reference (Revised)

November 2018

Introduction

The DLO Performance & Development Committee is an established Committee of the Board, which supports the Board in its responsibilities for monitoring performance, effectiveness and value for money (VFM) of the DLO business.

Whilst it is an advisory and scrutiny body with no executive powers, the Committee is responsible for reviewing DLO performance, financial expenditure, effectiveness and compliance control.

It also has responsibility for monitoring the current and future business development needs of the DLO.

1.0 The Role of the Committee

- a. Maintain a high profile within the organisation, engaging with Officials within the organisation and be proactive in highlighting and addressing issues that might impact the DLO;
- b. Investigate any activity within its Terms of Reference and seek any information it requires from staff, who are requested to co-operate with the Committee in the conduct of its enquires;
- c. The Committee is authorised (by the Board) to:
 - Co-opt additional members to the Committee for a pre-determined period
 - Procure specialist ad-hoc advice at the expense of the organisation, subject to budgets agreed by the Board;
- d. Assist with the development of the DLO Journey to Excellence;
- e. Oversee DLO compliance with the terms of any services delivered;
- f. Monitoring of performance of DLO, against agreed KPIs and key indicators and targets;
- g. Examine DLO in terms of Value for Money (VFM), including the manpower plan and future resource, skills and competency requirements;
- h. Monitor Benchmarking performance and VFM against other similar operations;
- i. Examine current and future technology requirements;
- j. Review of action taken on recommendations or matters arising from Audit and Assurance, NIAO and DfC Inspection Programme reports;
- k. Implement the results of the periodic review of self-effectiveness of the DLO Performance & Development Committee in line with Best Practice.

2.0 The role of the Committee Chair

- a. The Chair of the Committee has an important role in providing effective leadership to the Committee. This includes how the Committee operates, how it builds relationships and how it engages with stakeholders in a meaningful way;
- b. The Chair should meet at least annually with the Chief Executive and the Board Chair;
- c. The Chair must ensure that new committee members are briefed on appointment;
- d. The Chair must ensure that induction and training needs are considered and met;

HousingExecutive

- e. The Chair must ensure that Independent Members' performance is formally assessed on an annual basis;
- f. The Chair will meet regularly with the Head of DLO and the Chief Executive.

3.0 Membership

- a. The Board Chair is not eligible to serve on the DLO Performance & Development Committee;
- b. The Chair and Members of the Committee shall be appointed by the Board on the recommendation of the Board Chair;
- c. The Chair of the DLO Performance & Development Committee must be a Board Member;
- d. The Committee will normally be comprised of 3 Board Members and 2 Independent Members. At least one Member should have recent and relevant financial/commercial/construction industry experience;
- e. Independent Member (Non-Executive Director) appointments are made by the Board and will normally be for a period of **five** years, with the possibility of an extension. The Board may terminate any such appointment at any time.
- f. The Board reserves the right to rotate Committee Membership at any time.

Present Members	Date Appointed
Mr K Millar (Interim Chair)	08 March 2017
Councillor C Elattar (Board Member)	01 June 2015
Alderman B Keery (Board Member)	01 June 2015
Mr W.D. Graham (Independent Member)	01 May 2014 – 30 April 2017 01 May 2017 - 30 April 2020
Mr C. Welch (Independent Member)	03 October 2017 – 02 October 2022

4.0 Quorum

- a. No business shall be transacted at any meeting unless **two Board Members** are present.

5.0 Declaration of Interests

- a. Members are reminded of their legal obligations in relation to the disclosure of pecuniary interests as imposed by sections 28, 29 and 146 of the Local Government (NI) Act 1972, as applied to the Board by Schedule 1 of the Housing Order 1981;
- b. A Declaration of Interests Register will be kept and Members will be required to declare any interests in accordance with the Code of Practice for Board Members;
- c. Members must update the annual declaration of interests register and/or as changes occur.

6.0 Conduct

- a. All Committee Members are expected to conduct themselves in accordance with the Nolan Seven Principles of Public Life and the same expectations for conduct as set out in the current Code of Practice for Housing Executive Board Members.

7.0 Reporting Responsibilities

- a. The Committee Chair will present the draft Minutes to the next available Board meeting.
- b. Minutes are subject to ratification by the Committee at their next quarterly meeting.

8.0 Head of DLO and Secretariat Roles

Head of DLO

- a. Is responsible for keeping abreast of best practice and, where appropriate, bring this to the Committee's attention;
- b. Will have regular and confidential access to the Committee Chair;
- c. Will ensure papers are concise and highlight key issues.

Secretariat

- a. Will ensure Committee Members have electronic access to their papers at least a week in advance of meetings;
- b. Will ensure Minutes of meetings adequately reflect discussion and capture all necessary actions;
- c. Will develop an Induction Plan for new Committee Members;
- d. Will facilitate the annual performance appraisal process for Independent Members;
- e. Will facilitate the Committee's self-effectiveness review in-line with Best Practice;
- f. Will facilitate reviews of the Terms of Reference as required and publish accordingly;
- g. Will ensure appropriate training is provided to Members when requested.

9.0 Meetings

- a. The Committee shall meet at least four times per year;
- b. The Committee Chair may convene additional meetings as deemed necessary;
- c. Notice of Meetings will be given in accordance with Standing Orders;
- d. The Committee may sit in private session without any non-Members present for all or part of a meeting;
- e. Officials attending may include:
 - i. Chief Executive;
 - ii. All Directors;
 - iii. Head of DLO;
 - iv. Any other Officer as required.
- f. Any Board Member may attend a Meeting of the Committee in the capacity of observer or to participate in discussions on any particular matter of interest.