

# Ordnance Survey Operating Board remit and terms of reference

## Purpose

This document sets out the responsibilities, activities, membership and operations of Ordnance Survey's Operating Board <sup>1</sup>.

## Responsibility of Ordnance Survey Boards

There are two corporate boards in Ordnance Survey's senior management structure:

- **Strategy Board**, responsible for:
  - determining the long term strategy and vision;
  - monitoring the external business environment and internal business performance to ensure the strategy remains relevant and effective; and
  - oversight of the successful discharge of the remit assigned to Ordnance Survey by Ministers, focusing on the strategic priorities for the business.
- **Operating Board**, responsible for:
  - all operational matters at a corporate or multi-group level;
  - ensuring the implementation of the strategy agreed by Strategy Board;
  - managing the resulting operations efficiently and effectively; and
  - making strategic recommendations to Operating Board as and when appropriate.

Various aspects of corporate responsibility and decision-making are delegated to various decision-making groups, as follows:

Decision-making group	Delegated authority
Investment Group	Investment decisions
Product Lifecycle Board	Development and implementation of product strategy
Pricing and Trading Group	Development and implementation of pricing strategy
Corporate Programme Board	Delivery of the Business Plan investment programme

<sup>1</sup> It describes how Operating Board operates in practice, but does not contradict the ultimate responsibility of the Accounting Officer as defined by HM Treasury. The policies described herein are Ordnance Survey policies, designed to implement government policies and ministerial guidance.

The terms of reference of the executive sub-groups are defined separately.

In addition, Operating Board is supported by business group management boards, responsible for their own programmes and operational matters where they do not materially have an impact on other groups or the corporate business, subject to their being within the overall framework agreed by Strategy Board.

### **Activities**

Operating Board carries out its responsibilities by:

- developing and maintaining the strategies and policies agreed by Strategy Board by setting objectives and monitoring progress against these;
- reviewing the state of the business each month, taking ad hoc reports on performance and operational issues as and when necessary, identifying actions that need to be taken and monitoring progress against the agreed actions;
- reviewing and monitoring the activities and decisions of the decision-making groups;
- reviewing and approving budgets at the corporate level;
- providing guidance to the Chief Executive in deciding on items of expenditure or business cases which are large, or might be novel or contentious;
- resolving inter-group differences, prioritising resources and balancing group activities;
- allowing members to raise matters or brief one another on issues that materially affect the corporate business or other groups; and
- driving and managing change processes.

### **Membership**

Operating Board comprises the Chief Executive (Chair) and Executive Directors. Other members will be co-opted at the discretion of the Chair.

### **Board operation**

- Operating Board normally meets each week. In the absence of the Chief Executive, a Director nominated by the Chief Executive will chair the meeting.
- Operating Board is quorate provided it has a minimum of a Chair and three other members.
- Ad hoc meetings of Operating Board are called as and when necessary. These may involve all or selected members of Operating Board chosen in relation to the topic being discussed, providing a quorum is maintained.
- Corporate Office has responsibility for the administration associated with Operating Board. An agenda is circulated to members of Operating Board in advance of each regular meeting. Any papers are circulated in advance of each meeting.
- Each item has a Director as sponsor. The Director is responsible for ensuring that individual items are relevant and focused and that they have adequate supporting material.
- A minute of Operating Board discussions, decisions and actions is taken during all regular meetings and is approved before distribution by the chair of the meeting. This is normally issued during the week following the meeting. It is restricted to senior management and sent to members of Operating Board. Relevant sub-sections of the minute are distributed to staff who attended part of the meeting. All papers presented to Operating Board and minutes are archived in electronic form along with a record of the agenda.
- Progress against actions is monitored by Corporate Office.

### **Review**

This document is reviewed annually.

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