

Operations Committee Terms of Reference

Objective and Purpose

1. The role of this Committee is to provide assurance to the Board on the performance of all services provided to LHP customers, the asset management and maintenance of existing homes and the development and sale of new homes. This includes ensuring delivery against strategy objectives, performance targets and that legal and regulatory requirements are met.
2. This Committee also oversees the framework for customer engagement, insight, and scrutiny to ensure that the Board's decisions are influenced by the needs, experience, and concerns of customers.

Membership

3. Between four and seven members, including up to two places for independent customer members.
4. The Committee will comprise of members with skills appropriate to its purpose including customer service, housing management, asset management of social housing, development, and sales.
5. The Chair of the Board cannot Chair the committee but is able to be a member.
6. Employees are not permitted to be members of this Committee.

Quorum

7. Three members, at least two of which must be Board members.

Meeting Arrangements

8. The Committee will meet at least 4 times a year.

Lead Officers

9. Executive Director of Customer and Executive Director of Property.

Specific duties of the Operations Committee

Customer Strategy and Performance

10. Review the Customer Strategy and any major changes to standards or service delivery affecting LHP residents and customers, recommending approval to the Board. This includes ensuring that customer priorities arising from resident engagement and customer insight are reflected in strategy and supporting plans.
11. Scrutinise progress against the actions and targets, service reviews and change programmes in the Customer Strategy at least every six months. This is to gain assurance that changes are meeting customer needs, delivering against milestones and that risks to day-to-day service delivery are being managed.
12. Regularly scrutinise day to day service performance of all landlord services with insight and complaints, ensuring that actions are in place to address any areas of serious under-performance or significant risk to ensuring regulatory standards

are met. Escalate any major risks to delivery, compliance, or regulation to the Board.

13. Scrutinise the service and commercial performance of the in-house repairs service to ensure that it is delivering a customer focused service, remains within budget and provides value for money.
14. Ensure changes within the housing policy landscape and the potential risks are assessed in relation to customer and appropriate action is taken.
15. Scrutinise the annual self-assessments against the Consumer Standards and Rent Standard providing a summary as part of the Annual Assurance Statement to Board, noting any areas and actions to deal with non-compliance.
16. Review LHP's policies for setting rents and service charges annually, ensuring compliance with regulatory requirements, recommending approval to the Board.
17. Review the diversity of customers impacted by our policies (complaints, lettings, adaptations etc) and accessing our services to be assured that there are no adverse impacts on different customer groups and ensure service provision is fair and inclusive.

Customer Engagement

18. Oversee the customer engagement framework that enables customers to influence decisions and scrutinise the performance of services and investment in homes across all tenures, ensuring all customers are represented and the framework links with the customer standards, regularly scrutinising its effectiveness. Recommend any significant changes in approach to the Board.
19. Commission any customer scrutiny groups to review any areas of concern within the Operations Committee's remit.

Asset and Growth Strategy

20. Review the Asset and Growth Strategy which set the targets and parameters for all development and asset investment activity, including plans to achieve net zero carbon, recommending approval to the Board.
21. Review information on local housing markets, housing needs assessments, housing policy, legislation, and regulation to inform the Asset and Growth Strategy.
22. Ensure adequate consideration of sustainability requirements and aspirations in all aspects of property investment activity. Regularly consider external policy and political changes and their impact on asset investment planning, including building safety and sustainability.
23. Scrutinise progress against the actions and targets in the Asset and Growth Strategy at least every six months.

Asset Management

24. Review the annual and five-year investment programme in existing homes, as part of the annual budget setting process, recommending approval to the Board.
25. Scrutinise the integrity of stock condition data, survey programmes and investment planning, providing assurance to the Board that the repair costs assumptions in the Business Plan are robust and that legal and regulatory requirements are being met.
26. Regularly review and scrutinise performance in relation to the delivery of planned investment programmes and building health and safety compliance. Ensure actions are in place to address any areas of serious under-performance or significant risk to compliance with regulatory standards. Escalate any major risks to delivery, compliance, or regulation to the Board.
27. Review any significant proposals for reinvestment, redevelopment, rationalisation, or acquisition of housing property, recommending approval to the Board.
28. Scrutinise an annual report on all disposal approvals made under delegations to ensure compliance with the policy.
29. Review disposals of social housing stock that are outside of Asset and Growth Strategy parameters and where there is significant complexity and/or financial and reputational risk, recommending approval to the Board.

Development

30. Scrutinise the development and sales programme performance on a quarterly basis against, strategy targets, cash flow requirements, out-turn scheme costs, and subsidy requirements, ensuring that the commitment of funds sits within the Business Plan parameters set by the Board. Maintain a more detailed oversight of high-risk schemes as appropriate, escalating any significant risks to the Board.
31. Review the development appraisal assumptions and criteria to ensure that appropriate financial parameters are in place to maintain the long-term financial viability of LHP, recommending approval to the Board.
32. Review any development scheme that carries significant financial or other risk and/or is outside of the approved Asset and Growth Strategy recommending approval to the Board.
33. Review programme funding bids for which the funding body has a requirement for Board approval or oversight, recommending approval to the Board.
34. Annually review development scheme design and quality issues post scheme completion and approve any changes in approach.
35. Receive a quarterly report on the approvals of development schemes by the Executive Leadership Team.

Other

36. Review, recommend and approve policies and strategies in line with delegations.
37. Undertake a self-assessment of the Operations Committee performance and Terms of Reference at least annually and regularly evaluate training needs.