

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 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

Strategy, Risk and Performance

10. Review and recommend to Board the Homes, Customers, Communities, Independent Living and Neighbourhood Strategies and review each strategy annually considering the following and recommending possible changes to Board:
 - changes in housing policy, political, legislation, regulation, building safety, sustainability requirements/aspirations, and the economy;
 - performance challenges which require addressing;
 - changes in customer priorities arising from customer engagement and insight;
 - impacts/risks to customers which require mitigating; and
 - information on local housing markets & housing needs assessments.

11. Scrutinise quarterly updates on the Homes, Customers, Communities, Independent Living and Neighbourhood Strategies to gain assurance that outcomes for customers are being delivered, milestones achieved and risks to day-to-day service delivery are managed, ensuring regulatory standards are met and considering:
 - progress against activities in the Corporate Annual Plan;
 - progress of change programmes and outcomes of service reviews;
 - performance of high-risk development and sales programmes;
 - approvals of development schemes by the Executive Leadership Team;
 - areas of performance or compliance below target and planned actions;
 - achievement of activities within budget and providing value for money;
 - a culture aligned with LHP values;
 - themes from customer insight and complaints; and
 - changes in risks to delivery.
 - all disposal approvals made under delegations to ensure compliance with the policy and disposals of social housing stock that are outside of parameters and where there is significant complexity and/or financial and reputational risk, recommending approval to the Board.
12. Review and scrutinise the performance indicators and risks relevant to the Committee quarterly from a point of ownership and escalate any major risks to delivery, compliance, or regulation to the Board or confirm assurance to Board.
13. Scrutinise the outcomes and actions from the annual self-assessments against the Consumer and Rent Standards providing a summary as part of the Annual Assurance Statement to Board, noting any areas and actions to deal with non-compliance.
14. Scrutinise the outcome and actions from the annual self-assessment against the Housing Ombudsman Complaints Handling code, noting any areas and actions to deal with non-compliance and ensure publication on the company website and within annual report.
15. Review LHP's setting of rents and service charges annually, ensuring compliance with regulatory requirements, recommending approval to the Board.

Customer Engagement

16. 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.
17. Commission any customer scrutiny groups to review any areas of concern within the

Operations Committee's remit.

Asset Management

18. Review the annual and five-year Asset Plan in existing homes recommending for approval to the Board, as part of the annual budget setting process, following scrutiny of:
 - the integrity of stock condition data, survey programmes and investment planning;
 - whether repair costs assumptions in the Business Plan are robust;
 - that legal and regulatory requirements are being met;
 - any significant proposals for reinvestment, redevelopment, rationalisation or acquisition of housing property; and
 - the development appraisal assumptions and criteria to ensure that appropriate financial parameters are in place to maintain the long-term financial viability of LHP.

Development

19. Review any development scheme that carries significant financial or other risk and/or is outside of the approved Homes Strategy recommending approval to the Board.
20. Review programme funding bids for which the funding body has a requirement for Board approval or oversight, recommending approval to the Board.
21. Annually review development scheme design and quality issues post scheme completion and approve any changes in approach.

Other

22. Review, recommend and approve the following policies in line with delegations:
 - Post Works Inspection Policy;
 - Landlord Health and Safety Compliance Policy Review;
 - Accountable Persons Policy;
 - Tenancy Policy (include Pet Policy & Succession Policy);
 - Complaints Policy;
 - Damp & Mould Policy;
 - Lettings Policy;
 - Rent Policy;
 - Fixed Service Charge Policy;
 - Variable Service Charge Policy;
 - Disposals Policy (inc RTB, Right to Acquire and Lease Extensions); and
 - Repairs and Maintenance Policy.
23. 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.

24. Undertake a self-assessment of the Operations Committee performance and Terms of Reference at least annually and regularly evaluate training needs.