

OPERATIONS COMMITTEE TERMS OF REFERENCE

Lead Executive Officer

Chief Executive Officer

1 PURPOSE

- 1.1 The role of the Operations Committee is to support the Board in its responsibilities for ensuring Arhag's housing stock is managed and maintained in accordance with the DecentHomes, Tenancy, Neighbourhoods and Community, and the Homes Standard a sustainable and viable development strategy is in place to enable growth.
- 1.2 At least one member will be able to present a social housing resident's perspective.
- 1.3 The Chair of the Committee will be responsible for the work of the Committee and will report on the business of the Committee and make recommendations as appropriate at each of the meetings of the Board. In their absence one of the other Board Members will stand in for the Committee Chair.

2 RESPONSIBILITIES

2.1 Development & Asset Management (including disposals and carbon neutral)

- 2.1.1 To keep under review Development and Asset Management strategy, policies and practices in the light of changes in legislation, development of case law and best practice and recommend any necessary changes to the Board.
- 2.1.2 To agree changes to the Asset Management and Development team staff composition within the approved budget.
- 2.1.3 To recommend and approve proposals relating to the development of homes or commercial property for rent or for sale and the investment in Arhag's current stock.
- 2.1.4 To recommend and approve policies, programmes and programmes of work designed to ensure that all relevant regulations including Health and Safety are complied with.
- 2.1.5 To recommend and/or approve formal/binding offers and contractual commitments for new sites, schemes, development, and investment programmes.
- 2.1.6 Recommend for approval by the Board any joint venture partnership agreements to enable delivery of development and stock investment schemes.
- 2.1.7 To lead on the development of Arhag's strategy in relation to housing property development and disposal, ensuring plans, programmes, and schemes are evaluated and Arhag is using its development capacity in the most viable and cost-effective manner and include a balance of housing needs in the context within which Arhag works.
- 2.1.8 To recommend and approve proposals relating to the acquisition of any interest in land with a view to future development.

- 2.1.9 To recommend to the Board for approval any contracts with the Homes England or Greater London Authority ("GLA") and monitor such programmes.
- 2.1.10 To review any conditions and, if appropriate approve Arhag's application for capital grants from any relevant bodies.
- 2.1.11 To ensure that there is effective communication and consultation about the location, quality and design of accommodation and works between Arhag and interested stakeholders.
- 2.1.12 To recommend and approve the quality of design of all buildings ensuring it meets the standards specified by building regulations, Health and Safety and the GLA.
- 2.1.13 To monitor operational and financial risks, making any decision required to maintain the financial stability of a specific development and investment and advise Audit & Risk Committee and/or the Board accordingly.
- 2.1.14 To authorise entering works contracts, professional service contracts and the marketing of sites and schemes to enable the delivery of development schemes.
- 2.1.15 To recommend and approve proposals relating to the disposal of properties and land including to other social landlords.
- 2.1.16 To ensure Asset Management programmes are prepared which ensures Arhag fulfils its obligations as a landlord and to legislation, in respect of the health and safety of residents, properties are properly maintained, residents' views are taken into account and value for money achieved within the constraints imposed by the business plan and financial budget.
- 2.1.17 To approve the appointment of consultants for major repair and improvement projects from the Arhag's approved panel.
- 2.1.18 To review and control the quality and efficiency of maintenance and repair services provided to residents of Arhag and to monitor repair response times, the priority allocated to works, jobs completed in the first visit and resident satisfaction.
- 2.1.19 To ensure that estates are properly maintained and that necessary improvements are carried out where resources allow.
- 2.1.20 To approve ex-gratia payments to former tenants for improvements they have made to an Arhag property where savings in maintenance expenditure will result.
- 2.1.21 To approve proposed mitigation strategies necessary to manage risks associated with schemes and programmes ensuring that Arhag's reputation is safeguarded.
- 2.1.22 To recommend to the Board significant claims over £30k and approve settlement of minor contractual claims and oversee the prosecution, defence or settlement of litigation relating to development or stock investment schemes
- 2.1.23 To approve the addition or deletion of contractors and consultants from the approved panels.
- 2.1.24 To annually review the level of work allocated to each contractor and consultant and the quality of the service provided.

2.2 Housing Services

- 2.2.1 To keep under review Housing Management strategy and monitor the Key Performance Indicators and risks in the light of changes in legislation, development of case law and best practice and recommend any necessary changes to the Board.
- 2.2.2 To agree changes to Housing Management staffing composition, within the approved budget.
- 2.2.3 To ensure that allocations and lettings are carried out within the terms of Arhag's policies and to promote and monitor efficient control of void properties and where appropriate agree nomination and service level agreements with local authorities.
- 2.2.4 To ensure that rent collection and arrears control is carried out efficiently and effectively.
- 2.2.5 To review cases and to authorise, if appropriate, the execution of possession orders within policies laid down from time to time.
- 2.2.6 To review and to authorise, if appropriate, proposals for the write-off of bad debts or release of credits for former tenants, within the established provision.
- 2.2.7 To review and to authorise, if appropriate, proposals to write-off of non-rental debtors, within the established provision up to £10,000 per debt.

2.3 Risk Management

- 2.3.1 To identify and monitor potential financial, economic, reputational or operational risks within its area of responsibilities which may adversely affect Arhag.
- 2.3.2 To report to the Audit and Risk Committee when appropriate and at least annually on the risks it is monitoring and others which come to its attention.
- 2.3.3 Ensure a proper risk assessment is undertaken for each project or scheme and reported to the Board when the scheme is recommended for approval.

2.4 General

- 2.4.1 To monitor the effectiveness of the Customer engagement strategy outcomes.
- 2.4.2 To promote and monitor the equal opportunities, diversity and inclusion of Arhag in all aspects of the service.
- 2.4.3 To review and control the quality, efficiency and value for money of services provided to tenants and other customers of Arhag.
- 2.4.4 Instigate research into any pertinent matter relating to the remit of the Committee, within budget limits.
- 2.4.5 Consider and make decisions and, if necessary, make recommendations to the Board, on any other issues that may arise that relate to the business and delegated authority of this Committee.

2.5 Attendance at Meetings

2.5.1 The following will be invited to attend the Operations Committee on a regular basis:

- Co-optees
- Chief Executive Officer
- Head of Housing
- Head of Asset Management and Development
- Representatives of the residents' scrutiny group
- The Company Secretary / Governance Officer
- Other members of staff who have a direct interest or provide additional information in relation to any items on the agenda.

2.6 Private meetings with residents' scrutiny panel

2.6.1 At least annually, and more frequently if deemed appropriate, the Operations Committee Members will meet the residents' scrutiny panel without executives present, to discuss their remit and any issues arising from their work.

2.7 Decision Making Powers

2.7.1 The Committee will make policy decisions on issues within its terms of reference, but excluding decisions incurring expenditure for which there is no agreed budget. Any such decisions will not take effect until after the next Board meeting, to give the Board an opportunity to review the decision.

2.7.2 Decisions of the Committee shall be made by majority decision with each member having one vote. In the case of an equality of votes, the Chair shall have the casting vote. Only Committee Members may vote.

2.7.3 Approve contracts within their area of authority up to £100,000.

2.8 Rights

2.8.1 The Operations Committee may: -

- Obtain sufficient resources to carry out its duties.
- Procure specialist ad-hoc advice subject to the confirmation from the Board that funds are available.
- Seek any information from Arhag that it requires in order to perform its duties.
- Request reports on any matter it considers relevant to its areas of responsibility.
- Request any Arhag employee to attend to assist it with its discussion on any particular matter.

2.9 Committee Effectiveness

2.9.1 Annually the Committee will undertake a formal evaluation of its effectiveness.

2.9.2 Annually the Committee will review its terms of reference