

Operations Committee

Terms of Reference

1.0 Purpose

1.1 The Operations Committee (the **Committee**) is an operating Committee of the Board of The Community Housing Group Limited (the **Board**)(**Community Housing**), responsible for providing oversight and assurance in the delivery of the operational strategies and services to customers of Community Housing, including housing applicants, general needs and supported housing tenants, shared owners, leaseholders and service users including care service users and other commercial customers, more specifically:

- Implementation of strategies and approval of policies relating to Housing and Neighbourhood Management, Repairs and Maintenance, Care and Support, Technology Enabled Care, Customer Experience, Customer Engagement/Influence, neighbourhood Services and Social Regeneration.
- Service delivery and performance in line with the targets, timescales and financial parameters in the Corporate Plan, our offer to customers and the requirements of our Regulators.
- Engagement of customers in the design, delivery and monitoring of strategies, policies and services that affect them.
- Monitoring of how Community Housing operates through the Customers' lens and effectively ensures that customers are able to influence the design and delivery of our services.
- Ensuring that communications with customers and stakeholders on matters relating to the remit of this Committee are open and transparent.
- Ensuring compliance with Contractual, Regulatory and Legal requirements (including Health & Safety).
- Ensuring that cumulative risk in relation to operational services is understood and managed.
- Contribute to delivery of Community Housing's efficiency/value for money targets.
- Review of the results of any audits or quality assessments and agreeing, where necessary, plans to improve performance and mitigate risk.
- Inform and help to shape the strategic direction of operational services for approval by the Board of Community Housing.



- Monitor how Community Housing communicates with residents and customers on matters of safety and how effective it is at hearing from customers on safety concerns and acting on these points.
- Receive reports/updates from the Tenant Voice Group and other customers that have been involved in reviewing services via our customer engagement and influence model, for example of service scrutiny.
- Ensuring that Community Housing customer services are delivered in compliance with its Equality, Diversity, Inclusion and Belonging and Customer Experience strategies.
- Ensuring the effectiveness of Community Housing's anti-social behaviour and good neighbour support to customers.
- Ensuring plans are in place regarding Community Housing's digital rollout to customers, including training where required.

2.0 Responsibilities and Powers

Specific

2.1 Housing, Care, Technology Enabled Care, Repairs and Neighbourhood Services

- Monitor housing and care needs within Community Housing's area of operation and the suitability of Community Housing's accommodation and services to meet that need.
- Monitor the performance quality and customer satisfaction levels related to the delivery of housing, care, technology enabled care, repairs, maintenance and neighbourhood services. Ensure that Community Housing fulfils its obligations with regards to the Health & Safety of its residents.
- Gain assurance that Community Housing is meeting the Consumer Standards of the Social Housing Regulator, Care Quality Commission and TEC Services Association National Tenant Engagement Standards issued by TPAS and any other relevant recommendations (e.g. from the Housing Ombudsman).
- Recommend to the Investment Committee investment decisions (within budget), which in the Committee's view are required to achieve the organisation's strategy and desired service outcomes.

2.2 Customer Experience and Insight

- Gain assurance that a quality and consistent approach to customer service is being delivered across all Community Housing's services.
- Monitor the diversity and changing needs of customers and ensure services are inclusive and tailored to their needs.



- Gain assurance that all communications with customers are effective and timely and more specifically communication with residents and customers on matters of safety. Also, gain assurance that there are effective mechanisms in place for the organisation to hear customers' and residents' concerns in relation to safety and that such concerns have been addressed with appropriate action.
- Receive and consider regular reports on complaints and all forms of customer feedback and insight and gain assurance that processes and actions are in place to learn lessons and deliver continuous improvement.

2.3 Customer Consultation, Engagement, Influence and Scrutiny

- Gain assurance that customers are consulted in a timely manner on matters affecting their contractual relationship with Community Housing, their homes, neighbourhoods and the services they receive from the organisation.
- Gain assurance that the organisation's customers are provided with a range of opportunities to engage in and influence decisions about matters that affect them.
- Consider reports, requests and recommendations from the Tenant Voice Group and other customers and monitor the impact of associated action plans.
- Ensure that there is an annual programme of scrutiny reviews and monitor the implementation and impact of associated action plans.
- Monitor the development and oversight of Community Housing's Customer Experience Strategy and effectiveness of the customer engagement and influence model.
- Gain assurance that Community Housing is effectively listening and acting on the voice of the customer and that customers are able to effectively influence the design and delivery of services.

3.0 Social Regeneration

- Monitor the work with statutory, voluntary and commercial partners to maximise national and local opportunities to access funding to support primarily tenants but also wider residents in the communities we serve.
- Approve social regeneration programmes within the financial parameters set by the Board and monitor performance and outcomes in terms of performance, quality and customer satisfaction.



4.0 Financial Performance and Value for Money

- Review financial performance against budget and make recommendations to Board where necessary.
- Gain assurance that operational services represent value for money for the organisation and its customers.
- To receive and review data and housing KPIs (such as but not limited to spend on voids and repairs, average void and repair timescales, etc) and report to the Board on trends or performance extremes as necessary.

5.0 Appointment of Advisers

- Appoint independent advisers if necessary to assist with the delivery of any of the Committee's duties as detailed in these Terms of Reference.

6.0 General

- The Committee has delegated authority from the Board in respect of all matters detailed within these Terms of Reference. However, in the case of dispute, the Board's decision will override that of the Committee.
- The Committee will liaise as necessary with the other Committees of the Board and as instructed by the Board.
- The Operations Committee reserves the right to defer any issues or questions to the Board for clarification where it considers it necessary.
- The Committee has the right of access to any information it considers necessary for the proper performance of its functions.
- The Committee Members will be provided with appropriate and timely training and development as necessary for the proper performance of their duties.
- The Committee must ensure that it fully understands the operating environment, the needs of the organisation's business and the link between organisation's operational activity and its Corporate Plan.
- The Committee will review its performance against these Terms of Reference and report to Board annually in a format prescribed by the Board.
- The Chair of the Committee will report quarterly to the Board after each meeting of the Committee on the activities of the Committee, performance against targets and emerging risks.
- The Committee will review the scope of its monitoring functions on an ongoing basis and add ad hoc investigations on specific issues when it decides necessary.



- The Committee will contribute to the Annual Report on Community Housing’s activities and will support the preparation of the Annual Report to Tenants.

7.0 Membership

7.1 The Committee membership will comprise of:

- 4 Board Members, appointed by the Board.
- 2 customers (either Tenants, Shared Owners or Leaseholders) appointed by the Operations Committee
- Maximum of 2 co-optees.

7.2 The Chair of the Committee will be a Board Member appointed by the Board.

7.3 The following Members/ Officers may attend by invitation:

- The Chair of the Board
- Any Members of the Community Housing Board who may be required to attend from time-to-time
- The Chief Executive of Community Housing
- Any Executive Directors of Community Housing
- Any Heads of Service of Community Housing
- Any other Officers whose attendance may be required by the Committee from time to time.

8.0 Meetings

- There will be a minimum of 4 Committee meetings a year.
- Additional meetings may be called by the Chair, the Secretary or 2 Committee members writing to the Secretary detailing the business to be transacted.
- Meetings shall be convened by written notice together with the agenda for the meeting sent by post or e-mail to all Committee Members not less than 7 working days before the date of the meeting. Only Committee members and others who have been specifically invited have the right to attend Committee meetings.
- Agendas and associated papers will be circulated to all Members electronically unless they need an alternative format.
- The quorum for Committee meetings will be a minimum of 3 Members, comprising of at least 2 Board Members and 1 Customer Representative.
- Meetings will be serviced by the Secretary.
- Draft Minutes will be produced by the designated minute secretary and agreed by the Chair within 7 working days of the meeting.



- Apologies for absence should be notified to the Secretary in advance of the meeting. In the event of a Committee Member being absent for two consecutive meetings, without prior agreement with the Chair, they will be deemed to have vacated their office and will be notified in writing by the Secretary.
- Any Committee Member may request special leave of absence, not exceeding three meetings, over a two-year period. Special leave of absence may be agreed by the Chair and reported to the next meeting of the Committee. Member's attendance at meetings will be reported annually to the Board as part of the annual review of Board effectiveness.
- The business of the meeting shall be limited to items on the agenda and any items accepted by the Chair under any other business.

In the absence of the Chair at any particular meeting, the role of the Chair will be taken by any other Member elected from those present excluding the Chair of the Board and Officers. The proceedings of each Committee shall be reported to the Board.

- The Chair of the Committee will attend the Community Housing's AGM to answer any questions that may be raised by shareholders on matters within the Committee's areas of responsibility.

9.0 Urgency Procedures

- Where urgent decisions are needed between scheduled meetings, these will be dealt with by an Urgency Committee comprising of the Chair and at least two Members of the Committee, on the basis of a written report from the Company Secretary or, their absence, one of the other Directors. Only matters within the remit of the Investment Committee can be dealt with under this system
- The business of the Urgency Committee may be dealt with at a meeting or electronically
- The report should clearly state, amongst other things, why the item concerned could not be brought to a scheduled Committee meeting.
- Any Urgency Committee business should be reported to the Committee at the next meeting and any consequent decision minuted accordingly.

10.0 Chairs Action

- Where it is essential for the effective operation of the Committee, the Chair will have delegated authority to make decisions and commit expenditure on urgent matters between Committee Meetings and outside of the Urgency Procedures (**Chair's Action**). The following process will operate when making decisions under the Chair's Action:



- The Lead Director or most senior Executive available, will alert the Chair, or in their absence the Acting Chair, that an urgent matter has arisen on which a decision under Chair's Action must be taken. They will decide whether the matter requires an urgent decision under Chair's Action, or whether the Urgency Procedures should be used or by reference to the Committee as a whole, whether a full Committee Meeting should be called.
- The Chair, or in their absence the acting Chair, in consultation with the Lead Director or most senior Executive available will take all necessary decisions under the Chair's Action to fulfil the Committees responsibilities.
- The business conducted under Chair's Action may be conducted by way of meetings or electronically.
- Matters to be decided by Chair's Action will be set out in writing, with a clear recommendation, to be signed as approved and dated by the Chair or Acting Chair and be added to the Chair's Action register.
- All decisions made under Chair's Action must be reported at the next meeting of the Committee. The report should clearly state, amongst other things, why the item concerned could not be brought to a scheduled Committee-meeting or dealt with under the Urgency Procedures. Any consequent decision of the Committee should be minuted. accordingly. The use of Chairs Actions should also be reported by the Chair to the next Board Meeting.

11.0 Terms of Reference Review

The Terms of Reference will be reviewed at least annually as part of the annual Board self-evaluation or as and when amendments are required.

Approved by:

The Operations Committee on 14th June 2023

The Board on 21st June 2023

