WILLIAMSBURGH
HOUSING ASSOCIATION LTD

Remit of the Management Committee and Sub Committees

Revision History

Policy	Remit of the Management and Sub Committees
Reviewer(s)	Corporate Services
Committee Name	Management Committee
Number and Date of Meeting	549 – 25th September 2024
New Policy or Description of Revision	Minor additions to existing policy. See 7.8/7.9 and 2.4.7 + 2.4.8.
Equality Impact Assessment Complete	N/A
Data Protection Impact Assessment Complete	N/A
Health and Safety Risk Assessment Complete	N/A
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Next Review Date	September 2027

This document contains the remit for Williamsburgh Housing Association's (WHA's) Management Committee and the two Sub Committees:

- Finance, Audit and Corporate Services
- Operations and Performance

Management Committee Remit

1. Role and Composition

1.1 The Management Committee is responsible for the strategic direction, governance and overall control of Williamsburgh Housing Association (WHA). The Management Committee will have overall control to direct the Association, in accordance with its Rules, and will determine its strategy to ensure that WHA's aims and objectives are achieved.

1.2 To streamline its work, the Management Committee may delegate some of its responsibilities to Sub Committees and working groups, established, in accordance with its Rules and Standing Orders.

1.3 The Management Committee will have at least **seven** and not more than **fifteen** members (including co-optees), who are elected or appointed, in accordance with its Rules.

1.4 The Management Committee will hold at least **six** meetings each year. The quorum for meetings is **four** members of the Management Committee, excluding co-optees who will not contribute to the quorum.

2. Purpose

The Management Committee is responsible for:

2.1 Providing strategic leadership, control and overall direction to WHA.

2.2 Establishing and ensuring that WHA complies with and achieves its values, aims and objectives.

2.3 Ensuring that WHA meets all statutory and regulatory requirements, including the Regulatory Standards of Governance and Financial Management and legal and compliance obligations.

2.4 Managing strategic risk, ensuring policy is compliant and performance is at the required level.

2.5 Ensuring that WHA has the necessary resources to meet all responsibilities, aims and objectives.

2.6 Implementing and overseeing an effective framework of delegation of authority to Sub Committees, the Chief Executive and staff.

3. Values

The Management Committee will:

3.1 Define and ensure compliance with WHA's aims, objectives, values and standards, in accordance with its rules, legislation and regulatory expectations.

3.2 Uphold and promote WHA's aims, objectives, values and standards to customers, staff and stakeholders.

3.3 Agree, uphold and ensure compliance with the Code of Conduct for Governing Body Members and Staff, to meet the highest ethical standards of integrity and probity.

3.4 Agree, uphold and ensure compliance with the Entitlements, Payments and Benefits policy.

3.5 Ensure that WHA conducts its affairs openly, honestly and with integrity.

3.6 Ensure that Management Committee member's personal interests (and any conflicts of interest / potential conflicts of interest) are identified, declared and managed.

3.6 Ensure that equality and human rights considerations are considered in the operation of WHA's governance arrangements.

4. Governance

The Management Committee will:

4.1 Establish a framework for developing, implementing, monitoring and reviewing strategies, plans and policies to achieve WHA's objectives.

4.2 Approve and monitor governance policies.

4.3 Ensure that strategic plans are informed by customer information and needs. Ensure that tenants and other Stakeholders receive information about services, performance and future plans.

4.4 Promote and maintain an effective working relationship with the Chief Executive and Senior Management Team, based on clear delegation and open communication. Obtain independent professional advice on matters where it would be inappropriate for the Chief Executive to provide advice.

4.5 Ensure that the Management Committee has the necessary experience, skills, knowledge and expertise to carry out its functions effectively.

4.6 Approve the remits and composition of all Sub Committees and working groups established by WHA and monitor their activities.

4.7 Authorise the use of the seal in accordance with WHA's Rules.

4.8 Establish a framework for the support, training and appraisal of Management Committee members.

4.9 Establish an appropriate approach to succession planning for Management Committee members.

4.10 Always act in the best interests of WHA and its customers.

4.11 Accept collective responsibility for its decisions.

5. Strategic Development and Oversight

The Management Committee will:

5.1 Develop, approve and regularly assess the implementation of WHA's Business Plan.

5.2 Develop, approve and regularly assess strategic plans.

5.3 Approve, monitor and review all aspects of the Association's new build development activities including procurement and consideration of any development opportunities that may arise and reviewing any identified risks associated with such activities.

5.4 Ensure that the views of tenants and other customers inform the development of strategic plans and influence service delivery.

5.5 Ensure that WHA contributes to and influences the development of strategies and policies being developed by other agencies that are relevant to WHA, its aims and objectives.

5.6 Agree the terms of WHA's involvement in any new initiatives or business activities that are introduced out with the Business Plan.

5.7 Agree a framework to develop, monitor and regularly review the implementation of business and performance targets for WHA.

5.8 Establish systems of effective internal control, risk management and delegation, to ensure that WHA's aims and objectives are achieved effectively.

5.9 Approve the annual accounts for presentation to the Annual General Meeting (AGM) and agree the recommendation, in respect of the appointment of external auditors.

5.10 Oversee the development and maintenance of strategic partnerships and alliances; approve any formal partnerships or alliances between WHA and other agencies or partners; monitor and review progress against agreed objectives.

5.11 Where WHA is invited to nominate a representative to another organisation, the Management Committee shall approve the representation and receive regular reports or feedback.

Risk Management

The Management Committee will:

6.1 Approve and oversee the implementation of WHA's Risk Management Policy.

6.2 Monitor identified strategic risks by reviewing regular strategic risk reports.

6.3 Identify and assess significant new/emerging strategic risks.

6.4 Consider, on an annual basis, the action taken to manage/reduce strategic risks.

6.5 Ensure appropriate business continuity plans are in place and kept under review.

6.6 Receive reports on any matters raised under the terms of WHA's Whistleblowing Policy and approve appropriate action.

6.7 Review WHA's Fraud Register at least annually; receive reports and review any cases of attempted or actual fraud and agree appropriate action.

7. Resources

The Management Committee is responsible for ensuring that WHA has the necessary financial, human and other resources to meet its obligations, aims and objectives.

The Management Committee will:

7.1 Approve the annual capital and revenue budgets.

7.2 Ensure the terms of WHA's Treasury Management Policy comply with WHA's Rules and relevant statutory and regulatory requirements.

7.3 Ensure the availability of adequate finance (grants and loans) to meet WHA's objectives.

7.4 Approve the annual rent and service charges for WHA tenants and service users, at a level necessary to ensure the delivery of WHA's Business Plan, while taking account of customer feedback and affordability considerations.

7.5 Approve an appropriate staff structure for WHA and any proposed increases to the agreed headcount. Ensure that responsibilities associated with WHA's employer role, including ensuring that employee's salaries, benefits and pension offerings are set at a level that is sufficient to run the organisation successfully, but which is affordable and is not more than is necessary for this purpose.

7.6 Ensure that WHA's Financial Regulations are compliant with regulatory and legal standards and are regularly reviewed.

7.7 Appoint (and if necessary, dismiss) the Chief Executive and agree the terms of remuneration; ensure that the Chief Executive is supported and performance is monitored and annually appraised; ensure that any necessary disciplinary action is taken, in accordance with agreed policies.

7.8 Consider and approve redundancy/re-structure decisions.

7.9 Approve settlement agreements and payments with a value of greater than £30k before notice and/or holiday pay.

8 Compliance and Accountability

The Management Committee will:

8.1 Ensure that WHA complies with its Rules and all statutory and regulatory requirements. It will ensure that WHA identifies and adopts good practice in its activities.

8.2 Receive the auditor's report, approve the audited accounts for recommendation to the Annual General Meeting (AGM) and agree the recommendation to be made to members, in respect of the appointment or re-appointment of the Auditor.

8.3 Ensure the implementation of agreed action plans are produced, as a result of the internal audit programme.

8.4 Approve and monitor all aspects of regulatory compliance including Assurance Statements, statutory returns, Notifiable Events and any engagement activity. Ensure that all necessary Registers are maintained to comply with regulatory and statutory requirements.

8.5 Ensure that the views of tenants, influence service delivery and WHA's strategic direction.

8.6 Ensure that the Association's Complaints Handling Policy and Performance is monitored and reviewed, including an annual report to the Management Committee, to ensure its effectiveness and the implementation of any improvements to service delivery arising from its review.

8.7 Approve the Health and Safety Policy and ensure all Health and Safety obligations are met and tenant and staff safety is central to decision making.

8.8 Approve the strategy for compliance with Equalities and Human Rights; ensure that considerations of equality and human rights feature in the design and development of policy for Management Committee members, customers and staff.

8.9 Approve the Procurement Policy and ensure that procurement practices are compliant, and decisions made on contractor and consultant selection are in line with the Scheme of Delegation.

9 Delegated Authority

The Management Committee is responsible for agreeing the Scheme of Delegation and ensuring it is regularly reviewed; ensuring that it strikes the appropriate balance of flexibility and accountability to ensure the efficient and effective operation of WHA and the achievement of WHA's aims and objectives.

Finance, Audit and Corporate Services Sub Committee Remit

1. Role and Composition

1.1 Williamsburgh Housing Association's Management Committee has overall responsibility for ensuring that WHA is adequately resourced and effectively managed to meet its objectives and fulfil its obligations. In accordance with its remit, WHA's rules and the Standing Orders, the Management Committee has delegated some authority to the Finance, Audit and Corporate Services Sub Committee, to ensure that these affairs are managed appropriately.

1.2 This remit sets out those areas in which authority has been delegated to the Sub Committee. It also identifies those areas where authority is reserved to the Management Committee. In the event of any doubt about the extent of the Sub Committee's responsibility, the matter should be referred to the Management Committee.

1.3 The Sub Committee will appoint a Convenor at the first meeting following WHA's Annual General Meeting. The Convenor will act as one of WHA's office bearers and may, on occasion, be required to substitute or deputise for the Chairperson. The role of the Convenor is described in the Chairperson's Role Description that forms part of WHA's Governance Handbook. The Convenor may not also be either the Chairperson of WHA or Convenor of another WHA Sub Committee.

1.4 The Sub Committee will meet at least **four** times per year. The Sub Committee will have at least **five** members and the quorum will be **three**, not including any co- optees.

1.5 The minutes of Sub Committee meetings will be presented to the next meeting of the Finance, Audit and Corporate Services Sub Committee for approval and to the next meeting of the Management Committee for noting. Any matter that is referred to the Management Committee for approval or decision will be the subject of a separate paper that will be prepared and circulated with the Management Committee papers.

1.6 The Convenor of the Sub Committee will report to the Management Committee at least once a year to describe the activities of the Sub Committee over the year and highlight any matters of significance.

1.7 The Sub Committee will be advised and supported by the Head of Finance and Corporate Services who will act as principal advisor and will liaise with the Convenor over the preparation of the agenda, minutes and papers.

2. Key Responsibilities

2.1 The Head of Finance, Audit and Corporate Services is responsible for providing advice to the Sub Committee to ensure that WHA's financial affairs are managed appropriately with reference to the approved budget and that all legal and regulatory requirements are met in that regard. In addition, advice will also be provided to cover the above matters relating to corporate services, including human resources, ICT, communications and Data Protection compliance.

2.2 The Management Committee will retain responsibility for all strategy approvals, annual budget approval, approval of regulatory returns and all approvals of changes to contracted terms and conditions of employment.

2.3 The Finance, Audit and Corporate Services Sub Committee is responsible for:

Finance and Audit

2.3.1 Approving and monitoring WHA's financial regulations, Treasury Management Policy and keeping them under review.

2.3.2 Monitoring compliance with accounting standards and rules.

2.3.3 Overseeing the arrangements for the annual external audit and considering and acting on the auditor's management report.

2.3.4 Receiving and reviewing routine quarterly financial reports.

2.3.5 Monitoring progress in delivering agreed Internal audit recommendations.

2.3.6 If necessary, advising the Management Committee on any matters of concern, identified by the auditor and recommending appropriate action.

2.3.7 Approving the opening and closing of all bank accounts held in WHA's name.

2.3.8 Agreeing short term action to address specific issues, subject to the terms of the Scheme of Delegation.

2.3.9 Overseeing the annual programme of internal audit; considering internal audit reports; approving management responses; making an annual report to the Management Committee on the internal audit function and process.

2.3.10 Advising the Management Committee on the appointment of internal auditors and monitoring their performance.

2.3.11 Overseeing the procurement of internal audit services.

2.3.12 Ensuring that insurances are held by WHA to address those risks and potential liabilities deemed appropriate for insurance cover.

2.3.13 Commissioning any special investigations that are required to address matters of concern related to internal controls.

2.3.14 The Sub Committee may meet with the internal or external auditors, in the absence of staff.

Human Resources

2.4.1 Ensuring that WHA complies with all relevant employment legislation and good practice.

2.4.2 Developing and approving policies and procedures.

2.4.3 Monitoring recruitment and staff absence.

2.4.4 Approving initiatives to support staff engagement levels, staff development and monitoring the impact.

2.4.5 Ensuring that a focus on Equalities and Human Rights is evident in decision making.

2.4.6 Hear appeals related to employment issues (other than for the CEO).

2.4.7 Approve redundancy decisions.

2.4.8 Approve settlement agreements and payments up to the value of £30k excluding notice and/or holiday pay. .

Corporate Service Quality and Standards

Agreeing and monitoring corporate service quality, standards, initiatives, targets and WHA's compliance with relevant legislation and regulations. Making recommendations to the Management Committee, if required.

This includes:

- ICT and Digital Services.
- Corporate communications.
- Data Protection.

Corporate Service Policy

Keeping all corporate service policies under review and approving proposals for change and development. Monitoring the implementation of WHA's policies, in respect of the above corporate functions.

Procurement

Monitor Corporate Service procurement arrangements and practices to ensure compliance with statutory requirements and WHA policy, quality standards and value for money.

Operations and Performance Sub-Committee

1. Role and Membership

1.1 Williamsburgh Housing Association's Management Committee has overall responsibility for the provision and control of housing, property maintenance, Factoring and community regeneration activity, delivered by the Association. In accordance with the Remit of the Management Committee and WHA's Rules and Standing Orders, authority for overseeing the effective discharge of the Management Committee's responsibilities in this area has been delegated to the Operations and Performance (O&P) Sub Committee.

1.2 This remit sets out those areas of responsibility that have been delegated to the Sub Committee and identifies those areas where authority is reserved to the Management Committee. In the event of any doubt about the extent of the Sub Committee's authority, the matter should be referred to the Management Committee.

1.3 The Sub Committee will appoint a Convenor at the first meeting, following the Association's Annual General Meeting (AGM). The Convenor will act as one of WHA's office bearers and may be required, on occasion, to substitute or deputise for the Chairperson. The Convenor may not also be either the Chairperson of WHA or the Convenor of another Sub Committee. The role of the Convenor is described in the Chairperson's Role Description that forms part of WHA's Governance Handbook.

1.4 The Sub Committee will meet at least **four** times a year. The Sub Committee will have at least **five** members and the quorum for the Sub Committee is **three** (not including any co-optees).

1.5 The minutes of Sub Committee meetings will be presented to the next meeting of the O&P Sub Committee for approval and to the next meeting of the Management Committee for noting. Where a matter is referred to the Management Committee for approval or decision, a separate paper will be prepared for their consideration and circulated with the papers for the meeting.

1.6 The Convenor of the Sub Committee will provide an update to the Management Committee at least once a year that describes the activities of the Sub Committee over the year and highlights any matters of significance.

1.7 The Sub Committee will be supported and advised by the **Head of Housing Services** who will act as principal advisor and will liaise with the Convenor over the preparation of agendas, papers and minutes. Both the Head of Property Services and the Head of Development will support the Head of Housing Services in providing relevant advice and reports for their areas of responsibility.

2. Key Responsibilities

2.1 The Head of Housing Services is responsible for providing advice to the Sub Committee and for ensuring that WHA's services to tenants, factored owners and residents are provided, in accordance with agreed standards, policies and budget.

2.2 Responsibility for strategies and all activities relating to new build developments remain with the Management Committee.

2.3 The O&P Sub Committee is responsible for Service, Quality and Standards - Agreeing and monitoring service quality, standards, targets and WHA's compliance with the Scottish Social Housing Charter (or equivalent) and other relevant external and internal performance indicators (noting approvals for all regulatory returns remains with the Management Committee). Making recommendations to the Management Committee on the above, if required.

This includes:

Property Services

- Property related health and safety compliance (including gas safety, asbestos management, fire safety, legionella testing, electrical safety).
- The responsive repairs service.
- Cyclical and planned maintenance.
- Major repairs.
- Procurement of maintenance work.
- Medical adaptations.
- Grounds maintenance.
- Energy Efficiency and Climate Change.
- Community regeneration activities.
- Factoring Service.

Housing Management Services

- Access to housing and allocations.
- Estate management.
- Anti-social behaviour.
- Rent account (arrears) management.
- Homelessness.
- Leases.
- Void management and re-letting.

Customer feedback and engagement

- Complaints.
- Tenant feedback and satisfaction levels.
- Equalities and Human Rights related to service delivery.

Programmes and Data Quality

2.4 Approve the annual programme of planned and cyclical maintenance, including for energy efficiency and Climate Change investment, and monitor their implementation, including tenant/resident satisfaction and contractor performance.

2.5 Advise the Finance, Audit & Corporate Services Sub Committee on budgetary requirements to fulfil WHA's maintenance plans. Monitor expenditure on maintenance activities. If required, agree recommendations for short term action to deal with temporary periods of financial stress.

2.6 Approve, monitor and gain assurance that stock condition and energy efficiency / emissions information is fit for purpose and regularly refreshed.

Procurement and Value for Money

2.7 Monitor maintenance procurement arrangements and practices to ensure compliance with statutory requirements and WHA policy, quality standards and value for money.

Policies

2.8 Keeping relevant policies and procedures under review and approving proposals for change and development. Monitoring the implementation of WHA's policies in respect of the above services to tenants and factored owners.

Service agreements with partners

2.9 Approving the terms of service agreements with key partners (such as Renfrewshire Council and other RSLs) on housing, property and estate management matters including homelessness and common housing registers and the national accommodation strategy for sex offenders.

Legal actions

2.10 Monitoring the progress of legal action in accordance with WHA's approved policy, in cases of arrears and anti-social behaviour.

2.11 Monitoring of evictions.

3. Performance monitoring

The Sub Committee will monitor WHA's performance against agreed operational key performance indicators (KPIs) for all service delivery. Annual KPI performance targets will be presented and agreed by the sub-committee in April each year.

KPI reports will be provided quarterly covering the following areas:

Topic
Reactive repairs
Planned and cyclical works
Compliance with housing quality (SHQS) and energy efficiency / Climate Change standards (EESSH, EESSH2)
Property related Health and Safety compliance.
Customer satisfaction with services.
Housing and Transfer List
Allocations and Average Days to Relet
Offers and Refusals
Tenancy Terminations
Void Properties
Rent Arrears
Court Actions
Complaints
Neighbour Disputes and Anti-Social Behaviour.
Estate Management and Grounds Maintenance.
Community Regeneration
Factoring Services
Leases to Other Organisations

Review

These remits are approved by the Management Committee and cannot be amended without their agreement. It will be revisited by the Management Committee, no later than September 2026.