

Senior Management Committees – Terms of Reference as at January 2019

Title	Senior Management Committees – Terms of Reference as at January 2019.
Aim	To conduct an annual review, in line with updated governance structures, internal roles, responsibilities and other guidance as necessary.
Version	January 2019
Last reviewed	January 2018
Next Review	<p>January 2020</p> <p>N.B. A further review may take place during 2019 to coincide with the completion of the MSFM review currently underway by the Department for Communities/Department of Finance (Management Framework; Financial Memorandum; Dossier of Controls).</p>
Associated Documents	<ul style="list-style-type: none"> • Housing Executive – Standing Orders, Board Scheme of Delegations & Board Operating Framework • DfC MSFM/DoC
Staff Affected	All
Author(s)	Secretariat/Chief Executive

SENIOR MANAGEMENT COMMITTEES – TERMS OF REFERENCE as at 31 January 2019

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Introduction

The Senior Management Committee Terms of Reference are reviewed annually in consultation with the Committees, Chief Executive, Directors, other relevant officers and in line with updates to the Housing Executive Standing Orders and Board Scheme of delegations.

This document provides clarity around:

- the purpose of each Committee
- a proper understanding of the timing and types of papers to be considered by each Committee
- how business should be conducted at each meeting
- how any potential conflicts of interest will be handled
- a review of the Committees to ensure they remain fit for purpose.

Chief Executive's Business Committee (CXBC)

Frequency:	Fortnightly Paper(s) Meetings <i>(alternates with SMT / Presentation Meetings)</i>
Normal timing:	Tuesday mornings at 10am
Chaired by:	Chief Executive <i>(In the absence of the Chief Executive, the meeting will be chaired by a nominated Director)</i>
Attendance:	Director of Housing Services Director of Asset Management Director of Finance, Audit & Assurance Director of Regional Services Director of Corporate Services Head of Corporate Communications & Secretariat <i>(All Directors must attend, with substitution of an Assistant Director, only on an exceptional basis)</i>
Admin:	Secretariat

Purpose / Terms of Reference

To consider, scrutinise and approve matters relating to operational and financial business delegated by to the Chief Executive and CXBC by the Board in accordance with the Standing Orders and Board Scheme of Delegations).

Circulation / Timing of Papers

Signed papers should be available electronically as per the circulated Meetings / Deadlines Schedule. Late papers will be considered only in exceptional circumstances and at the discretion of the Chief Executive.

Conflicts of Interest

In line with governance best practice, 'Declaration of Interests' is a standing item on all agendas at the start of each meeting and will be recorded in the minutes together with details of any action taken. Where necessary, matters will be re-allocated to another Director or Officer.

Types of Papers Considered / Presented

The Committee considers matters delegated to the Chief Executive's Business Committee, under the Board Scheme of Delegations together with routine operational and cross-divisional business within the Chief Executive's delegated limits.

Full details of all residual matters to be decided by CXBC are listed in Appendix 3 of the Standing Orders / Board Scheme of Delegations (pages 45 - 48).

Other matters considered include policy matters, GDPR / Data Protection, Public Affairs, the monthly business calendar and matters brought forward from previous Chief Executive's Business Committee meetings.

Matters arising from the Board, ARAC and DLO Performance & Development Committee meetings are also considered by the Committee.

Opportunity for Challenge

The Chief Executive's Business Committee is an open forum where the Chief Executive and Directors are expected and encouraged to challenge decisions and to raise any concerns during the meeting.

Agenda Items

- Declaration of Interests;
- Minutes of last meeting and Matters Arising / Brought Forward;
- All residual business, financial and operational papers for approval / information as outlined in Appendix 3 of the Standing Orders (pages 49-53), including:
 - LSCHC / RSCHC / CPRC Minutes
 - Other Governance / Strategy / Policy Matters
 - Board / Committee Appointments
- Any other Business.

Emergency Approval

Should any matter not admit of delay, the Chief Executive may authorise such action to be taken on behalf of the Housing Executive, within the Committees' delegated limit as determined within the Board Scheme of Delegations. ***All such actions must be reported to the next meeting of the CXBC.***

Pre-Board Meetings

Frequency:	Once a month (second Monday)
Normal timing:	10am
Chaired by:	Chief Executive <i>(In the absence of the Chief Executive, the meeting will be chaired by a nominated Director)</i>
Attendance:	Director of Housing Services Director of Asset Management Director of Finance, Audit & Assurance Director of Regional Services Director of Corporate Services Head of Corporate Communications & Secretariat <i>(All Directors must attend, with substitution of an Assistant Director, only on an exceptional basis)</i>
Admin:	Secretariat

Purpose / Terms of Reference

The Chief Executive's Business Committee also constitutes itself as the Pre-Board Committee to consider any draft papers available for submission to the monthly Board meeting.

Circulation / Timing of Papers

Signed papers should be available electronically as per the circulated Meetings / Deadlines Schedule. Late papers will be considered only in exceptional circumstances.

Conflicts of Interest

In line with governance best practice, 'Declaration of Interests' is a standing item on all agendas at the start of each meeting and will be recorded in the minutes together with details of any action taken. Where necessary, matters will be re-allocated to another Director or Officer.

Opportunity for Challenge

The Pre-Board is an open forum where the Chief Executive and Directors are expected and encouraged to challenge decisions and to raise any concerns during the meeting.

Board Scheme of Delegations & Powers Reserved to the Board

Full details of the above are outlined on pages 32 - 37 of the Standing Orders.

Corporate Performance Review Committee (CPRC)

Frequency:	Monthly
Normal timing:	Monday (usually 3 rd Monday in month) at 10am
Chaired by:	Chief Executive <i>(In the absence of the Chief Executive, the meeting will be chaired by a nominated Director)</i>
Attendance:	Director of Finance, Audit & Assurance Director of Housing Services Director of Regional Services Director of Asset Management Director of Corporate Services Head of Audit & Assurance Business Planning and Performance Manager Assistant Business Planning and Performance Manager Senior Officer <i>(All Directors must attend, with substitution of an Assistant Director, only on an exceptional basis)</i>
Admin:	Secretariat

Purpose / Terms of Reference

To review and monitor progress against the annual corporate business objectives approved by the Board using a range of agreed key performance indicators, investigating and explaining any significant variances and producing a monthly progress report for submission to the Board.

To review and update the Corporate Risk Register on a monthly basis, advising Audit & Risk Assurance Committee and Board accordingly.

Circulation / Timing of Papers

Papers are available electronically as per the circulated Meetings / Deadlines Schedule. Late papers will be considered only in exceptional circumstances.

Potential Conflicts of Interest

Declaration of Interests will be a standing item on the agenda at the start of each meeting and will be recorded in the minutes together with details of any action taken where appropriate. Where necessary, matters will be re-allocated to another Director or Officer.

Types of Papers Considered / Presented

- Landlord Services Monthly Monitor
- Regional and Support Services Monthly Monitor
- Recommendations Monitor
- Risk Management
- Absence Management

Opportunity for Challenge

The Chief Executive's Performance Review Committee is an open forum, where Directors and other participants are encouraged and expected to challenge decisions and raise concerns.

Agenda

- Declaration of Interests
- Minutes of last meeting and Matters Arising / Brought Forward
- All relevant approval / information papers
- Any Other Business

Landlord Services Clearing House Committee (LSCHC)

- Frequency:** Two monthly meetings (2nd and 4th Monday in the month)
- Normal Timing:** 2pm (subject to change)
- Chaired by:** Director of Asset Management
(In the absence of the Director of Asset Management, the Landlord Services Clearing House Committee should be chaired by another nominated Director)
- Attendance:** Assistant Director Asset Management (Programme Delivery)
Assistant Director Asset Management (Asset Strategy)
Assistant Director Asset Management (Compliance, Health & Safety)
Head of Procurement
Finance Business Partner
Regional Delivery Manager, Belfast
Regional Delivery Manager, North
Regional Delivery Manager, South
Quantity Surveyor, Cost Management Team
Housing Leasehold Representative
(An Assistant Director or Member of the Committee may nominate a deputy to represent in their absence at the meeting)
- Admin:** Executive Assistant, Director of Asset Management
(cover provided by Secretariat as necessary)

Purpose / Terms of Reference

To consider and scrutinise all routine Landlord Services papers for compliance with organisational governance requirements.

Circulation / Timing of Papers

Signed papers should be available electronically as per the circulated Meetings / Deadlines Schedule. Late papers will be considered only in exceptional circumstances and at the discretion of the Director of Asset Management.

Potential Conflicts of Interest

Declaration of Interests will be a standing item on the agenda at the start of each meeting and will be recorded in the minutes together with details of any action taken where appropriate. Where necessary, matters will be re-allocated to another Director or Officer.

Types of Papers Considered / Presented

All Capital and Revenue Scheme Papers, Economic Appraisals and Leasehold papers.

Standing Order Breaches

Any scheme submitted to Landlord Services Clearing House which is in breach of Standing Orders must be accompanied by a full paper regardless of the scale of breach. These must be clearly recorded within LSCHC Minutes and CXBC kept fully informed when draft Minutes are presented for consideration.

Opportunity for Challenge

The Landlord Services Clearing House is an open forum where participants are expected and encouraged to challenge proposals and decisions, including raising any concerns.

Agenda

- Declaration of Interests
- Minutes of last meeting and Matters Arising / Brought Forward
- Routine Papers / Business (Capital / Revenue Schemes, Economic Appraisals and Leasehold)
- Breaches
- Emergency Approvals
- Any Other Business.

Matters delegated to Landlord Services Clearing House

Building contracts and planned schemes (including Group Repair)

For the avoidance of doubt, a planned scheme is one that consists of works of a planned nature and requires the allocation of a project number for cost collection.

Financial Regulations 1 and 2 provide further directions on the level and scope of sub-delegated authorities in relation to this matter.

Authority to incur expenditure on building contracts / Planned Schemes (including Group Repair) (FR.1)

- (1) The Landlord Services Clearing Houses is granted authority to incur expenditure on capital and revenue schemes of more than £100,000 and less than or equal to £500,000.

Approval of tenders of building contract / Planned Schemes (including Group Repair) (FR.2)

- (2) If the approved cost estimate is greater than £500,000 and the recommended tender value has not exceeded this cost estimate by more than +10%.

- (3) If the approved cost estimate is more than £100,000 and is under or equal to £500,000, and the recommended tender value has exceeded this cost estimate by more than + 10%.

Variation of building contract / Planned Schemes (including Group Repair)

- (4) Approval of the issue of instructions by a contract administrator / project manager under a building contract / planned scheme which increases the original contract / quotation sum:

For contracts more than £100,000 and less than or equal to £500,000 by :

A percentage in excess of 10% or £50,000 (whichever is the lesser) in aggregate, if the adjusted contract / quotation sum (after having made a downward adjustment for house sales and refusals) remains more than £100,000 and less than or equal to £500,000.

For contracts less than or equal to £100,000 by:

A variation of £10,000 in aggregate if the adjusted contract / quotation sum (after having made a downward adjustment for house sales and refusals) increases to more than £100,000.

- To grant authority to incur expenditure for all Building Contracts/Planned Schemes (including Group Repair) more than £100,000 and less than or equal to £500,000.
- To agree and recommend to the CXBC for approval, tenders for Building Contracts/Planned Schemes (including Group Repair) over £500,000 and less than or equal to £1,000,000.
- To agree and recommend to the CXBC for submission to the Board for approval , tenders for Building Contracts/Planned Schemes (including Group Repair) over £1,000,000.
- To agree and recommend to CXBC / Board in accordance with the limits detailed in the Standing Orders and the Board Scheme of Delegations.
- To recommend to CXBC for approval or for submission to the Board for approval of the variation in expenditure of Building Contracts/Planned Schemes (including Group Repair) in excess of limits as detailed in Standing Orders and the Board Scheme of Delegations.

Emergency Approval

Should any matter not admit of delay, the Director of Asset Management may authorise such action to be taken on behalf of the Housing Executive, within the Committees' delegated limit as determined within the Board Scheme of Delegations. ***All such action must be reported to the next meeting of the Landlord Services Clearing House Committee.***

Regional Delivery Manager's Clearing House

The Regional Delivery Manager's Clearing House meeting is held monthly to review in detail the content of each planned capital and revenue project that are scheduled.

- Frequency:** Monthly or as required
- Normal timing:** Dedicated day each month per Region
- Chaired by:** Regional Project Delivery Manager (or representative)
- Attendance:** Attendees will include, but will not be limited to the following:
- Regional Delivery Manager
 - Regional Investment Planning Manager
 - Senior Project Manager (Asset Management)
 - Area Manager(s) or representative (Housing Services)
 - Regional Finance representative
 - Central Neighbourhood Planning Team Representative (as required)
 - Designer / Consultant
- Admin:** Asset Management Directorate

Purpose / Terms of Reference

To ensure that:

- To ensure the Regional Delivery Manager reviews the main proposals and costs to ensure the schemes approved are in accordance with corporate objectives, policies, standards and are within Regional Budget and to ensure the Regional Delivery Manager formally signs off each scheme.
- the definitive Scheme Condition Report & Costs and additional presentation material, (where applicable), have been received and assessed by Senior Project Staff– and that only schemes which have proposals fully developed and finalised may be submitted for Regional Delivery Manager's clearance consideration. *(In exceptional circumstances outline/initial feasibility designs may be presented for discussion).*
- The Scheme complies with the appropriate regulatory and legislative requirements.
- The Designer / Consultant has met with the respective Residents Group and individual tenants etc. and that the proposals are deemed to incorporate their requirements, within the constraints of the Housing Management brief.

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- Scheme proposals and costings are scrutinised to ensure they comply with the Scheme Brief requirements, organisational Design Standards and that the proposed package of works represents value for money.
- On presentation, content and costs for each scheme must be subjected to “challenge and query”, in order to ensure uniform interpretation and application of organisational Policy & Standards across Regions. Final adjudication of such matters rests with the Regional Delivery Manager.
- All capital and revenue schemes , defined as those bearing a unique eight digit project number, must be tabled, assessed and agreed at a Regional Delivery Managers Clearance Meeting before formal papers can be submitted for Landlord Services Clearing House, CXBC or Board approval.
- Major Adaptations for Persons with a Disability (APD) under £100,000 must be tabled and agreed prior to submission for the Regional Delivery Manager's approval and then scheduled on a monthly basis for submission to Landlord Services Clearing House.

Potential Conflicts of Interest

Declaration of Interests will be a standing item on the agenda at the start of each meeting and will be recorded in the minutes together with details of any action taken where appropriate. Where necessary, matters will be re-allocated to another Director or Officer.

Opportunity for Challenge

This is an open forum at which all officers present are expected and encouraged to scrutinise and challenge all aspects of the business.

Regional Services Clearing House Committee

Frequency: 2nd Monday of the Month (usually)

Normal timing: 3pm (subject to change)

Chaired by: Director of Regional Services

(In the absence of the Director of Regional Services, the Regional Services Clearing House Committee should be chaired by another nominated Director)

Attendance: Director of Regional Services

Assistant Director Regional Services (Land & Strategic Regeneration)

Assistant Director Asset Management, Strategy

Senior Principal Officer, Private Sector Improvement Services

Finance Business Partner

Administrative Support - Secretariat

(an Assistant Director may nominate a deputy to attend in their absence)

Purpose of the Regional Services Clearing House

The Regional Services Clearing House is a Committee with delegated authority to consider a range of Land & Property Papers under the limits as contained within relevant Standing Orders and the approved Board Scheme of delegations.

Circulation / Timing of Papers

Signed papers should be available electronically as per the circulated Meetings / Deadlines Schedule. Late papers will be considered only in exceptional circumstances and at the discretion of the Director of Regional Services.

Conflicts of Interest

Declarations will be sought at the outset of the meeting, and any such declarations will be recorded in the Minutes, together with any actions taken.

RSCHC Roles & Responsibilities

The Regional Services Clearing House is an open forum where members are required to consider the proposals and to be informed in their decision making with full knowledge of the Governance Structure and Delegated Limits of Authority they are operating under.

Agenda

- Declaration of Interests.
- Minutes of last meeting and Matters arising / Brought Forward
- Land and Property Transaction Approvals.
- Emergency approvals.
- Routine business (all categories).
- Any Other Business.

Land and Property Transactions to be decided at RSCHC Meetings

- Approval of purchase of a dwelling under the ASH Scheme if the value of the dwelling is **under or equal to £100k.**
- Approval of applications for abandonment of any public rights of way.
- Approval of vesting compensations payments **under or equal to £100k.**
- Approval of purchase under the Advance Purchase arrangements **under or equal to £100k.**
- SPED purchase - to be approved by the Regional Housing Services Director.
- SPED disposals - to be approved by Regional Services Clearing House **under or equal to £250k.**
- As per Financial Regulation 1A (page 61 of the Standing Orders) Land and Property Transactions more than £500,000 require RSCHC approval, CXBC approval and Board approval; Transactions over £100,000 require RSCHC approval and CXBC approval; Transactions over £50,000 and under £100,000 require RSCHC approval (CXBC for info); Transactions over £10,000 and under or equal to £50,000 require Assistant Director Regional Services approval, with schedule submitted to RSCHC for information.

(Note: all items to be scheduled to CXBC - for information / approval as necessary)

Authority to Incur Expenditure - Land and Property Transactions

The table overleaf summaries the above process.

Emergency Approval

Should any matter not admit of delay, the Regional Services Director may authorise such action to be taken on behalf of the Housing Executive, within the Director's delegated limit. ***All such actions must be reported to the next meeting of the Regional Services Clearing House Committee.***

AUTHORITY TO INCUR EXPENDITURE REGIONAL SERVICES – Land & Property Transactions

