

SERVICE DELIVERY SUB COMMITTEE

TERMS OF REFERENCE

	Number of Board Members	Minimum	3
	Quorum		2
	Frequency of Meetings		Quarterly
1.	To consider and make recommendations to the Board on any internal or external best value reviews or other external performance inspections.		Performance Reviews
2.	To report to the Board any proposals to make significant changes to the activities or structure of Brent Housing Partnership, i.e. affecting 20% or more of the staff, significant customer interface or likely to result in redundancies.		Activities/ Structure
3.	To consider and recommend to the Board any new housing management or maintenance policies referred by the Senior Management Team.		New Policies
4.	To monitor performance, key targets and business objectives contained in the Delivery Plan and Business Plan, determine corrective actions necessary to address any adverse trends and report to the Board on any serious service delivery failures or concerns.		Delivery Plan Business Plan
5.	To agree an annual review of BHP strategy which outlines key aims and objectives and projects to achieve their implementation. To refer to the main Board strategic issues of major importance.		Strategy
6.	To monitor complaints about Brent Housing Partnership's performance on an annual basis and assess the effectiveness of the Complaints Policy and Procedure. To monitor the outcome of Stage 3 complaints.		Complaints
7.	To monitor the progress and performance of the capital works programme.		Capital Works Programme
8.	Monitor the operation of tenant participation to ensure that tenants have an opportunity for effective participation in the delivery of the housing management and maintenance service and are formally consulted on any issue that significantly affects the management or maintenance of their homes, in accordance with clauses 4.0 to 4.4 of the Management Agreement.		Tenant Participation
9.	Review and monitor to ensure that non-discriminatory policies are pursued at all times by the active implementation and continuous review of Brent Housing Partnership's Equal Opportunities Policy and compliance to clauses 3.0 to 3.3 of the Management Agreement.		Equal Opportunities Policies
10.	Develop, review and monitor Brent Housing Partnership's Race Equality Scheme in line with guidance produced by the Commission for Racial Equality's statutory code of practice on the duty to promote race equality.		Race Equality Scheme
11.	Monitor to ensure compliance with the Code of Practice under the Race Relations Amendment Act 2000.		Race Relations Amendment Act 2000
12.	Monitor and report on the progress in achieving compliance with the checklists produced by the Audit Commission in their publication 'Equality & Diversity'.		Audit Commission
13.	Monitor the publication of Brent Housing Partnership's ethnic monitoring results annually.		Ethnic Monitoring

PERSONNEL-REMUNERATION SUB-COMMITTEE

TERMS OF REFERENCE

Number of Board Members	Minimum	3
Quorum		2
Frequency of Meetings		Quarterly

1. To review annually the staffing establishment of Brent Housing Partnership and consider any proposals for significant change.
2. To approve appropriate terms and conditions of service for Brent Housing Partnership staff within the parameters of TUPE regulation.
3. To review annually staff training, learning and development arrangements including performance management systems.
4. To monitor health and safety structures within BHP.
5. To (when necessary) appoint or dismiss the Managing Director and contribute information to the Chair of the Board for the purposes of annual appraisal.
6. To participate in recruitment and selection panels for senior management posts (1st Tier). To participate in recruitment and selection panels for other posts by arrangement.
7. To consider and review Brent Housing Partnership employee relations' machinery, and approve agreements reached with staff representatives in relation to groups of staff or terms and conditions.
8. To sit on employment appeals panels as necessary.
9. To formally agree the grading for senior posts where they have been evaluated and agree an exceptional arrangements in relation to remuneration.
10. To review staff remuneration packages and benefits as necessary.
11. To annually review Human Resources Policies and procedures as the need arises taking into account developments in good practice, employment legislation and business and service objectives.
12. To monitor and review human resources practices and activity across Brent Housing Partnership in the following areas on a quarterly basis:
 - Workforce monitoring reports and information including gender, ethnicity and disability data across all functions.
 - Sickness absence reports
 - Gender, ethnicity and disability statistics for disciplinary, grievance and change management (reorganisations) by unit/team.
 - Staff turnover figures by unit/team.
 - Recruitment and selection activity
 - Training, learning and development plan.
 - Appraisals and performance management
 - Succession and workforce planning
 - Health and Safety Activities and Accident statistics
13. To participate by arrangement in any staff forums or consultative groups.
14. To develop and promote Brent Housing Partnership's Equalities and Diversity Policy through regular monitoring and reviewing of performance indicators affecting all its employment policies and procedures.

FINANCE & AUDIT SUB-COMMITTEE

TERMS OF REFERENCE

Number of Board Members	Minimum	3
Quorum		2
Frequency of Meetings		Quarterly

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| 1. | To approve the annual budgets and any proposed variations. | Annual Budgets |
| 2. | To monitor the budgets of Brent Housing Partnership by reviewing regular management accounts, and out-turn forecasts. | Budget Monitoring |
| 3. | To consider Brent Housing Partnership's audited annual accounts and balance sheet in accordance with the instructions in the CHT Governance Guide and any future recommended practice guide for ALMOs and to make recommendations thereon to the Brent Housing Partnership Board. | Accounts |
| 4. | To ensure that there is an effective and consistent framework of financial regulations and procedures for Brent Housing Partnership and that they are regularly and comprehensively Reviewed. | Financial Regulations |
| | To consider contract and financial matters which arise between meetings of the main Board and make decisions for ratification by the main Board. | |
| 5. | To approve the list of authorised signatories and bank mandates for Brent Housing Partnership. | Authorised Signatories |
| 6. | To consider the appointment of the External Auditor and the audit Fee. Make recommendations on these to the Board. To comply with clauses 44.1 to 44.2 of the Management Agreement. | Appointment fee. External Auditors |
| 7. | To review the external auditor's final report and to advise the Board of any necessary response and/or action. | External Auditors Report |
| 8. | To consider the appointment of the Internal Auditor and make recommendations to the Board. | Appointment of Internal Auditor |
| 9. | To review the internal audit programme on an annual basis, ensuring that the function is properly resourced. To ensure that there is co-ordination between the External and Internal Auditors. | Internal Audit Programme |
| 10. | To receive all final reports from the Internal Auditor regarding the internal audit programme. To consider and make recommendations on the finding of internal investigations to the Board. | Internal Audit Reports |
| 11. | To report annually to the Board on the audit programme and any issues arising from it. | Audit Report to Board |
| 12. | To ensure compliance the Management Agreement regarding the reporting of fraud clauses 33.1 to 33.5. To monitor the entries in Brent Housing Partnership's Register of attempted and detected fraud. | Fraud |
| 13. | To monitor the implementation and operation of Brent Housing Partnership's hospitality policy in accordance with clauses 34.1 to 34.6 of the Management Agreement. | Hospitality Policy |
| 14. | To monitor the implementation and operation of Brent Housing Partnership's Whistleblowing Policy | Whistleblowing Policy |
| 15. | Ensure organisation is resourced to meet its obligation in terms of equality and diversity. | Equalities & Diversity |

**ETHICS & STANDARDS
(PART OF FINANCE & AUDIT SUB COMMITTEE)**

TERMS OF REFERENCE

Number of Board Members	Minimum 3 (one from each form of membership)	
Quorum	3 (Can reduce to 2 at annual review of standards meetings only)	
Frequency of Meetings	Minimum Yearly and as and when necessary	
1	Review and consider all the evidence of the Investigator ensuring the Board Member has the opportunity to present his/her version of events with the aide of a friend, colleague or other representative	Reviewing evidence
2.	Reach decision and notify each Board Member in writing via the Company Secretary of the recommendation of the Sub Committee.	Notifying Board Members
3.	Where a complaint or allegation is about the conduct of a Council Board Member and that Council Board Member may also be in breach of the Council's Code of Conduct, the investigation shall be postponed pending a decision in respect of the Council's Code.	Postponement of investigations
4.	Where decision to recommend to Board to invoke Article 18(6) is reached i.e. removal of board member, notify Company Secretary of decision advising whether a resolution will be sought verbally or in writing from three quarters of all members.	Written resolution
5.	In consultation with Company Secretary, review, develop and monitor Brent Housing Partnership's Code of Conduct and any other relevant ethics or standards documents.	Review Code of Conduct

DEVELOPMENT SUB-COMMITTEE BHP

Number of Board Members	Minimum	4
Quorum		3
Co-optees		2
(Board Members must be in the majority at meetings)		
Frequency of Meetings		Quarterly (or more frequently as required)

Terms of Reference

The main purpose and role of the Development Sub-committee is to approve the BHP development strategy and to monitor the implementation of the development plan and related business initiatives.

Specific Roles

1. Bring to the attention of the Board, and make recommendations on, the policies and objectives relating to BHP's development programme.
2. Approve the content of the BHP development strategy.
3. Approve the submissions for the National Affordable Housing Programme (NAHP) and any Funding Conditions which the funding authority may require reporting performance and delivery implications for ratification by the main Board.
4. Agree the annual development plan.
5. Approve the design, location, dwelling mix, cost estimates, grant rates and rents for individual schemes.
6. Make recommendations to the Finance Sub-committee for funding and loan approvals.
7. Approve the purchase and acquisition of properties and sites.
8. Approve arrangements for entering into partnerships with other organisations including joint venture and other delivery vehicles for schemes.
9. Approve the appointment of external consultants and contractors as required under standing orders.
10. Monitor the delivery of the programme of works and receipt of grant funding in the annual development plan and report progress to the main Board.
11. Review the content of performance assessments by the Housing Corporation and recommend action.
12. Monitor compliance with approved Codes of Practice, regulation and inspection, and containment of risks, and make recommendations on compliance and controls.
13. Approve policy and practice and arrangements for resident consultation and involvement in scheme design and development, and that this meets the needs and aspirations of Brent's diverse community.
14. To consider contract and financial matters which arise between meetings of the main Board and make decisions for ratification by the main Board.

BOARD MEMBERS REMUNERATION PANEL (Agreed by Board 17.07.08)

TERMS OF REFERENCE

Number of Board Members	Minimum	4
Quorum		3
Frequency of Meetings		Annually and as required

3. To make recommendations to Brent Council on the award of an annual payment up to a limit of £5000 to each Board Member and £7000 to the Chair of the Board so long as the total amount paid to a council board member including payments in respect of council duties does not exceed that which would be permitted to be paid to a registered social landlord (e.g. should not exceed a maximum of £25,000 under Housing Corporation rules), such payments to be reviewed at least annually.
4. To consider and determine the pro rata amount for any board member joining the board after 1st April in any year.
5. To consider and determine the pro rata amount for a Chair appointed after 1st April in any year taking into account any annual payment which may have already been made to that person.
6. When making such decisions as described in 1. and 2. above, to take into account where payment would be a disincentive to the Member remaining on the Board.
7. When making such decisions as described in 1. and 2. above, to take into account the personal contribution that the Board Member under consideration makes to the Board in terms of attendance at meetings (to be supplied by the Company Secretary).
8. When making such decisions as described in 1. and 2. above, to take into account the financial viability of the organisation as a whole and to consider whether payments to Board Members would have an adverse effect on the financial viability of the organisation.
9. To consider suspension or cessation of payment to any Board Member or Chair where any of the following occur in accordance with Clause 18(1) of BHP's Articles of Association:
 - (1) shall for not more than six consecutive months have been absent from meetings of the Board held during that period.
 - (2) in any period of 12 months, he shall have been absent from at least 60% of the meetings of Board Members held during that period and the Board Members resolve that his office be vacated; or

BRENT HOUSING PARTNERSHIP - REMUNERATION COMMITTEE

INTRODUCTION

The Remuneration Committee is responsible for determining a payment levels policy for BHP board members which is transparent, fair, and based on the principle of proportionality. Its overriding objective is that payment levels should be appropriate for the nature of the position and the weight of responsibility; the Committee may properly decide that the Chair of BHP may be awarded a higher level of remuneration than other board members to reflect the additional responsibility that role entails.

POLICY OBJECTIVE

Whilst the Remuneration Committee recognises that BHP board members contribute to the success of the organisation in a variety of ways, all board members shall be treated in the same way when determining levels of remuneration this takes into account:

- The contribution each board member has made to the key roles of BHP's board
- Each board member's individual circumstances and the effect that any remuneration may have upon them

It is the policy of the Remuneration Committee not to determine a level of remuneration where a board member would be disadvantaged.

To assist the Remuneration Committee, please fill in the attached questionnaire, and return it to:

PRIVATE AND CONFIDENTIAL

1. NAME

2. POSITION

3. CONTRIBUTION

Please list how you have contributed to the key roles of BHP's board
