



Terms of Reference for Committees

Policy and Performance Committee

Company Details

Ekaya Housing Association Limited

Head Office Address & Contact Details

145 Stockwell Road

London SW9 9TN

Telephone No: 020 7091 1800

Website: www.ekaya.co.uk

Status

Registered with and regulated by the Regulator of Social Housing (RSH) under Registration No: LH3940

An organisation with charitable status registered under the Co-operative and Community Benefit Societies Act 2014: FCA Mutual Societies No: 25683 R

Terms of Reference for Committees

The Association has three Committees, the Audit & Risk Committee, Policy & Performance Committee and the Remuneration & Governance Committee, which are given delegated authority from the Board. The Audit & Risk Committee is responsible for the overseeing of all internal and external audits of the Association. The Chair of this Committee is required to make reports to the Board. The reports will include the minutes of the Committee meeting and any new policies or major changes in existing policies for endorsement, adoption or note.

Policy and Performance Committee

Responsibilities

To support and deliver the Association's vision and objectives by developing policy and strategy, by monitoring and driving performance.

Membership & Quorum

1. The Policy and Performance Committee shall consist of a minimum of three (3) Board members and a maximum of six (6) non-executive Board members (including Co-optees).
2. The quorum for the Policy and Performance Committee necessary for the transaction of business shall be two (2) Board members , present in person or by internet or telephone conferencing facility. No executive staff may be a member of the Committee.
3. The Chair will be a Board Member.
4. The Board will review the overall membership of the Committee (including length of service) from time to time based on the changing needs of the Association and the skills needed.

Attendance & Frequency of Meetings

7. The Policy and Performance Committee shall meet four (4) times annually or as otherwise agreed.

Staff in attendance at the Committee meeting will usually include:

8. Staff may attend and report at the meeting, as appropriate. Attendees will usually include:
 - CEO
 - Director of Finance & Resources/ Dep CEO
 - Members Director of Operations or the of the

- Members Middle Management Team (MMT)
- The Company Secretary and minute taker (if not the Company Secretary)
- Other professional advisors, as required
- Other staff as required.

Voting

9. Decisions will normally be made by general consensus but for the avoidance of doubt each member present in person shall have one vote. In the case of an equality of votes, the Chair will have a second or casting vote.

Reporting

10. Draft minutes of Committee meetings will be sent to the Committee Chair for approval within seven working days of the meeting and the following timescales will then apply as far as is reasonably practical:
 - the Chair will respond within five working days
 - the draft minutes will be circulated within 15 working days of the meeting thereafter to all Committee members.
11. The Committee Chair shall report formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities. Draft minutes, once approved by the Committee Chair and circulated to the Committee, will be presented to the next Board meeting for noting. Any recommendations from the Committee will be considered by the Board.
12. Any matters outside the authority of the Policy and Performance Committee requiring decisions by the Board will be submitted in a separate paper(s).

Operational Arrangements

13. Where a meeting is scheduled to occur, the agenda for such meeting will be determined by the Committee Chair and the Company Secretary, or Committee lead taking into account the views of other members of the Committee and the main Board, as necessary.
14. The Company Secretary or his or her nominee shall act as secretary of the Committee and will ensure that the Committee receives information and papers in a timely manner – no later than five working days – prior to the date of the meeting to enable full and proper consideration to be given to the issues.

Terms of Reference

Purpose

- To support and deliver the vision, mission and objectives of Ekaya and its subsidiary Happy Nursery Days, and any future subsidiaries, by monitoring and approving the development of policies and strategies to drive continuous improvement.
- To review the policy & performance and operational service delivery of the Association's housing, customer services and property services.

- To oversee and review the performance, management and service delivery of the Nursery, ensuring full compliance, safety and high quality childcare services, is being delivered in accordance with stakeholders' needs, and regulatory standards are maintained / exceeded at all times.
- To be responsible for overseeing and monitoring the activities of the safeguarding ambassador, as the key representative between Happy Nursery Days and its regulator, Ofsted, and to provide any updates to the Board. The Nominated Person for the Nursery shall be a member of the P & P Committee and shall be accountable to the Committee.
- The Policy and Performance Committee has responsibility and delegated authority from the Board to undertake the following:

Policy

- To review, update, approve, monitor and make recommendations on policies, strategies and plans.
- To recommend to Ekaya the adoption of a new or amended policy, strategy and/or plans.
- To consider reports on proposed new legislation or Ombudsman cases in regards to services monitored by the Committee

Performance

- To oversee all aspects of Ekaya's affairs relating to operational service delivery and performance management of the housing, resident and property services, ensuring that it is in accordance with good practice and is centred on the needs of current and future residents .
- Where directed by the Board, to review any significant proposed changes to service delivery or performance standards not included within the Association's current Corporate Strategy, business plan or annual budget and present findings and recommendations on their impact.

The Committee will review all service offers to customers.

- To assure the Board that there are appropriate performance management systems within the Association to ensure the successful delivery of all targets and external assessments.
- To monitor performance on key financial performance indicators including rent arrears, rent loss through voids and claims for disrepair.
- To receive reports on KPIs agreed by the Board, to enable the Committee to oversee and scrutinise performance across the Association.
- To advise the Board on the effectiveness of the Association's general operational management practices in areas referred to above.

- To monitor the day-to-day delivery of the Association's Key Performance Indicators (KPIs), Key Strategies for Staff and residents.
- To ensure the maintenance of adequate and effective systems for internal monitoring of operational action plans, performance management processes and delivery of the offer document.
- To ensure resident engagement processes are used effectively to inform service delivery and performance improvements, and to report any serious service delivery failures or concerns to the Board.
- To approve any changes or additions to resident engagement mechanisms, approve the Association's approach to resident satisfaction and consider the major findings of internal service reviews and management's response.
- To provide assurance to the Board on monitoring and reviewing value for money in service delivery, escalating issues of concern to the Board to support them in maintaining "a robust assessment of performance" as per the value for money standard.
- To take the lead on delivering and monitoring compliance against the Regulator's consumer standards:
 - Safety and Quality Standard
 - Transparency, Influence and Accountability Standard (Including Tenant Satisfaction Measures)
 - Neighbourhood and Community Standard
 - Tenancy Standard
- To gain assurance on the relevant statutory and regulatory compliance frameworks for Social Housing providers, focussing on the areas relating to customers to ensure that Ekaya's services are delivered within their requirements.
- To monitor any improvement plans resulting from internal services reviews to ensure that appropriate action is taken in relation to the findings of internal investigations.

Risk Management

- To identify risks with performance areas, policies etc. that could jeopardise the achievement of the Association's resident experience objectives and assure itself that internal controls are deployed adequately to manage those risks.
- Where such risks are identified, these will be duly recorded in the minutes of the relevant meeting, and the Committee will seek assurance that these risks have been referred to and/or discussed at the Audit & Risk Committee and where appropriate the operations Risk register is updated accordingly.

Review

- The Committee shall review its own performance, constitution and terms of reference annually, to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.
- In relation to planning, delivery and performance monitoring of operational services, the Committee ensures that equality and diversity matters are fully considered.