TERMS OF REFERENCE – LEADERSHIP TEAM (LT)

1.0 Role

1.1 The Leadership Team (LT) is accountable, with the Board, for setting the strategy for the organisation; for operational leadership; and for management of ISHA and its subsidiaries.

1.2 It is the organisation's most senior level of management and has specific delegations from the Board.

1.3 It meets formally every fortnight to form a collective, corporate view and can meet ad-hoc to be responsive to emerging or serious ongoing risks or issues.

1.4 The main aim of LT is to manage the day to day activities of the business and in doing so it will:

1. Formulate and ensure implementation of ISHA's vision, values and overall business strategy
2. Advise the Board on strategies and policies, keeping members up to date on opportunities, risks and challenges
3. Develop and ensure implementation of strategic plans, policies and procedures
4. Be accountable to the Board for the management of the organisation and its operational performance.
5. Lead the staff culture and values, embedding a performance and resident centred working culture
6. Ensure budgetary control and financial control, including prioritising and allocating resources
7. Manage risk and the effective operation of robust internal controls
8. Lead a resident focused service based on residents' priorities
9. Promote and champion effective corporate communication, both external and internal
10. Foster good relations with residents, regulators, lenders, partners and other stakeholders and promote the good reputation and standing of the business

2.0 Membership, quorum and meetings

2.1 Membership:

- Chief Executive
- Director of Finance and IT
- Director of Development
- Director of Housing and Neighbourhoods
- Director of Culture, Communications & Involvement

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2.2 The Chief Executive will chair LT. In the Chief Executive's absence, she will designate who will chair a LT meeting.

2.3 Quorum: 3 members

2.4 Meetings:

1. These will be every fortnight, but ad-hoc meetings can be held
2. All LT members will challenge and contribute fully to discussions in pursuit of agreed solutions or positions
3. Agendas will be prepared by the Chief Executive and circulated at least two working days before the meeting
4. The agenda will allow time for 'any other business' so LT can respond quickly to immediate issues
5. Members will place relevant reports in the agreed shared folder for LT colleagues to read before the meeting and/or access during the meeting
6. Decisions will be made by a majority of members present including views expressed in writing by those not present
7. Minutes are drafted by the Executive Assistant and agreed by LT
8. Draft minutes and action tracker to be agreed and reviewed at each meeting
9. LT members will be responsible for reporting back to, liaising with and obtaining feedback from their direct reports and departmental staff.

3.0 Delegated authority

3.1 The Board gives delegated authority to LT for:

1. Day to day management of the organisation and any subsidiaries
2. Development – LT will approve:
    - Development schemes of up to £1m in contract terms within the agreed development programme and budget and development scheme pursuit costs
    - Contract disputes (where not certified by consultants) of up to £500k
    - Litigation – prosecution, defence or settlement of litigation related to development projects up to £500k
3. Human Resources – LT will approve staff:
    - Recruitment policy
    - Disciplinary policy
    - Grievance policy
    - Performance management & capability policy
    - Holiday / leave policy
    - Expenses and car mileage (which must be set to accord with HMRC guidance)
    - Learning & development policies
    - Flexi time and Time Off in Lieu (TOIL) policy
    - Disclosure & barring service (DBS) policy
    - Changes to staffing structure which are within budget

- Where additional staffing posts agreed by LT will impact on budget, reporting that to Board through the management accounts
- Overseeing the process for periodically benchmarking salaries and making appropriate changes
- Responses to legal action / litigation against ISHA by staff or ex-staff
- Staff training programmes
- Reward and recognition (not pay)
- EDI Policy Statement

4. Corporate – LT will approve:
    - Legal services – appointment of solicitors onto the approved solicitors list and/or agree whether to participate in schemes such as HALA
    - Insurance-review performance of ISHA's insurers
    - Regulation – approve the annual Statistical Data Return (SDR) to the Regulator of Social Housing.
    - The systems and processes used in the business
    - Policies other than those that the Board or Committees has responsibility for (appendix A), specifically individual health and safety policies for e.g. legionella, lifts etc
    - The Business Continuity Plan, reporting changes and matters of strategic import to Board and providing annual assurance that the plan is up to date. Testing of the plan will take place every two years.
    - Regular review of the Fraud and Money Laundering registers and report annually on them to the Audit & Risk Committee and Board
    - Engagement of the external auditor for any non-audit services

5. Financial Regulations – the Board has given LT delegated authority for a range of matters set out in ISHA's Financial Regulations. Examples are the right-off of rental income debts (sections 8.8 to 8.11) and approving exceptions to the organisation's procurement requirements (section 9.8.1).

6. Policies – LT has delegated authority to approve minor changes to wording of Board approved policies which do not change their meaning (such as name changes or contact details).

3.2 The Board gives the Chief Executive delegated authority for the recruitment and appointment of Executive Directors.

APPENDICES

Appendix A - List of Policies for Board Approval

Reference	Version	Created	Author	Review	Board Approved
LT Terms of Reference	6	April 2022	Laura Hopper, Governance Manager & Company Secretary	December 2026	December 2025

Appendix A-List of policies for Board approval (A-Z)

1. Allocation and Letting Policy
2. Anti-Money Laundering Policy (delegated to A&R Committee)
3. Assurance Framework (via A&R Committee)
4. ASB Policy
5. Board Appraisal & Effectiveness Policy (via Remuneration Committee)
6. Board Recruitment & Succession Policy (via Remuneration Committee)
7. Code of Conduct (via Remuneration Committee)
8. Complaints Policy
9. Confidential Reporting (Whistleblowing) Policy (delegated to A&R Committee)
10. Data Protection Policy
11. Financial Regulations (delegated to A&R Committee)
12. Fraud Policy (delegated to A&R Committee)
13. Gifts, Benefits and Hospitality Policy (via Remuneration Committee)
14. Health & Safety Policy
15. Pay & Reward Policy (via Remuneration Committee)
16. Redundancy & Restructure Policy (delegated to Remuneration Committee)
17. Rent Setting Policy
18. Risk Management Policy (via A&R Committee)
19. Service Charge Policy
20. Shared Ownership Allocation Policy (via Property Investment Committee)
21. Shareholder Policy
22. Treasury Management Policy

Note: review dates for policies are every 3 years, unless by necessity they need to be reviewed earlier

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