



LT
6 May 2010

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Dear Chris

Radian's governance review – putting residents at the heart

Paul Yates wrote to you on 22 December 2009 requesting the Royal Borough's consent to a change in Windsor and District Housing Association's rules to enable the full implementation of our governance review. I know that Paul has been speaking to you since then and I have had some recent telephone conversations with Ian Trenholm. In the light of feedback that we have received the purpose of this letter is to supply more specific information about the Area Panels which I hope will be of some assistance in progressing this matter.

New regulatory environment

Radian is introducing a new governance structure which puts residents at its very heart. Of central importance is the establishment of four new Area Panels one of which covers the 4,000 homes managed by our Windsor office.

The structure represents a step change in involvement for local residents which they have welcomed. Following its 'big conversation' with residents across the country the Tenant Services Authority (TSA) has set a clear distance from its predecessor, the Housing Corporation, in putting residents in the 'driving seat' with real consumer power. From November Housing Associations will be judged on our ability to deliver the service customers directly tell us they want.

Shaped by residents

Radian's Residents Committee (RRC) is embracing this change positively developing our Area Panel Model. Having adopted the principle of establishing panels over a year ago RRC has become the steering group for forming the panels. It has strongly influenced:

- The geographical make up of the Panels
- Communications to all residents

- The project plan and its timescales
- The terms of reference (which are attached as appendix A)
- Recruitment and selection process including design of person specifications to ensure we attract the right calibre of candidate
- Support programme to ensure successful candidates are well prepared for their role

The RRC has overseen the consultation process with residents, approving a newsletter which was sent to every household in January 2010. Drop-ins were held in all Radian areas, including Windsor, during February and the vast majority of residents attending were positive about the proposed Area Panels.

Residents on the board and committees

The newly constituted Radian Combined Board will for the first time include two resident board members at the heart of our governance structure. Similarly the committees of the Board with enhanced levels of delegation will have resident members. There will be at least two residents on the new Housing, Assets and Customer Services Committee and at least one on the Development and New Business, Audit and Remuneration & Resources Committees.

Role of Area Panels

The Area Panels will be freed up from the formal business which has so much dominated partner board meetings. Much time has been spent on compliance activity duplicated across the Group.

As they are not formal committees of the Radian Board the Area Panels are free to challenge the quality of service delivery to residents and to hold management to account. They will have considerable influence focusing on housing services, the development of new homes, and the local community:

- Housing - monitoring performance and resident satisfaction
 - probing 'knotty' problem areas such as anti-social behaviour
- Development of new homes - is Windsor getting its fair share of new homes? Quality, quantity of significant projects. Design issues, their fit with local area.
- Community - speak up for local areas including those of relative deprivation eg Sawyers Close managed by Windsor office

The Area Panel covering homes in Windsor will give impetus to the continuous improvement groups already in existence, and focus on raising standards from the level at the time of January's short notice inspection.

It will have a delegated budget to spend on local priorities such as estate improvements or security. The Area Panels will take decisions on procurement eg in grounds maintenance and cleaning.

Composition of Area Panels

Each Area Panel will have a total of 12 members 8 of whom will be residents. They will have a Radian Combined Board member attending their meeting as an observer. Engagement with residents about the establishment of the Panels over recent months has generated considerable interest in getting involved. The Tenant Participation Advisory Service (TPAS) has advised on a robust process for assessing and selecting capable residents for the

Panels. TPAS have built up a track record working with other housing organisations such as the Amicus Horizon Group who have recently and successfully introduced Area Panels as part of a similar governance restructure to create a combined board.

We already have 14 applicants who are interested in applying for the Panel covering the homes in Windsor . Those who get through the initial assessment stage will be invited to an assessment day when there will be simulation of actual participation in an Area Panel. The person specification against which we are assessing the quality of resident applicants is attached as appendix B. .

The Royal Borough's role is embedded in a guaranteed seat on the Area Panel.. We will involve the resident members in finding independent members who will bring something valuable to the Panel. For example there might be a strong view that bringing on a representative from the police might assist if one of the Area Panel's priorities is to work on anti-social behaviour (ASB). Some current board members have expressed interest in joining the panels but they along with others interested in becoming independents will be expected to go through the same assessment process as the residents. Assessment will not be required of the representative member of the Royal Borough of Windsor & Maidenhead. We will therefore invite you to nominate a council member to join the panel.

Having independents on the Area Panels will assist them in forging links with stakeholders within the local authority and other key players in the area.

Investing in Area Panels

Radian is investing to ensure that the Area Panels are a success. Area Panel members will receive induction training and continuing support to develop their knowledge and skills. Members will undergo an annual skills audit to identify further development and training needs. We believe that one of the valuable by-products from investing in this way will be to build the transferrable skills base of highly motivated residents which should also assist them in the current difficult employment market where they may be looking for jobs or promotion.

The current partner boards are giving careful consideration to how best to handover the key issues they have been working on to the new Area Panels. Special handover events are being planned to ensure that this happens in an orderly way.

We will ensure that Area Panels are professionally administered with proper agenda setting and minuting and the attendance of a senior lead officer. The Area Panel's relationship with the combined board works in two ways, firstly a Combined Board member will attend the Area Panel as an observer and secondly the role of Radian's new Residents' Council will be critical in the restructured governance structure. The Council replaces the Radian Residents Committee (RRC). Its terms of reference, attached as appendix C, represent an enhanced influencing role as compared to the RRC. Each new Area Panel will nominate two members to the Council. It will have considerable power to challenge Radian at all levels of operational performance, policy and strategy. The Residents' Council Chair will attend combined board meetings.

A clearer voice for Windsor residents

The voice of residents will be heard more clearly in the new governance structure. Appendix D 'Governance Review Interaction Diagram' shows how residents will truly be at the heart of everything Radian does. If an Area Panel wanted to speed up a kitchen replacement programme for example, this would resonate through the Area Panel, Residents Council, residents on the Housing and Assets Committee and the Radian Board. The current

governance structure gives much less of a voice to residents with only two resident members on the Windsor Board and a co-opted resident on the Radian Board.

Since Windsor Housing became part of Radian we have invested significantly in improving our offer in Windsor. We have, for example, acquired the freehold of Parkside House to give us certainty about our future Windsor office. (We are currently undertaking a major improvement to the premises, which includes upgrading accessibility for disabled customers and visitors). We have invested in new IT and telephone systems to support improved customer service. We have expanded the development programme of new affordable homes.

Now, our revised governance structure is a bold change which genuinely seeks to give local residents a much stronger voice to influence the quality of houses and services we provide. The Area Panels' terms of reference are explicit about the Panels not just giving residents a louder voice but having as a principal purpose influence over improvement to housing stock and development of new homes. As such they do not represent a dilution of local influence, but its enhancement. The proposal to create a place for the Royal Borough's member, emphasises, we argue, our commitment to giving power to the local people we are housing.

I hope the contents of this letter will be helpful in progressing our request within the Royal Borough. Please do not hesitate to contact me if you have any queries or require further information.

Yours sincerely,



Lindsay Todd
Chief Executive

Cc Ian Trenholm, (by email and letter: ian.trenholm@rbwm.gov.uk)
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Attachments:

Appendix A – Area Panel Terms of Reference
Appendix B – Area Panel member person specification
Appendix C – Resident Council Terms of Reference
Appendix D – Governance Review Interaction Diagram

For office use:

Copied to: Howard Cresswell (letter and attachments) & Mike Caton, P Coleman and R Facey (letter only)

Terms of Reference

Area Panels**1.0 Purpose**

- 1.1 The Area Panel's primary purpose is to help improve services for all residents in the local area, but is also an important voice on many other aspects of local housing and community priorities. These will include improvements to Radian's housing stock, the development of new homes and issues of design and adaptability.
- 1.2 The Panels will ensure that Radian tenants, resident leaseholders, and shared owners (its residents) from the area are given an opportunity to influence the style, range and quality of services provided to them.
- 1.3 The Panels will set local priorities and standards for services and development through the production of an area plan, monitor and make recommendations about local service delivery, advise the Board and Residents Council of its views and use its discretionary budget to resolve short-term priority issues at a local level.
- 1.4 The membership of each Area Panel is intended to provide local knowledge and experience by ensuring that, as practically as possible, members of the Panel represent residents within the relevant area.

2.0 Responsibilities

- 2.1 Work in partnership with other committees and the Board to improve local standards of service delivery by:
 - Monitoring service delivery performance within the area and identify where improvements are needed.
 - Reviewing and challenging service standards, methods of service delivery and the ways that services are measured.
 - Analysing formal complaints and best practice and the outcomes and lessons that can be learnt.
 - Raising general issues of concern or interest, about any aspect of customer service delivery.

- 2.2 Monitor local service improvements and the results of self-assessments and external validation exercises to help identify the Panels priorities and to ensure that they are delivering better outcomes for residents. Examples of such activity may include reviewing:
- Work of the Radian Continuous Improvement Groups (CIG) and progress on the implementation of actions arising from them.
 - Outcomes of Audit Commission Inspections.
 - Compliance with the Tenant Services Authority's (TSA) Regulatory Framework.
 - Results of resident satisfaction surveys, resident inspections and resident and community involvement activities.
 - Benchmarking and peer reviews.
 - Accreditations and health checks.
- 2.3 Actively influence the budgets affecting the Area each year to help ensure they reflect local priorities. This will include expenditure such as planned maintenance and service delivery.
- 2.4 Identify priorities for the Area Panel members' own budget and monitor expenditure against that budget. It is intended that such budgets will cover members' expenses and support costs, the training programme and a sum to be used for meeting short-term local priorities, as defined by the Panel.
- 2.5 Identify and report to the Residents' Council potential local investment and improvement opportunities outside of allocated budget.
- 2.6 Annually review and comment on proposals to change rents and service charges, in the light of current legislative and regulatory frameworks and advise the Residents' Council of its views.
- 2.7 Make reports to all residents on the work of the Panel a minimum of twice a year and in a cost effective way, for example in the resident's magazines or with rent statements.
- 2.8 Work closely with staff, advisers and other residents to understand and communicate long term priorities in the locality and support their inclusion in the organisation's Corporate Plan, Directorate Plans and Asset Management and Development Strategies. Comment on Radian's draft development strategy, as it applies to the Area, to ensure that it reflects local priorities as far as possible.
- 2.9 Maintain relationships with Local Authorities and other external organisations relevant to the work of the Area Panels.
- 2.10 With the agreement of the Panel, lead on appropriate campaigns to voice wider community concerns that will support the achievement of positive change in the area.

- 2.11 Oversee resident involvement activity (for individual residents, key groups of residents and communities) to improve their effectiveness. Identify what resident involvement initiatives work best in the Panel's area and develop and encourage a range of options for residents to get involved and have their say locally.
- 2.12 Oversee the local methods of communication with residents, including newsletters and the website.
- 2.13 Nominate members to sit on Stage Three complaints appeal panels.
- 2.14 Hear appeals concerning complaints about the arrangements for resident and community involvement.
- 2.15 Nominate resident members to be involved in the appointment of key members of staff in the area structure, as required.
- 2.16 Represent the Group at external local resident related events and to attend Group events as required, or invited.
- 2.17 Ensure that the Area Panel continues to be effective by making appropriate arrangements for recruitment, renewal and review, including annual appraisals of its members to help in developing their effectiveness.

3.0 Membership – General

- 3.1 There will be twelve members in each Area Panel. Eight members will be selected residents and four will consist of local independent people with an interest in the work of the Panel and/or providing expertise required by the Panel. Resident membership should include at least one resident leaseholder or shared owner.
- 3.2 Members will be expected to play an active role in the work of the Area Panels, attend meetings and other events and undertake an induction and ongoing training programme. These programmes will be designed to reflect individual requirements of members and the overall objectives of the Panel.

4.0 Membership – Residents

- 4.1 Every resident will have the opportunity to apply to be a member (in accordance with the Area Panels recruitment and selection procedure), although only one person per household may be selected.
- 4.2 Resident members of the Board will not be eligible for membership on the Area Panels. They may however attend as observers (see 7.2).
- 4.3 A Chair and Vice Chair shall be elected from and by the membership of the Panel each year.

4.4 No resident may become, or remain, an Area Panel member if he/she:-

- Is not living, or ceases to live, in the relevant catchments area of the Panel.
- Ceases to be a resident of Radian.
- Is or becomes an employee of Radian.
- Is or becomes the subject of any legal proceedings relating to any breach of the terms of his/her agreement or contract with Radian for so long as the legal proceedings (or a court order) remains valid.
- Is removed as a Panel member under the terms of the Code of Conduct.

5.0 Membership – Independents

5.1 Four additional members will be recruited to the panel to reflect the diversity of the area and/or provide additional skills or experience to meet local needs and priorities.

5.2 The following Area Panels will have a place for a nominee from the local authority, which will take one of the four independent places available:

- Rother (East Hampshire District Council);
- Thames (Royal Borough of Windsor and Maidenhead); and
- Solent (Southampton City Council).

5.3 Places for other independent members will be offered to previous Board and Committee members, who are no longer members of the Board or Committees. Any unfilled seats and any future vacancies will be handled by a Selection and Recruitment Procedure. The required skills profile for independent members will be developed by each Area Panel.

6.0 Term of Office

6.1 The term of office on the Area Panel will initially be for three years with the ability to re-apply for a further two terms. No resident will be allowed to serve for more than a maximum of nine consecutive years.

6.2 To enable a rolling programme of recruitment to take place in the first three years, members will be required to be reappointed annually.

6.3 If a resident who has served for nine years wishes to re-apply again in the future, then they can do so after a three year break.

7.0 Attendance

7.1 It is expected that an Area Panel member will attend a minimum of 75% of all meetings a year, subject to extenuating circumstances.

- 7.2 To ensure that the Board is fully aware of local needs and priorities, the Area Panels will be regularly attended by a member of the Board.
- 7.3 Questions or issues which cannot be resolved at the meeting and which the Area Panel wish to be raised with the Board, will be relayed at the next Board meeting by the Board member attending. A response will be provided to the Area Panel by the following meeting, at the latest. Key issues will also be relayed to relevant staff by the Executive Team.
- 7.4 Meetings will normally be attended by members of Radian staff, as appropriate to the Panel's business. The Area Panels may ask a member of Radian's Executive Team, or a contractor, to attend to assist with its discussions on a particular matter as long as sufficient notice is given.
- 7.5 An Area Panel may ask any or all of those who normally attend, but who are not members, to withdraw to allow wider discussion of particular matters.

8.0 Relationship to the governance structure

- 8.1 Each Area Panel will nominate two of their resident members to be members of the Residents' Council.
- 8.2 The Residents' Council will nominate resident members onto Board Committees, as required.

9.0 Meetings

- 9.1 Meetings will be held at least six times a year and will be scheduled to fit in with the cycle of Board and Committee meetings.
- 9.2 All papers for meetings will be sent to members at least one week before a meeting. Apart from an emergency and with agreement of the meeting, no additional papers will be tabled at meetings.
- 9.3 All papers will avoid jargon and use straightforward language. They will be written and produced in different formats where required.
- 9.4 All Area Panel members can propose future agenda items directly to the Chair, at least four weeks prior to the next Area Panel meeting and will be included at the Chair's discretion.
- 9.5 The Chair will be expected to consult relevant Radian staff but will have discretion in preparing agendas, with the exception of items dealing with Group matters, which will be determined by the Board.
- 9.6 The Chief Executive and/or the Board may ask the Area Panels to convene additional meetings to discuss particular issues on which they require the Panels advice.

10.0 Quorum

- 10.1 At least four resident members and two independent members of the Area Panel must be at a meeting for it to be able to make decisions.
- 10.2 However, if less than four resident members and two independent members are present, the Chair, or Vice Chair, may decide on urgent items, but those decisions must be reported back to the next full Area Panel meeting.

11.0 Procedure for decision making between meetings

- 11.1 Decisions that are required to be made between meetings can be taken by the Chair, or Vice Chair, provided that they take into account the views of at least four resident and two independent Area Panel members through verbal or written responses. The “between meetings” decision will be reported to the next meeting of the Area Panel and a record kept in the minutes accordingly.

12.0 Sub groups

- 12.1 Where appropriate, and subject to available budget, an Area Panel may set up a sub group, or working party, to enable them to carry out more detailed research or develop expertise.
- 12.2 Area Panels may invite other residents, or non residents, including contractors with the relevant interest and expertise to take part in any sub group or working party. Any such group will not have decision making powers nor voting rights but will be able to make recommendations to the Area Panels.

13.0 General Meetings

- 13.1 Each Area Panel will hold one General Meeting a year open to all Radian residents in the relevant area.
- 13.2 At least three weeks prior notice of the General Meeting will be given to all local Radian residents either via letter or newsletter.
- 13.3 The following items will form part of the agenda including additional items notified to the Chair at least three weeks in advance of the meeting:-
- Minutes of the last General Meeting.
 - Chair’s annual report including budget expenditure, performance against targeted local priorities and priorities for the next year.
 - Report from the Residents’ Council and / or Radian.
 - A Question and Answer session.
 - Any other business.

14.0 Minutes of meetings

- 14.1 Area Panel meetings will be supported by Radian staff, including the taking of minutes. Minutes will be sent out to all members, attendees, Residents' Council and Radian Board members within fifteen working days of a meeting taking place.
- 14.2 Except for confidential items, all Area Panel agendas and minutes will be published on the website and made available in local offices.
- 14.3 Any resident may request a copy of Board, Committee, Residents' Council, or Area Panel agendas and minutes (apart from those that are confidential).
- 14.4 The views of the Area Panels will be fed back to all staff members.

15.0 Conduct at meetings

- 15.1 There is a Code of Conduct for the Board and the Committees which applies equally to the Area Panels. If an Area Panel member breaches the Code of Conduct, then the procedures laid out in the Code of Conduct will be followed.
- 15.2 All members are required to read, sign and comply with the Code of Conduct.
- 15.3 All meetings will be conducted in an open and democratic manner. Decisions shall be carried with the agreement of a majority of those Area Panel members present.
- 15.4 The method of voting conducted at any Area Panel meeting will be at the discretion of the Chair and will be conducted in one of the following ways:
- Secret ballot; or
 - Show of hands.
- 15.5 In the event of a vote being tied, the Chair will have a second and casting vote.

16.0 Equality and Diversity

- 16.1 All Area Panels are committed to promoting equality and diversity in:
- Their membership.
 - Their selection and recruitment procedures.
 - Representing the views of residents.
- 16.2 The Area Panels will carry out their work without discrimination against any person because of their gender, sexual orientation, age, disability, race, ethnic origin or religious or political belief.

- 16.3 The Area Panels will adopt Radian's Equality and Diversity Policy and Single Equality Scheme and work towards the creation of good relations between all people in all communities.

17.0 Amendment of Terms of Reference

- 17.1 These Terms of Reference will be reviewed from time to time and not less than every two years. The Board may propose a review or agree to a request for a review, at any time in response to changing regulatory, statutory, governance or other circumstances.
- 17.2 Changes to the Area Panel Terms of Reference, will require the approval of the Board and will require consultation with all Area Panels and with the Residents Council.

18.0 Disputes

- 18.1 Disputes, disagreements or grievances between an Area Panel and any other group can be dealt with either by a specially convened sub group of the Board and Residents' Council or by the use of mediation.
- 18.2 Issues that cannot be resolved by these means can go to arbitration using an external independent body. The decision of the arbitrator will be final.

19.0 Support

- 19.1 To enable the Area Panels to function well, they will have access to high level professional support and training with the ability, subject to available budget, to seek external expertise when required.
- 19.2 Area Panel members may request additional information or explanations from officers and board members, as required.
- 19.3 Financial support will be provided including reimbursement of out-of-pocket expenses for attendance at meetings and events, for example mileage, public transport costs, childcare and carer's expenses and for good practice books and publications.
- 19.4 Taxis to meetings will be supplied, if required.
- 19.5 Access to meeting rooms, photocopying and stationery.
- 19.6 Providing assistance for people with special needs, for example translators, producing documents in different formats and advocacy support.
- 19.7 Where possible meetings will be held at times to suit the members and the venues will be rotated around the geographical area of the Panel.

Area Panel Member - Person Specification

Criteria	Essential	Desirable
Experience	<ul style="list-style-type: none"> ◆ Working as a member of a team to achieve plans and goals ◆ Reaching decisions based on the whole debate and information provided ◆ Being a resident or service user of a Registered Provider (resident members only) 	<ul style="list-style-type: none"> ◆ Involvement in a voluntary or community Group and/or voluntary or community activity ◆ Experience of problem solving – where areas of concern are identified ◆ Experience in, or a willingness to learn, general business, finances, budgeting and management ◆ Experience of different methods of communication, the media and giving feedback
Skills & personal attributes	<ul style="list-style-type: none"> ◆ Self motivated ◆ Able to work as part of a team and abide by collective decisions ◆ Good communication and interpersonal skills (training and support will be given to help those with literacy problems, disabilities or whose main language is not English) <ul style="list-style-type: none"> - with the ability to handle matters in a sensitive way - with members of the Board and with staff, residents, service users, and other key stakeholders (e.g. local authorities) - Able to contribute effectively to meetings by listening, asking relevant questions, expressing an opinion, negotiating and taking considered decisions on the basis of the whole debate - Able to take in and analyse information, identify issues, ask questions, challenge, draw conclusions and reach decisions ◆ Prepared to see the bigger picture such as how other housing organisations work 	<ul style="list-style-type: none"> ◆ Able to manage time, plan, prioritise and schedule effectively ◆ The ability to think and plan ahead, balancing needs and constraints

<p>Commitment</p>	<ul style="list-style-type: none"> ◆ To Radian’s vision and values ◆ To act in the best interests of the wider local area and all Radian residents living in that area and not for any outside or personal interest ◆ To talking to/working with other residents in the locality ◆ To maintaining constructive and productive working relationships with other members, the Board of Management and Radian staff ◆ To support the work and the role of the Chair of the Area Panel and the Chairs of other Panels and the Residents’ Council ◆ Enthusiastic about developing the role of Area Panels and resident empowerment and improving services ◆ Being open to new ideas and ways of working ◆ To providing good value for money services for Radian residents ◆ To equality and diversity requirements ◆ To abide by the Terms of Reference and Radian Code of Conduct ◆ Sufficient time and availability to attend, prepare for and play an active role in regular meetings, conferences and other events (it is expected that basic time commitment would be between 5-10 hours a month) ◆ Willingness to attend ongoing training to develop skills and knowledge and to stay up to date ◆ Prepared to undergo an annual review of performance and attend training to address any gaps identified 	
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Appendix B

Knowledge	<ul style="list-style-type: none">◆ An appreciation of the needs of different people and sections of the community◆ An understanding of and commitment to equality and diversity	<ul style="list-style-type: none">◆ Awareness of anti-discrimination legislation◆ Knowledge of how housing services, for example lettings, repairs, income management and anti social behaviour management are delivered to residents, including legal parameters◆ Knowledge of asset management and the development of new housing
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TERMS OF REFERENCE

Residents' Council**1.0 Purpose**

- 1.1 To provide a group wide forum for an effective dialogue between residents and the Board of Radian, so that the Board's decisions take residents' views into account.
- 1.2 To advise the Board and the Executive Team on group wide residents' concerns and priorities.
- 1.3 To challenge service delivery performance within Radian and identify areas where improvements are needed.
- 1.4 To support and develop the effectiveness of the Area Panels.
- 1.5 To respond to external consultations on national resident issues, in partnership with Area Panels, seeking wherever possible the views of all residents of Radian.

2.0 Responsibilities

- 2.1 Work in partnership with the Board to improve group wide standards of service delivery.
- 2.2 To raise with the Board general issues of concern or interest, about any aspect of customer service delivery within Radian, as identified by the Area Panels or the Council.
- 2.3 Identify good practice and encourage its adoption throughout the Group by seeking Area Panel feedback on service improvements, results of self-assessments and external validation exercises. Examples of such activity would include:
 - Work carried out by Radian Continuous Improvement Groups (CIG) and progress on the implementation of actions arising from them.
 - Outcomes of Audit Commission Inspections.
 - Compliance with the Tenant Services Authority's (TSA) regulatory framework.
 - Resident satisfaction monitoring, resident inspections and resident and community involvement activities.
 - Benchmarking and peer reviews.
 - Accreditations and health checks.
- 2.4 Work closely with staff, advisers and the Area Panels to understand and communicate long term priorities and support their inclusion in the organisation's Corporate Plan and Asset Management and Development Strategies.

- 2.5 Recommend the allocation of discretionary budgets to Area Panels. It is intended that such budgets will cover members' expenses and support costs, the training programme and a sum to be used for meeting short-term local priorities as defined by the Panel.
- 2.6 Develop a list of priorities, within a budget specified by the Board, in order for Area Panels to be able bid for additional funding.
- 2.7 Identify priorities for the Residents' Council members' own budget (including training), and monitor expenditure within the sum allocated.
- 2.8 Annually review and comment on proposals to change rents and service charges, in the light of current legislative and regulatory frameworks, taking into account the views of the Area Panels.
- 2.9 Work in partnership with the Board to develop and approve Radian policies relating to residents.
- 2.10 Consider the Radian Resident Involvement Statement and Impact Assessment and recommend it to the Board for approval.
- 2.11 Be sensitive to the interests of all sections of the community by reviewing the application of Radians Single Equality Scheme, as it applies to resident services.
- 2.12 Represent the Group at external resident-related events and to attend Group events as required, or invited.
- 2.13 Review the operation of the Area Panels' Selection and Recruitment Procedure, with particular attention to encouraging involvement in Area Panels.
- 2.14 Oversee the delivery of the induction, training and development programme for all resident members of the Governance structure, within an agreed budget.
- 2.15 Review the working of Area Panels to ensure they continue to be effective and deliver an effective service to residents locally, including the area plan, cost effectiveness and reviews of the Area Panels Terms of Reference.
- 2.16 Nominate resident members of Board sub-committees, as required.
- 2.17 Nominate members to take part in the recruitment of key senior members of staff, as required.
- 2.18 Develop and maintain good working relationships with partner organisations and other external bodies where relevant to the work of the Residents' Council.
- 2.19 Oversee Radian's resident communications, including newsletters and the website. The Council will be expected to make reports from time to time to all residents on performance and learning across the Group.

- 2.20 Review annually the effectiveness of the Residents' Council including its cost effectiveness and outcomes against aims. This process should include annual appraisals of the Residents' Council members to help in developing their effectiveness.

3.0 Membership

- 3.1 The Residents' Council will have nine members. Two resident members will be nominated from and by each of the four Area Panels, and one from the Longwood Park Community Board.
- 3.2 Anyone who ceases to be a member of the Area Panel, or Longwood Park Community Board, for whatever reason, will no longer be a member of the Residents' Council. The relevant Area Panel, or Longwood Park Community Board, will then be asked to nominate a replacement.
- 3.3 From its own membership, the Residents' Council will propose a Chair and Vice Chair for approval by the Board.
- 3.4 Members will be expected to play an active role in the work of the Residents' Council, attend meetings and other events and undertake an induction and ongoing training programme. These programmes will be designed to reflect the individual requirements of members and the overall objectives of the Council.

4.0 Term of Office

- 4.1 Members of the Residents' Council will be nominated by their Area Panels or by the Longwood Park Community Board each year.
- 4.2 The term of office on the Residents' Council will initially be for three years with the ability to be re-appointed for a further two terms. No resident will be allowed to serve for more than a maximum of nine consecutive years and each is subject to annual re-election by their Area Panel or the Longwood Park Community Board.

5.0 Attendance

- 5.1 It is expected that a Residents' Council member will attend a minimum of 75% of meetings a year, subject to extenuating circumstances.
- 5.2 Meetings will normally be attended by members of Radian staff, as appropriate to the Residents' Council's business. The Council may ask any member of Radian's Executive Team, or a contractor, to attend to assist with its discussions on a particular matter, as long as sufficient notice is given.
- 5.3 The Residents' Council may ask any or all of those who normally attend, but who are not members, to withdraw to allow wider discussion of particular matters.

5.4 The Chief Executive and/or the Board may ask the Residents' Council to convene additional meetings to discuss particular issues on which they require the Council's advice.

6.0 Board Links

6.1 In order to develop a close working relationship and an understanding of issues of concern to residents:

- The Chair or Vice Chair of the Board and the Chief Executive should attend the Residents' Council as observers. In their absence a Board member and a member of the Executive Team will attend.
- The Chair or Vice Chair of the Residents' Council should attend Board meetings as an observer.

6.2 Key issues raised at the Residents' Council will be discussed at the next Board meeting. The Board's response will be fed back to the Residents' Council by, no later than, their next scheduled meeting.

7.0 Meetings

7.1 Meetings will be held at least six times a year and will be scheduled to fit in with the cycle of Area Panel, Board and Committee meetings.

7.2 All papers for meetings will be received by members at least one week before a meeting. Apart from an emergency, and with agreement of the Chair, no additional papers will be tabled at meetings.

7.3 All papers will avoid jargon and use straightforward language. They will be produced in different formats where required.

7.4 The Chair will determine, in consultation with relevant staff, which matters should be considered under the confidential part of the agenda.

7.5 All Residents' Council members can propose future agenda items directly to the Chair, at least four weeks prior to the next Residents' Council meeting, and will be included at the Chair's discretion.

7.6 The Chair will be expected to consult relevant Radian staff but will have discretion in preparing agendas, with the exception of items dealing with Group matters which will be determined by the Board.

8.0 Quorum

8.1 At least four members of the Residents' Council must be at a meeting for it to be able to make decisions.

8.2 However, if less than four members are present, the Chair or Vice Chair may decide on urgent items, but those decisions must be reported back to the next full Residents' Council meeting. Prior to taking such a decision, the Chair must take into account the views of at least four members of the Residents' Council, through verbal or written responses.

9.0 Procedure for decision making between meetings

- 9.1 Decisions that are required to be made between meetings can be taken by the Chair, or Vice Chair, provided that they take into account the views of at least four Residents' Council members through verbal or written responses. The "between meetings" decision will be reported to the next meeting of the Residents' Council and a record kept in the minutes accordingly.

10.0 Sub groups

- 10.1 Where appropriate, and subject to available budget, the Residents' Council may set up sub groups, or working parties, to enable them to carry out more detailed research or develop expertise.
- 10.2 The Residents' Council may invite other residents or non residents, including contractors, with the relevant interest and expertise to take part in any sub group or working party. Any such group will not have decision-making powers or voting rights but will be able to make recommendations to the full Residents' Council.

11.0 Minutes of meetings

- 11.1 Residents' Council meetings will be supported by Radian staff from the Governance function. This will include the taking of minutes. Minutes will be sent out to all members, attendees and Board members within ten working days of a meeting taking place.
- 11.2 Except for confidential items, all Residents' Council agendas and minutes will be published on the website and made available in local offices.
- 11.3 Any resident may request a copy of Board, committee, Residents' Council and Area Panel agendas and minutes (apart from those that are confidential).

12.0 Conduct at meetings

- 12.1 There is a Code of Conduct for the Board, Committees and Area Panels which equally applies to the Residents' Council. If a Residents' Council member breaches the Code of Conduct, then the procedures laid out in the Code of Conduct will be followed.
- 12.2 All members are required to read, sign and comply with the Code of Conduct.
- 12.3 All meetings will be conducted in an open and democratic manner. Decisions shall be carried with the agreement of a majority of those Residents' Council members present.
- 12.4 The method of voting conducted at any Residents' Council meetings will be at the discretion of the Chair and will be conducted in one of the following ways:
- Secret ballot; or
 - Show of hands.
- 12.5 In the event of a vote being tied, the Chair will have a second and casting vote.

13.0 Communications

- 13.1 Only the Chair (and in his/her absence, the Vice Chair) shall speak to the press or other external organisations in a formal capacity, as a member of the Residents' Council, after consultation with the Radian Public Relations Department and/or the Chief Executive.
- 13.2 Written or verbal communication on behalf of the Residents' Council may only be undertaken by the Chair, Vice Chair, or agreed members of staff, with prior approval of the communication by the Residents' Council. .

14.0 Equality and Diversity

- 14.1 The Residents' Council is committed to promoting equality and diversity:
- In their membership; and
 - In representing the views of residents.
- 14.2 The Residents' Council will carry out its work without discrimination against any person because of their gender, sexual orientation, age, disability, race, ethnic origin or religious or political belief.
- 14.3 The Residents' Council will adopt Radian's Equality and Diversity Policy and Single Equality Scheme and work towards the creation of good relations between all people in the community.

15.0 Amendment of Terms of Reference

- 15.1 These Terms of Reference will be reviewed from time to time and not less than every two years. The Board may propose a review, or agree to a request for a review, at any time in response to changing regulatory, statutory, governance or other circumstances.
- 15.2 Changes to the Residents' Council's Terms of Reference will require the approval of the Board.

16.0 Disputes

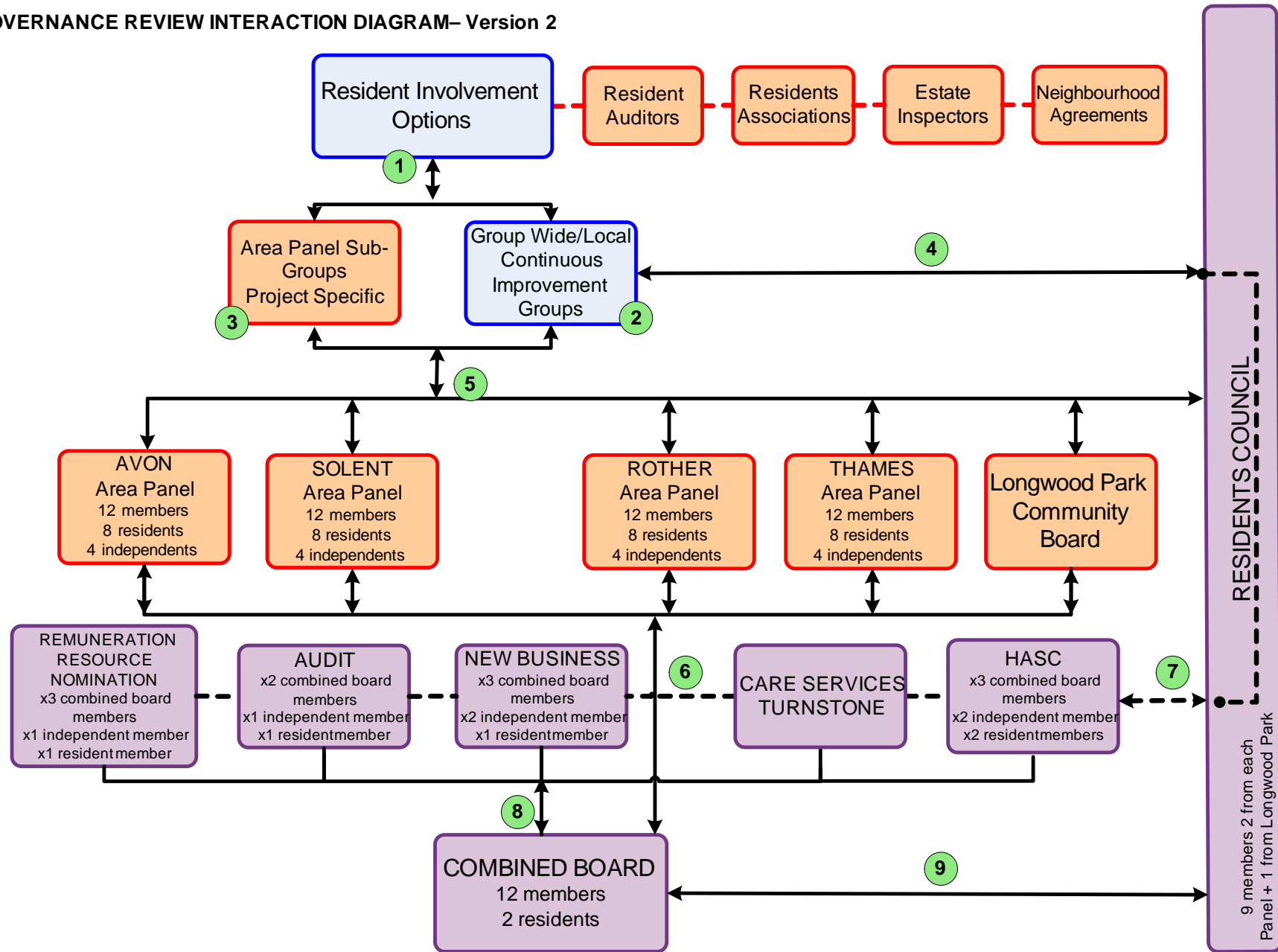
- 16.1 Disputes, disagreements or grievances between the Residents' Council and any other group can be dealt with either by a specially convened sub group of the Board or by the use of mediation.
- 16.2 Issues that cannot be resolved by these means can go to arbitration using an external independent body. The decision of the arbitrator will be final.

17.0 Support

- 17.1 To enable the Residents' Council to function well, it will have access to high level professional support and training with the ability, subject to available budget, to seek external expertise when required.

- 17.2 Residents' Council members may request additional information or explanations from officers and board members, as required.
- 17.3 Financial support will be provided, including reimbursement of out-of-pocket expenses, for attendance at meetings and events, for example mileage, public transport costs, childcare and carer's expenses, and for good practice books and publications.
- 17.4 Taxis to meetings will be supplied, if required.
- 17.5 Access to meeting rooms, photocopying and stationery.
- 17.6 Providing assistance for people with special needs, for example translators, producing documents in different formats and advocacy support.
- 17.7 Where possible meetings will be held at times to suit the members and the venue will be central to the operational area covered by Radian.

GOVERNANCE REVIEW INTERACTION DIAGRAM- Version 2



1	Sub Groups and CIG's will consult with other residents using the range of options available.
2	CIG's role will include developing group wide policies, procedures and strategies.
3	Area Panels can set up project specific sub groups to look at issues in more detail or delegate to a CIG.
4	The Residents' Council will receive a quarterly update on the work of the CIG's including an overview of their work and <u>outcomes</u> .
5	Area Panels will receive a yearly report on the work of the CIG's to help inform their yearly priorities and area plan, if required.
6	A Board member will attend Area Panel meetings (as an observer) and provide an important communication channel direct to the Board.
7	Any resident focused policies and strategies must go to the Residents Council <u>before</u> going to HASC or other relevant Board Committees for approval.
8	The Committees feed to and from the combined Board.
9	The Chair or Vice Chair of the Board will attend Residents Council meetings as an observer and the Chair or Vice Chair of the Residents Council will attend Board meetings (as an observer).
<p>General:</p> <p>All reports that go to the Committees and the Residents Council must include a section to be completed by staff members that states how residents have been consulted.</p> <p>Area Panel members can receive minutes from other Area Panels/Committees/etc so that they can pick up any items of interest.</p>	

	Resident Engagement
	Resident-led Scrutiny
	Governance