

London & Quadrant Housing Trust

Resident Services Board - Non-Executive/Member Role Profile & Person Specification

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Introduction

L&Q's Group Board provides L&Q's leadership. It is supported in this task by four principal committees which comprise the top-level governance of the group, these are: the Governance and Remuneration Committee; the Development Committee; the Audit and Risk Committee and the Resident Services Board. These committees are accountable to Group Board and together provide this leadership within a framework of controls which enable risk to be assessed and managed.

The Group Board sets the organisation's strategic aims, ensures that the necessary financial and human resources are in place for the organisation to meet its objectives and reviews management performance. The board also sets the company's values and standards. Group Board members and members of its committees and the Resident Services Board must act in what they consider to be the best interests of the organisation and any relevant statutory duties.

The role of a member of Group Board, any committee or the Resident Services Board is one which constructively challenges and helps develop proposals on strategy and should steer away from delving into purely operational issues that are delegated to officers. Members should scrutinise the performance of management in meeting agreed goals and objectives and monitor the reporting of performance. They should satisfy themselves on the integrity of the information they receive and that controls and the management of risk is robust and defensible.

A Resident Services Board member is responsible to the Resident Services Board Chair.

Purpose of Resident Services Board members

The Resident Services Board has been established as a committee of Group Board and is the vehicle through which services to residents are scrutinised on behalf of the Group Board. As such it has an important role in helping make sure L&Q is accountable to the people who live in L&Q's homes and providing assurance for the Board more generally on how services are delivered to residents. It also provides views on strategic issues, commenting on these from the resident viewpoint.

The Resident Services Board has two additional functions:

- facilitating the challenge and scrutiny of Group Board by residents to ensure broader accountability to residents; and
- shaping and guiding a broader approach resident involvement and engagement in order to strengthen the wider voice of residents within L&Q.

As a Member of the Resident Services Board, you will provide insight and strong constructive challenge regarding performance around resident issues, new service delivery models, and in particular:

- Carry out scrutiny of the performance of the Group's housing and maintenance services.
- Review opportunities and initiatives on how the Group can continuously improve its services and provide critical challenge on the plans for delivery of these.
- Understand the Group's resident base and use this insight to challenge officers to ensure that its homes and services are tailored to meet resident needs, preferences and financial capacity.
- Monitor compliance with the Social Housing Regulator's consumer standards and relevant legislation affecting services to residents, including issues relating to resident safety.
- Act as a critical link between the Resident Services Board and a broader resident involvement structure and programme of resident engagement activities.

With regard to resident services issues:

- Strategy: Contribute to the setting and reviewing of strategy which aid the development and delivery of the Group's corporate and business plans in advance of formal consideration by the Group Board.
- Performance: Ensure effective monitoring of performance and specifically performance indicators. Providing assurance to the Group Board that performance is effectively monitored, and that corrective action is taken in areas of underperformance.
- Resident voice: Ensure that the resident voice and broader insight on resident views and behaviours has been appropriately considered in strategies, plans, policies and proposals for service change and improvement.
- Accountability: Facilitate constructive opportunities for the broader resident base to hold the Group Board to account for delivery of services to residents.
- Risk: Ensuring that financial and other implications of service delivery are understood and that plans and strategies enable sustainable service delivery.
- Policy: Ensuring that Group wide policies which are within the remit of the Resident Services Board are regularly reviewed and in line with best practice.
- Resources: Making sure the group is making best use of available resources to ensure operational effectiveness and efficiency and delivery of continuous improvement to ensure value for money in service delivery.

Main duties and responsibilities

- Uphold the highest ethical standards of integrity and honesty, and be able to demonstrate an understanding of, and commitment to, the values and importance of the Seven Principles of Public Life (Selflessness; Integrity; Objectivity; Accountability; Openness, Honesty; Leadership).
- Uphold the L&Q values of People, Passion, Inclusion, Responsibility and Impact.
- Compliance with the organisation's agreed Code of Governance and other agreed governance policies etc.
- Build strong and collaborative relations within L&Q to ensure you get the support and information you will need.

In line with the terms of reference for the Resident Services Board (available separately):

- Considering, probing, challenging and approving Group-wide strategies or policies which have a significant impact on residents.
- Agreeing and reviewing annually the suite of key customer performance indicators and measures.
- Scrutinising the results of performance indicators, any ad hoc operational performance reports and benchmarking data and making suggestions for improvement.
- To review annual service improvement plans, plans for the introduction of new services and plans for innovation and learning in service delivery.
- To challenge value for money and performance and agree recovery action plans and monitor performance when performance is below target.
- To review customer insight sources to facilitate the greater understanding of the Group's resident base of all tenures and the Group's response to their needs.
- To act as the primary interface with the Group's various customer forums, act as an advocate for resident involvement and approve the strategy and plans for developing resident involvement and engagement.
- Chair and/or participate in sub-groups of the Resident Services Board established in line with the Terms of Reference to advance specific elements of its remit.
- Assist in the organisation and participate in a resident event each year and other specific events or meetings that facilitate accountability between Group Board and the broader resident base.

General:

- Uphold the highest ethical standards of integrity and honesty, and be able to demonstrate an understanding of, and commitment to, the values and importance of the Seven

Principles of Public Life (Selflessness; Integrity; Objectivity; Accountability; Openness, Honesty; Leadership).

- Promote and advance L&Q's own corporate values.
- Build strong and collaborative relations with L&Q officers to ensure you get the support and information you will need.
- Contribute to the Resident Service Board's periodic review of its own effectiveness.

Person Specification

The following outlines the criteria for this post. Applicants should explain in their application form which of the criteria below they meet.

Area	Criteria
Knowledge and Experience E = Essential D = Desirable	<ul style="list-style-type: none"> • A current resident in a property owned or managed by L&Q (E) (<i>NOTE -the terms of reference make provision for a minority of non-resident members; these will be recruited for specific identified skills or already be members of Group Board</i>) • Demonstrable skills, knowledge and experience relevant to the work of the Resident Services Board including: <ul style="list-style-type: none"> - experience in carrying out evidence-based scrutiny and challenge of the delivery of services to customers. - experience of participation in resident involvement structures and initiatives or analogous engagement in community participation groups. • Understanding of L&Q's vision and strategic priorities, its current significant issues and risks and the wider environment in which it operates (D) • Understanding of L&Q's structure, including governance arrangements (D) • Knowledge of the needs and aspirations (and links within) the communities served by the Group including diversity issues (D) • Knowledge of the key services delivered to residents across all tenures and legal and regulatory issues relevant to those services (D)
Skills and Abilities	<ul style="list-style-type: none"> • Skilled in the analysis of service performance data, from diverse sources across a range of business areas.

	<ul style="list-style-type: none"> • Able to understand financial and value for money data relevant to services delivered to residents. • Skilled in understanding the outcomes of inspections and related activities and in agreeing appropriate actions. • Able to understand data and research about how different customer segments interact with services. • Ability to critically appraise plans, strategies, policies, procedures and service standards from the perspective of a broad customer base and in line with legal, regulatory and best practice considerations. • Ability to support the development of other residents who participate in the resident involvement structure. • Good communication and interpersonal skills • Able to exercise independent judgement and make decisions whilst exercising reasonable care, skill and diligence. • Able to work collaboratively with other Resident Services Board Members and officers. • Able to challenge appropriately and hold officers to account. • Clearly understand the difference between governance and management, and manages that boundary well
Personal behaviours and Style	<ul style="list-style-type: none"> • Demonstrates the professional conduct expected of a Committee Member • Demonstrates a strong commitment to equality, diversity and inclusion. • Demonstrates curiosity and courage, committed to continuing improvement, performance appraisals and professional development; looks for creative and innovative solutions to problems. • Listens to others and provides effective decision making when required. • Demonstrates credibility and integrity. • Can provide perspective by being able to rise above the immediate problem or situation and see the wider issues and implications. • Supports the mission, aims and values of the Group
Time commitment	<ul style="list-style-type: none"> • There are a range of time commitments for Resident Service Board members and whilst we are flexible in principle, you must

	<p>be able to provide sufficient time to discharge these effectively. they include the following:</p> <ul style="list-style-type: none"> • Preparation for and attendance at approximately 4 Resident Services Board meetings per annum. • Attendance at one strategy day per annum with other members of the governance structure. • Preparation for and attendance at approximately 4 subgroup meetings per year. • Preparation for and attendance at least one resident conference or similar event per year. • Attendance at Conferences, events, scheme visits. • Induction and learning and development activity identified with the Chair as part of a personal and group development plan. • Attendance at an annual appraisal meeting.
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