

## HOMES AND NEIGHBOURHOODS SERVICE GOVERNANCE REVIEW

<b>Meeting</b>	Cabinet
<b>Date</b>	13 January 2026
<b>Cabinet Member</b>	Cllr Moses Crook Deputy Leader and Transport and Housing
<b>Key Decision</b>	Yes
<b>Eligible for Call In</b>	Yes
<b>Purpose of Report</b>	
<p>This report sets out the outcome of a review of the governance arrangements for the Homes and Neighbourhoods service. The proposal in the document builds on the work previously undertaken previously. The key areas of update address areas emerging from our Risk Register and changes to our regulatory environment.</p>	
<b>Recommendations</b>	
<p>The recommendations are that Cabinet;</p> <ol style="list-style-type: none"> <li>1. Note the service risks identified as requiring additional governance in section 2.12.</li> <li>2. Consider and provide any recommendations on the proposed structure in section 2.14.2, noting;             <ol style="list-style-type: none"> <li>i. The change of title for Homes and Neighbourhoods Improvement Board to Homes and Neighbourhood Assurance Board.</li> <li>ii. Delegation of the decision for timing of the name change to Portfolio Holder for Transport and Housing and Executive Director of Place.</li> <li>iii. The broadening scope of Homes and Neighbourhood Assurance Board to cover all areas of regulation.</li> <li>iv. The continued importance of the Tenant Led Panel as a bridge between the service and our tenant base.</li> <li>v. The addition of two new officer operational boards (Housing Capital and Revenue Investment Board and Service Quality Assurance Board) to cover risks identified in section 4.3.</li> <li>vi. The broadening of scope of the Transformation Board to include data, and service culture workstreams.</li> </ol> </li> </ol>	

**Reasons for Recommendations**

The recommendations support the Council in its obligations to tenants to provide well managed and high-quality services.

The recommendations support the Council in seeking appropriate assurance that we are meeting the requirements of the Regulator of Social Housing and the Building Safety Regulator.

**Resource Implications**

The review and the proposed changes subject to consideration by scrutiny of the recommendations do not impact on the staffing resources required for delivery.

The administration of these arrangements will remain with the Governance team within Homes and Neighbourhoods who will provide organisational and administrative support to the level required in the previous structure. The introduction of the two additional panels will be absorbed within existing resources.

**Date signed off by Executive Director & name**

15 October 2025 - David Shepherd

**Is it also signed off by the Service Director for Finance?**

5 January 2026 - Kevin Mulvany

**Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?**

5 January 2026 - Samantha Lawton

**Electoral wards affected:** All

**Ward councillors consulted:** No

**Public or private:** Public

**Has GDPR been considered?** Yes

## **1.0 Executive Summary**

- 1.1 The report outlines a revised approach to the governance of the Homes and Neighbourhoods service. The paper outlines a process of review that has assessed the current format of governance considering strengths and gaps; considered the requirements of the regulator reflecting on the changing environment and implications for the service; and a review of our current service risk register. The proposals seek to evolve the model of governance.
- 1.2 Key service risks are identified in section 2.12 of the report reflecting the complex environment in which the service operates. The review of the existing structure highlights gaps in 2.13.4 relating to reporting for regulatory compliance, financial planning and capital programme management/oversight, data integrity, management and security, and community safety issues.
- 1.3 The review acknowledges the role of key Council's bodies as laid out in the constitution. The review reflects the importance of the executive functions and decision making of Cabinet and, via delegation, to officers or the Portfolio Holder for Transport and Housing's in strategic direction, policy implementation, and decision-making for the Homes and Neighbourhoods service. The review also recognises the role of the Growth and Regeneration Scrutiny Panel as a critical friend.
- 1.4 A proposed structure is identified in section 2.14 that addressed the identified gaps. This includes a developing role of the Homes and Neighbourhood Improvement Board to cover all regulatory requirements, relating to Homes and Neighbourhoods, for both the Regulator of Social Housing and the Building Safety Regulator. Other significant changes include the introduction officer led operational boards, Housing Capital and Revenue Investment Board and the Service Quality Assurance Board.

## **2.0 Information required for a decision to be taken**

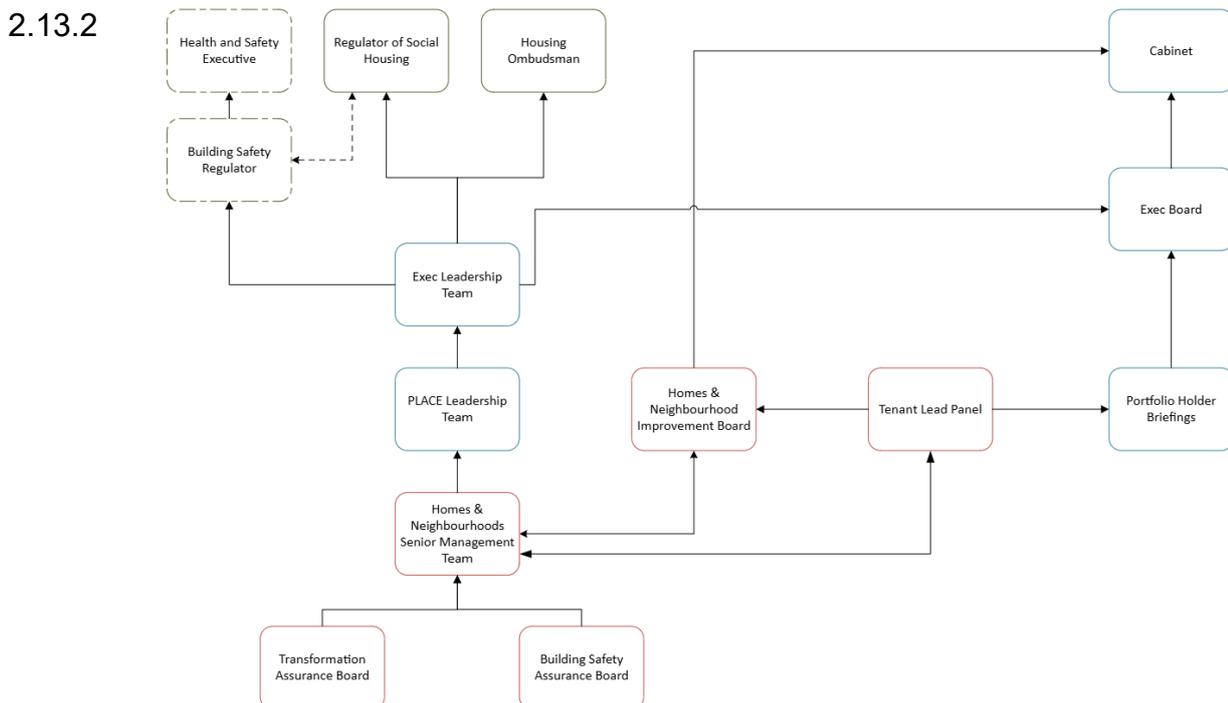
- 2.1 Governance within the Homes and Neighbourhood service supports our response to managing a complex and highly regulated area of Council's business relating to both property and tenants.
- 2.2 The current structure has stood up well, and in the main remains successful in the delivery of good governance. Within our existing governance structure, we have identified gaps relating to wider regulatory compliance, financial planning (including capital investment), data integrity (management and security), and community safety including antisocial behaviour. The proposed structure seeks to address these gaps by introducing two new operational boards and broadening the scope of focus of the Homes and Neighbourhood Improvement Board.
- 2.3 The Homes and Neighbourhood Improvement Board is proposed to have a change in title to Homes and Neighbourhood Assurance Board reflecting the focus on the Regulator of Social Housing Consumer and Rent Standards and our requirements under the Building Safety Regulator's compliance frameworks.
- 2.4 Within the structure we have maintained a critical focus on tenant scrutiny maintaining the central role of Tenant Led Panel.

- 2.5 Section 2.15.2 of the report describes the decision-making process for the Homes and Neighbourhoods service. The proposed structure specifies that strategic and key decisions will be made by Cabinet. New policies or those with significant change will go to Cabinet with appropriate recommendations. Policy changes that are minor will be approved in line with the scheme of delegation for housing decisions.
- 2.6 Governance within Homes and Neighbourhoods was last substantially reviewed in September 2022. The current structure has responded well to the challenges of the Regulatory Notice. The review undertaken has ultimately been positioned as amending the structure rather than a requirement for a root and branch change process. The work done has considered and reflected on the resilience of current systems, seeking to amend in response to risk profile, and expected regulatory requirements.
- 2.7 This document builds on the proposals made at that point, reviewing the current structure against prevailing risks and developments in the governance environment. The report also considers good practice in the sector.
- 2.8 Strong governance in our service is essential for the delivery of positive outcomes and progression of the service.
- 2.9 The review has sought to amend and develop Homes and Neighbourhoods structure ensuring that we have control over our areas of significant risk and that we can provide assurance to Members and tenants.
- 2.10 The proposals also reflect the external environment in which the service operates drawing connection to our key regulatory bodies – Regulator of Social Housing, Building Safety Regulator, and Health and Safety Executive.
- 2.11 Approach to review
- 2.11.1 To assess our governance, approach an internal review has considered the key risks to our service, the approach that we have taken including success in mitigating risks, an analysis of perceived gaps, and an external review of good practice and sector analysis.
- 2.11.2 This work has been considered and reflection given to the resilience of current systems, and the requirements to cease, extend, or introduce new measures. The findings of this work are outlined in coming sections of the report. The outcome detailed in the proposed structure focuses on evolution of the model.
- 2.12 Service risks
- 2.12.1 Good governance responds to the current and emerging risks prevailing within the service model of operation. A review of our service risk assessment identifies the following key areas of consideration.
- Tenant engagement and communication
  - Property use including void management and tenancy fraud
  - Regulatory compliance
  - Management of outcomes linked to capital and revenue investment proposals

- Data integrity, management, and security
- Building safety and stock quality (including response to Awaab’s law and Big 6)
- Governance approach and decision making
- Staff management – safety and welfare, conduct and competency
- Contract management – effective oversight of contracts pre, during and post commission.
- Service leadership – skills/knowledge of Service Director and Heads of Service
- Community safety, antisocial behaviour, and safeguarding.

## 2.13 Existing Structure

2.13.1 Below is a schematic of the current governance operating structure for Homes and Neighbourhoods covering our internal, and external governance arrangements.



2.13.3 The structure recognises the internal and external governance factors to which the service must respond. Internally, the Council’s mechanisms for oversight and scrutiny and externally, the requirement to respond to the Housing Ombudsman, and the Regulator of Social Housing. Hatched in green are also the new responsibilities to the Building Safety Regulator which is ultimately responsible to the Health and Safety Executive.

2.13.4 Assessing our current structure against our key risks has identified the following gaps;

- Lack of visibility of operational response to regulatory compliance.
- Financial planning and programme management including capital investment should be more proactively monitored by officers.
- Data integrity, management and security should have a higher priority and visibility.



- 2.15.4 The proposed **Homes and Neighbourhoods Assurance Board (HNAB)** has a specific, focused, governance oversight directly linked to our regulatory responsibilities.
- 2.15.5 HNAB's core function is to support Cabinet in the delivery of positive regulatory outcomes, and to provide feedback and/or early warning for challenges or issues arising. HNAB receives reports from both Homes and Neighbourhoods SLT and Tenant Led Panel to help assessment of compliance with regulatory codes.
- 2.15.6 HNAB is a progression from the previous Homes and Neighbourhoods Improvement Board reflecting the broadening of scope beyond regulatory notice issues. The proposed future purpose of the HNAB is to support, guidance, and assurance to the Council Cabinet in matters relating to the full spectrum of regulation applied by the Regulator of Social Housing (currently Consumer and Rent Standards) and the Building Safety Regulator. HNAB will continue to have cross party membership
- 2.15.7 **Tenant Led Panel (TLP)** continues with the same brief as previous creating a two-way communication channel with our tenant base. Their role is twofold; to enable and support the effective engagement of our wider tenant base in key areas of policy and/or service delivery. TLP gives a voice to our tenants ensuring emerging tenant issues have a route to senior leadership and service governance within the Council providing scrutiny where appropriate. This is reflected by their ability to connect directly into HNAB and Portfolio Holder. TLP will generate feedback from our two tenant forums, and our network of Tenant and Resident Association's.
- 2.15.8 Whilst the role within the structure remains the same, there is a recognition that the diversity of representation and model of engagement to TLP will require support to be developed. It is important that the Panels' ability to hear and consider as many voices as possible from stakeholders across the Kirklees area.
- 2.16 Operational governance
- 2.16.1 Operational governance refers to the systems we have in place to manage the day-to-day activities, and deployment of approved strategies with the service.
- 2.16.2 The centre point of arrangements is the **Homes and Neighbourhoods Senior Leadership Team (HNSLT)**. This meeting receives monthly strategic and monitoring reports from the operational boards, as well as detailed reports from finance, and human resources. The team will receive feedback from the Tenant Led Panel enabling the commissioning, or recommendation to commission new pieces of work as required. The team also receives support and feedback from the Contracts Assurance and Oversight Board improving overall contract management performance.
- 2.16.3 The HNSLT reports into Place SLT and via this route into Executive Leadership Team and connecting into the broader Council governance structure. Reporting into HN SLT it is proposed that there will be four operational boards.
- 2.16.4 **Building Safety Assurance Board's** focus remains on the key property compliance areas. The Terms of Reference have been updated to include emerging responsibilities required by the Building Safety Regulator.

- 2.16.5 The **Transformation Board** is retained and will continue to have focus on IT systems, and service cultural development. In addition, this group will pick up our renewed focus on data. The terms of reference and membership of this group will require a review subject to approval.
- 2.16.6 It is proposed to introduce two additional operational boards reporting into the H&N Senior Leadership Team. These are
- Housing Capital and Revenue Investment Board (HCRIB)
  - Service Quality Assurance Board (SQAB)
- 2.16.7 The **Housing Capital and Revenue Investment Board** will have strategic oversight for significant investment programmes including the Strategic Asset Management Investment Programme, the Fire Safety Works Investment Programme, Regeneration Programmes (existing stock) and the Housing Growth and Development Programme. This group will require a term of reference.
- 2.16.8 The **Service Quality Assurance Board** will have strategic oversight for the positioning and management of our tenant facing services providing scrutiny to significant areas of our service quality assurance process, tenants contact (complaints and compliments), and tenant satisfaction measures. This group will require a term of reference.

### **3. Implications for the Council**

- 3.1 Strong governance within the Homes and Neighbourhood service supports the Council to delivery responsibilities. Reviewing and revising our structure means that the Council has robust systems and controls in place to ensure our tenants are safe, and our housing services are well managed.

#### **3.2 Council Plan**

- 3.2.1 The approach supports the Council to deliver its vision, particularly improving quality of life leading to thriving communities. It also connects to the ambition for lowering inequality.

- 3.2.2 With regards to priorities;

- **Getting the basics right:** providing support for Cabinet to carry out their roles effectively.
- **Thriving people and communities:** Ensure people are living in homes that are modern, safe, and warm, addressing all outstanding issues in compliance relating to fire safety, water quality, and damp, mould, and condensation.

#### **3.3 Financial Implications**

- 3.3.1 There is no direct financial implication for the delivery of this review of governance.
- 3.3.2 Indirectly, the approach supports the delivery of improved revenue and capital delivery programmes leading to more efficient and effective procurement outcomes.

### **3.4 Legal implications**

3.4.1 The review of governance supports Kirklees Council to deliver its responsibilities and accountabilities under the Social Housing Regulation Act 2023, and the Building Safety Act 2022 ensuring compliance and driving forward a high-quality service in an area of significant complexity.

### **3.5 Climate Change and Air Quality**

3.5.1 The service will contribute specifically to climate change through the work we deliver via our investment programme. The focus will be specifically in relation to minimum energy efficiency standards and the move to decarbonisation.

3.5.2 The oversight of these elements will be delivered via the Housing Capital and Revenue Investment Board (HCRIB), an operational board comprised of relevant staff from within the service and other key experiences from across the Council.

### **3.6 Risk, Integrated Impact Assessment (IIA) or Human Resources**

3.6.1 Risks are highlighted and explored within section 2.12.1 of the report. The review of governance is, in part, as a response to changing risks within the housing sector and the Councils approach to effectively managing these risks.

3.6.2 An impact assessment has been completed.

3.6.3 Human resources have been considered. The administration of these arrangements will remain with the Governance team within Homes and Neighbourhoods who will provide organisational and administrative support to the level required in the previous structure. The introduction of the two additional panels will be absorbed within existing resources.

## **4. Consultation**

4.1 The proposals were discussed with Cllr Crook – Deputy Leader and Portfolio Holder for Transport and Housing at the briefing session on 11<sup>th</sup> November 2025.

4.2 The Homes and Neighbourhoods Improvement Board were consulted on the Terms of Reference for their Board on 5<sup>th</sup> August 2025, and 25<sup>th</sup> September 2025.

4.3 Relevant staff from within Homes and Neighbourhoods, and staff who participate in the current structure have been engaged throughout the review period.

## **5. Engagement**

5.1 In the preparation of this report key stakeholders have been engaged to seek their views. This has contributed to the development of the proposed option when considered alongside strategic requirements and key points raised on the review of risks.

5.2 Sector good practice has been engaged via the attendance at specific governance training sessions and networking events, including sessions hosted by the Regulator of Social Housing, and the Association of Housing Directors.

## **6. Options**

Not applicable.

### **6.1 Options Considered**

Not applicable.

### **6.2 Reasons for recommended option**

Not applicable

## **7. Next steps and timeline**

7.1 The key outcome of this work is the adoption of the revised terms of reference for the proposed Homes and Neighbourhood Assurance Board. Recommendations propose delegating the timing of this decision to the Portfolio Holder for Transport and Housing and Executive Director of Place. It is anticipated that this decision would align with the removal of Regulatory Notice by the Regulator of Social Housing.

## **8. Contact officer**

8.1 Philip Jones: Service Director for Homes and Neighbourhoods  
[Philip.jones@kirklees.gov.uk](mailto:Philip.jones@kirklees.gov.uk)

## **9. Background papers and History of Decisions**

9.1 [H&N Governance Review by DTP](#)

## **10. Appendices**

10.1 Appendix 1 - Proposed Terms of Reference Homes and Neighbourhoods Assurance Board

## **11. Service Director responsible**

11.1 Philip Jones: Service Director for Homes and Neighbourhoods  
[Philip.jones@kirklees.gov.uk](mailto:Philip.jones@kirklees.gov.uk)

## HOMES AND NEIGHBOURHOOD ASSURANCE BOARD

### 1. PURPOSE

- 1.1 The Homes and Neighbourhoods Improvement Board ('the Board') ensures Kirklees Council has appropriate governance arrangements for a housing function of the scale and complexity that is the Kirklees Homes and Neighbourhoods Service.
- 1.2 The Board sits within the Council's governance structures and supports the Cabinet with its overall responsibility as the Registered Provider. The Board does not constitute part of the Council's formal governance arrangements and does not have decision making powers.
- 1.3 The Board's primary purpose is to oversee the delivery of the housing management and maintenance services delivered by the Homes and Neighbourhood Service and to satisfy itself that:
- The service is being run in line with legal and regulatory requirements.
  - That risks are being identified and are well managed and mitigated.
  - Performance reporting is timely and appropriate to inform decision making.
  - There are mechanisms in place to engage with tenants and act upon their feedback.
  - That the landlord's services are being efficiently and effectively delivered.
  - That improvement programmes are delivered on time, within budget and with the expected outcome.
- 1.4 The Board shall have a general duty to inform Cabinet decision making in relation to the H&N Service, and to bring to the Cabinet's attention any legal, regulatory, or other concern it may have in relation to the running of the service.
- 1.5 The operation of the Board will be reviewed annually, whilst operational, through a model of self-review and assessment in line with NHF 2020 Code of Governance. All sections of this Terms of Reference should be read in conjunction with this section.

### 2. ROLE

- 2.1 To provide Kirklees Council's Cabinet with oversight of the housing management and maintenance functions delivered to tenants and leaseholders by the Homes and Neighbourhoods Service.
- 2.2 To consider national policy changes and provide, as appropriate, consideration to Cabinet. To ensure that service delivery meets all legal and regulatory requirements with reference to;
- The Building Safety Regulator
  - The Regulator of Social Housing's (and any amendments made to the Regulatory Standards from time to time):
  - Rent Standard

- Consumer Standards
  - Transparency, Influence and Accountability Standard ensuring are treated with fairness and respect, have access information and complaints are dealt with.
  - Neighbourhood and Community – ensuring Homes and Neighbourhoods works in partnership with the wider Council and partners in contribution to keeping the wider area clean, safe, promote wellbeing and tackling anti-social behaviour.
  - Safety and Quality - ensure homes are safe, decent and in a good state of repair.
  - Tenancy Standard - ensuring residents have fair access in allocations and lettings.
- 2.3 To support the identification of principal risks that are faced by the service and ensure that they are appropriately managed.
- 2.4 If any risk or combination of risks is likely to have a materially adverse impact on tenants or the operational delivery of the service to bring this risk directly to the attention of the Executive Board.
- 2.5 Maintain oversight of the H&N Service performance measures to ensure that continuous improvement is embedded; areas of underperformance are addressed, and Cabinet are kept apprised of any performance issues that are adversely impacting on the delivery of the services to tenants.
- 2.6 The Board will, inform and advise the Cabinet on the following key areas relating to Kirklees:
- The council’s current and future housing strategies.
  - The management and investment in the council housing.
  - Property management and maintenance including safety and statutory compliance and the strategy and implementation of capital and revenue funds on investment, refurbishment, servicing and maintenance and repairs.
  - Council strategies that impact on council housing, neighbourhoods and environmental services that have a link to the quality of life experienced by the council’s tenants.
  - National strategy and policy development.

### **3. MEMBERSHIP**

- 3.1 The Board has a maximum membership of up to 12 including the Chairperson. The Board shall be chaired by a co-opted independent member who has full voting rights.

#### **Elected Members**

- 3.1.1 There shall be up to 6 elected members who will be nominees from the political grouping within the Authority. Members will be nominated based on their skills, competency and ability to meet the Council objectives for the housing services and understand the regulatory obligations of H&N. Each member will have full voting rights.

### **Co-opted Independent Members**

3.1.2 The Board shall include up to 4 professional co-optees (one of whom shall be the Chair). Co-optees will be selected based on their skills, competency and abilities to meet the Council objectives for housing services, understand the regulatory obligations of H&N and will have full voting rights.

### **Tenant Led Panel Members (TLP)**

3.1.3 The Chair of the Tenant Led Panel (TLP) plus one other TLP member shall have full voting rights as members of the Board.

### **Council Officers**

3.1.4 Council officers may be invited to attend the Board by agreement with the Chair, in an advisory capacity. Council officers do not have voting rights on the Board.

## **4. MEETINGS**

- 4.1 The quorum for the transaction of the business of the Board is 4 where there is at least one member from each constituency (elected member, co-opted independent member, and Tenant Led Panel member), plus the Chair. Council officers in attendance at the Board do not account towards a quorum.
- 4.2 The Board will meet monthly and has the flexibility to meet as required from time to time and in whatever format (online or in person) is agreed by members to deliver the business of the meeting.
- 4.3 Recommendations for consideration arising at a Board meeting (for Portfolio Holder, Cabinet, or Officers) are generally made by consensus. Where it is necessary to vote (when agreed by the Board) this will be decided by the majority vote. Each member present in person (including at virtual meetings) is entitled to one vote. In the event of an equality of votes, the Chair has the casting vote.
- 4.4 Any Board member who has an interest in any item tabled at the meeting, will disclose that interest to the Chair before the start of the meeting. Where necessary, the Board member will not remain present during the discussion or take part in any related decision of that item, unless agreed by the Chair. If the declaration of interest is by the Chair, the decision about how that agenda item will be addressed, will be taken collectively by the Board members present.

## **5. REQUIREMENTS OF MEMBERS**

5.1 Members will be expected to:

- Be committed to inclusively represent the best interests of the Council housing tenants in Kirklees.
- Be able to see the bigger Kirklees picture understanding that places and communities are diverse and that needs are different.
- Be committed to good governance and compliance standards.
- Adopt an approach that is professional, fair, honest, and respectful.
- Have good communication skills in terms of listening to others and the confidence to participate in discussions.

- An ability to make effective decisions based on the facts presented understanding risk and effective use of resources.
- A desire to improve and change housing services for the better.
- A commitment to be present and to support other Board members.

5.2 The following persons cannot join the Board:

- Council Officers.
- Contractors/Consultants of the council who are directly involved with housing activity.
- A person who lives in the same household as an existing member of the Board.
- A person who is bankrupt or has an outstanding County Court Judgement or, is forbidden from being a Company Director.

5.3 Any person who is considered to:

- Be in serious breach of their tenancy agreement e.g., rent arrears with no agreed payment plan, involved in Anti-Social Behaviour etc.
- Have brought about any action that has brought the Board or Kirklees Council into serious disrepute.

## 6. MANAGEMENT OF MEETINGS

6.1 A Council Lead Officer will also be identified to oversee administration of Board meetings. The officer will:

- ensure that an agenda is produced for each meeting.
- agree the agenda with the Chair of the Board in advance of each meeting.
- oversee the follow up of actions from Board meetings.
- ensure papers are circulated at least 1 week in advance of the meeting.
- ensure that Minutes, Matters Arising, and agreed actions are formally recorded for each meeting.
- ensure the Chair receives a copy of the draft Minutes within 1 week (excluding public holidays) for review prior to approval by the Board.

## 7. RECRUITMENT OF BOARD MEMBERS

### **Elected Members**

7.1 Elected members shall be nominees by the leader of their political group within the Authority. Members will be nominated based on their skills, competency, and ability to meet the Council objectives for the housing services and understand the regulatory obligations of H&N.

### **Co-Optees / Independent (Professional)**

7.2 Independent Board members will be recruited to provide a range of skills and experience that will support the Board to discharge its remit. Members will be nominated based on their skills, competency, and ability to meet the Council objectives for the housing services and understand the regulatory obligations of H&N.

## **Tenant Led Panel**

- 7.3 The Chair of the Tenant Led Panel (TLP) plus one other TLP member shall have a right to a place on the board.

## **8. SKILLS, COMPETANCY AND EXPERIENCE**

- 8.1 The skills and experience required by the Board from all its members will be reviewed at least biannually to ensure the Board has the required competences available to it to inform its decision making.
- 8.2 Board members are expected to attend appropriate training in relation to their role.
- 8.3 Board members will have access to Council officer support e.g., responsible for circulation of report packs, responding to Board member enquiries relating to packs, attending meetings, dealing with expense claims etc.
- 8.4 Induction and relevant training will be made available to all Board members and will include (but is not limited to):
- personal development opportunities (internal and external) such as shadowing, mentoring, and undertaking relevant training or qualifications as resources allow.
  - Board members will be able to access IT equipment as required to carry out their role e.g., PC's, tablets, chrome books etc and, if appropriate, can book council meeting space to support their work and enable full participation in meetings and board activities.

## **9. PAYMENT**

- 9.1 Other than the Chair of the Board other Board members will not be remunerated for their services.
- 9.2 The reimbursement of reasonable travel and other expenses will apply to all Board members (e.g., childcare, travel out of pocket expenses etc.) in accordance with the Council's standard arrangements.

## **10. TERMS OF OFFICE AND TERMINATION OF MEMBERSHIP**

- 10.1 The term of office of appointment for a Board member is normally for 3 years. However, membership can be ended early or extended for an additional period of 1, 2, or 3 years formally by the Board to enable the business of the Council to continue to be delivered effectively but should not exceed 6 years continuously or cumulatively for any member.
- 10.2 Board members may have their membership terminated if they are absent for more than 3 consecutive meetings without the permission of the Board or, attend less than 60% of the meetings of the Board during a 12-month period.
- 10.3 Any co-optee will cease to be a member of the Board if they (i) cease to be a member of a professional body whose membership was conditional on their appointment (ii) are subject to personal censure by a professional body or (iii) cease to be an employee of an organisation when employment by that organisation was conditional on their appointment.

## **11. REVIEW PROCESS**

11 The Chair, Deputy, membership and terms of reference, will be reviewed on a regular basis or considering any national/local policy changes.

Reviewed: OCTOBER 2025

Next review date: OCTOBER 2028