

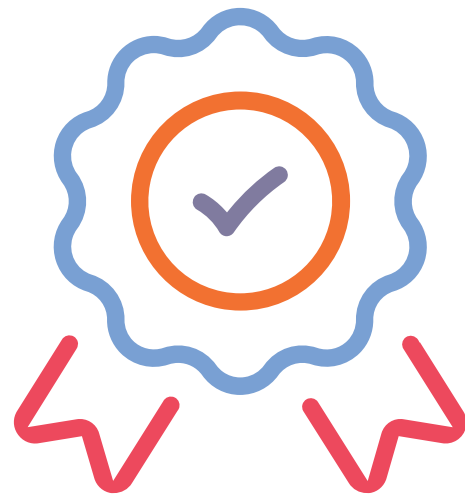
Member Forum Pack

Information and resources for member forums.



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Introduction

The Council has made changes to its governance. In June 2022 the board of directors agreed to move to a structure whereby there are three wholly independent non-executive directors, including the chair, whose practice and decision-making is guided by the principles of governance as leadership.

This structure is designed to ensure the Council aligns with recognised best practice in non-profit corporate governance.

Underpinning the board there are three standing committees. These committees will focus on assurance, nominations and remuneration.

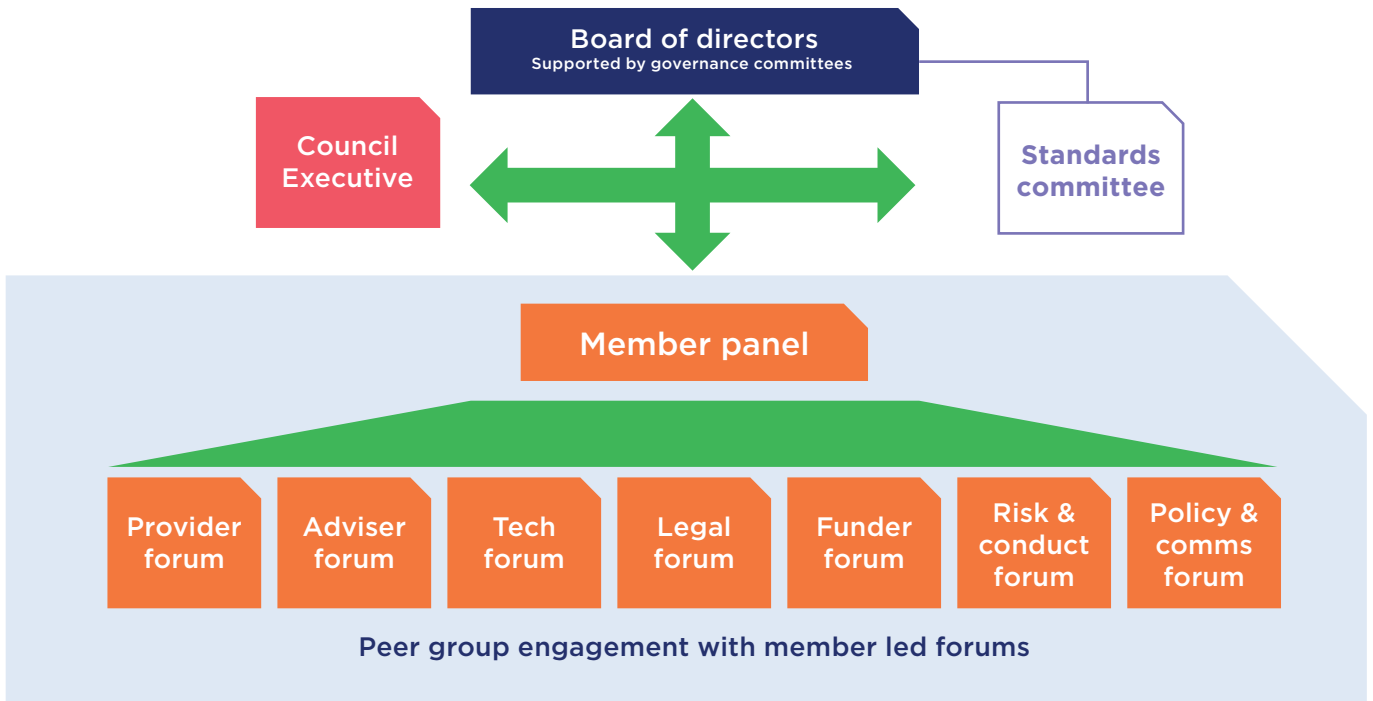
To ensure members have voice and influence, seven member-led forums have been created. Some of these forums represent a natural evolution of the Council's existing networks, committees and working groups, while others are entirely new entities. The forums are entirely autonomous, setting their own objectives and priorities.

In addition to the member forums, the Council has established a member panel. The individuals on the member panel will be drawn from the member forums. The member panel is the primary conduit for member to Council structured dialogue.

A separate document will set out the terms of reference for the member panel. This document is concerned with the member forums, which are set out in the graphic below.



Communication lines



The purpose of member forums

Central to the Board's evolution of its governance restructure has been an emphasis on ensuring that members' voices resonate with the Council's leadership so they have an opportunity to influence the Council's outputs.

The Council is seeking to better communicate its wide portfolio of membership services as well as engage with members around standards and regulation. The ability to define and deliver methods for supporting the collective majority is at the heart of its focus.

The need for the membership to have a voice and to exert influence is critical. Without having suitable proactive engagement vehicles, trade bodies simply become service providers and their members merely their customers. So it is imperative that the members voice is reflected in

the Council's business development, in the board of director's strategic planning and in the organisation's decision-making protocols.



The forums' rules of engagement

Governance

Meetings will be held about three times a year. The quorate for a meeting to take place requires a minimum of three individuals. A majority vote is required to carry any group decision forward. If a member of the forum is not present then their vote should be obtained by email or other means.

Composition

To reflect a fair balance across the breadth of the membership, considering such aspects of seniority, knowledge, experience and expertise, the ongoing composition is to be defined for the forum at the outset, by collaboration between the Council and stakeholders.

Responsibilities and support

The forums will ultimately be self-governing with light touch yet proactive support from the Council, to assist in arranging meetings and invitations as well as communications to the wider membership where necessary.

The forum members will appoint a chair and vice chair with a view that the vice chair steps into the chair role, at the end of the chair's term of office on a rolling 12-month period. Each appointment should last for a 12-month period whereby the forum members will undertake to appoint anew.

Members will be admitted into a forum for a period of up to two-years subject to attendance levels and any decisions of chair or vice chair. Any extensions of tenure for any individual on a forum must be agreed by the forum members and be reviewed every 12 months thereafter.

The forum should prepare a report to the member panel which will include attendance records. This report should be lodged with the Council within five working days of each forum meeting.

Each forum will be responsible for ensuring they are a representative voice that includes engagement with their respective peer groups from the wider membership. The Council can provide administrative support, such as sending bulk emails etc.

Training on aspects of competition law will be provided to all chairs and vice chairs.

A Council representative will be appointed as a liaison and will join all forum meetings to both share information and act as a direct conduit of feedback where relevant. Should the forum wish, an open invitation can be made available to any member of the board of directors or Council executive team.

Forums and their terms of reference will be evaluated and reviewed every two years. The Council will undertake this process in collaboration with the chair of each forum.



Roles and responsibilities

Chair

The chair of a forum brings important structure to ensure the group engenders collaborative and meaningful engagement. He or she must ensure the forum maintains a meaningful purpose and that any meetings are conducted in an impartial, compliant and objective way. The role requires sensitivity, tact, understanding, order and organisational skills.

As a general guide the chair performs the following important functions or duties during meetings:

1. Ensure that the meeting is properly held, running to the agreed agenda and starts and finishes on time.
2. Work with the Council's central services team to agree agenda items, and meeting dates and invites.
3. Make sure that order always prevails, steering the meeting away from irrelevant discussions or misunderstandings to ensure the group remain focused.
4. Ensure that previous actions, reports and any other pre-reading are produced and reviewed.
5. Ensure awareness of and focus on the Council's competition compliance policy which is to be highlighted at the beginning of every meeting.
6. Keep track and monitor progress of any activity and any agreed actions the forum has decided to undertake.
7. Take responsibility for any required escalation reports.
8. Let members know what they have achieved at the end of each meeting. Produces a summary report and attendance record, within five days, to be sent to the Council for onward communication and to be held on file in order to share with the member panel.
9. Attend the member panel to provide updates on the forum.

The chair will serve for one year after which the vice chair will rotate into the chair position.



Vice chair

The vice chair of a meeting performs the following important functions or duties during meetings:

1. Take on responsibilities delegated to them by the chair and deputise for them in their absence.
2. Work closely with the chair to establish a constructive relationship and share responsibilities.
3. Support the chair to make sure that order always prevails, steering the meeting away from irrelevant discussions or misunderstandings to ensure the group remain focused.
4. Work with the chair if any escalation report is required.
5. Support the chair in the production of the member panel report.
6. Attend the member panel to provide updates as part of the forum delegation, if required or appointed.

After one year the vice chair will become chair.

Forum member

Each member of a meeting performs the following important functions or duties during meetings:

1. Agree and where necessary vote for the chair and vice chair of the forum.
2. Agree to attend and participate in all meetings. Where attendance is not possible sufficient time will be given to the chair and/or permission for deputy to attend.
3. Should attendance become an ongoing issue then the individual accepts the right of the chair/vice chair to seek and appoint a replacement group participant.
4. Support the chair and vice chair in the creation of agenda items and actions.
5. Ensure compliance with competition law.
6. Contribute to the forum discussions or collation of topics for consideration.
7. Take responsibility for peer group engagement.

Council representative

Each forum will have an Equity Release Council representative in attendance. They will ensure:

1. Chair and vice chair are being supported.
2. The competition law policy is being maintained.
3. Escalations are handled appropriately.
4. Council updates are provided.
5. Where a vote is required, the Council representative will facilitate this to ensure confidentiality.

The Council representatives are as follows:

Forum	Council representative
Provider	Chief executive officer
Adviser	Chief operating officer
Legal	Head of risk, policy and compliance
Funder	Chief executive officer
Risk and conduct	Head of risk, policy and compliance
Tech	Chief operating officer
Policy and communications	Communications manager



Forum status report

Each forum is required to submit a status report for the member panel after each meeting. It should be completed by the chair or the vice chair within five working days of the forum meeting date.

This report should be submitted to the Council for inclusion in the next member panel meeting.

The collection of reports will be used at each member panel meeting to provide updates on the outputs of the forums.

A template to guide production of these reports is available.



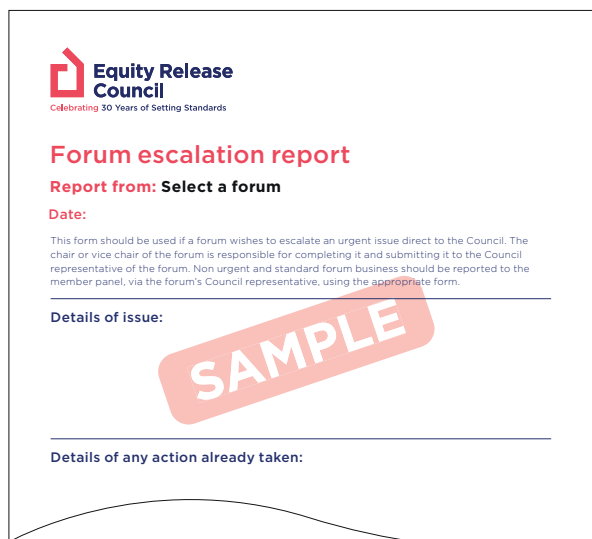
The image shows a sample of a 'Forum status report' form. At the top left is the Equity Release Council logo with the tagline 'Celebrating 30 Years of Setting Standards'. The title 'Forum status report' is in red. Below it, the text reads 'Report from: Select a forum' and 'Date of last meeting:' followed by a horizontal line. The next section is 'Summary of last forum meeting' with a sub-note '(Brief summary of last meeting)' and another horizontal line. The final section is 'Actions agreed' with a sub-note '(Detail any actions agreed with owners and dates)'. A large, tilted red stamp with the word 'SAMPLE' in white is overlaid on the form.

Forum escalation report

Each forum can escalate any issues, concerns or risks identified to the Council as required. This allows quick identification and possible resolution of issues outside of the member panel.

The chair or vice chair is responsible for completing and escalating as required. The escalation report should be submitted to the Council representative from the relevant forum.

A template to guide production of these reports is available.



The image shows a sample of a 'Forum escalation report' form. At the top left is the Equity Release Council logo with the tagline 'Celebrating 30 Years of Setting Standards'. The title 'Forum escalation report' is in red. Below it, the text reads 'Report from: Select a forum' and 'Date:' followed by a horizontal line. A paragraph of text explains the form's purpose: 'This form should be used if a forum wishes to escalate an urgent issue direct to the Council. The chair or vice chair of the forum is responsible for completing it and submitting it to the Council representative of the forum. Non urgent and standard forum business should be reported to the member panel, via the forum's Council representative, using the appropriate form.' Below this is the section 'Details of issue:' followed by a horizontal line. The final section is 'Details of any action already taken:' followed by a horizontal line. A large, tilted red stamp with the word 'SAMPLE' in white is overlaid on the form.

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