

2024 - Board Member Recruitment Pack



Craigdale
HOUSING ASSOCIATION

Board Member Application

Thank you very much for your enquiry regarding the above. Our applicant pack contains some background information on Craigdale, and the role and responsibilities of the Board of Directors which you might find useful. Can I draw your attention to the Code of Conduct for Governing Body Members, in particular, as you will be required to agree to adhere to it as a Board Member.

You'll also find more information on Craigdale the website of the Scottish Housing Regulator www.scottishhousingregulator.gov.uk and our own website which you can find at www.craigdaleha.co.uk

If you'd like an informal chat about what's involved, please contact me on 0141-634-6473.

If you are interested in pursuing your enquiry further, I should be grateful if you would complete the Board Member Application form and return it to me via email at linda@craigdaleha.co.uk please.

I look forward to receiving your completed application form.

Linda Chelton
Chief Executive Officer

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1. Advert for Board Members

Voluntary Board Members Wanted

Would you like to make a difference to people and our community with your skills and experience as a Voluntary Board Member? Then come and join Craigdale Housing Association.

Craigdale Housing Association is a registered Scottish Charity and Social Landlord based in Castlemilk. We are a small but mighty housing association with 407 properties in management.

Our Regulatory Status is Compliant. We are committed to delivering quality and affordable homes with excellent customer service - improving homes, lives and communities. The Board is responsible for running the Association's affairs and plays an important role in developing our community. It provides strategic leadership, sets objectives, exercises scrutiny and monitors and evaluates the organisation's business in order to deliver continued improvements for our customers.

Role Description

We are looking for volunteers to join our Board. The Board, which leads our organisation, meets monthly. While experience in finance, governance, housing, development and asset management will be particularly relevant, training and support will be provided where needed.

If you are committed to excellence in the provision of housing and want to play an important and rewarding role in a successful and ambitious charitable organisation, we would like to hear from you. We wish to recruit new Board Members and are keen to hear from people with any skills, knowledge and experience in any of the following areas:

- Financial Management
- Human Resource Management
- Risk Management
- Health & Safety
- Asset Management
- Housing Management
- Corporate Governance

We are also looking for any of our current tenants who feel that they would like to be involved in the decision-making process of the organisation and make a difference in their community. Above all, we need people who are passionate about providing excellent affordable homes and services for our community.

In the first instance, most successful applicants will join the Board as co-optees, until formal election is confirmed by the Membership at the AGM in September. Board Members are expected to attend ten evening meetings in the year plus four quarterly meetings for one chosen committee, and annual planning and review meetings. Board meetings are held in person with the option of attending virtual.

Although this is an un-paid voluntary position, Board Members are reimbursed for out-of-pocket expenses.

Notes

For further information or an informal chat about the role please contact Linda Chelton, Chief Executive Officer, 0141-634-6473

An Application pack can be downloaded from our website www.craigdaleha.co.uk/recruitment or by emailing linda@craigdaleha.co.uk

Closing date for applications Wednesday 19th June 2024 at 12 noon

Craigdale HA is a registered Charity No. SC031879.

2. Board Member's Role Description

1. Introduction

"The Governing Body leads and directs the RSL to achieve good outcomes for its tenants and other service users." Regulatory Standards of Governance and Financial Management, Standard 1¹

This role description has been prepared to set out the responsibilities that are associated with being a Governing Body Member (GBM) of CRAIGDALE Housing Association (CHA). It should be read in conjunction with the accompanying person specification and CHA's Rules and Standing Orders.

CHA is a Registered Social Landlord and a Scottish Charity. The role description reflects the principles of good governance and takes account of (and is compliant with) the expectations of the Regulatory Standards of Governance and Financial Management for Scottish RSLs and relevant guidance produced by the Office of the Scottish Charity Regulator (OSCR).

CHA encourages people who are interested in the Association's work to consider seeking election as a GBM and is committed to ensuring broad representation from the communities that it serves. GBMs do not require 'qualifications' but, from time to time, we will seek to recruit people with specific skills and experience to add to or expand the existing range of skills and experience available to ensure that the governing body is able to fulfil its purpose. We carry out an annual review of the skills that we have and those that we need to inform our recruitment activities.

This role description applies to all members of the Governing Body, whether elected or co-opted, new or experienced. It is subject to periodic review.

2. Primary Responsibilities

As a member of the Governing Body your primary responsibilities are, with the other members of the Board, to

- Lead and direct CRAIGDALE's work
- Promote and uphold CRAIGDALE's values
- Set and monitor standards for service delivery and performance
- Control CRAIGDALE's affairs and ensure compliance

Responsibility for the operational implementation of CHA's strategies and policies is delegated to the Chief Officer, which is the Director.

3. Key Expectations

CHA has agreed a Code of Conduct for GBM which every member is required to sign on an annual basis.

Each GBM must accept and share collective responsibility for the decisions properly taken by the Board. Each GBM is expected to contribute actively and constructively to the work of CHA. All members are equally responsible in law for the decisions made.

¹ Scottish Housing Regulator (April 2012) *Regulation of Social Housing in Scotland: Our Framework*

Each member must always act only in the best interests of CHA and its customers, and not on behalf of any interest group, constituency or other organisation. GBMs cannot act in a personal capacity to benefit themselves or someone they know.

4. Main Tasks

- To contribute to formulating and regularly reviewing CHA’s values, strategic aims and performance standards
- To monitor CHA’s performance
- To ensure that CHA operates within and is compliant with the relevant legal and regulatory frameworks
- To ensure that risks are realistically assessed and appropriately monitored and managed
- To ensure that CHA is adequately resourced to achieve its objectives and meet its obligations

5. Duties

- Act at all times in the best interests of CHA
- Accept collective responsibility for decisions, policies and strategies
- Attend and be well prepared for meetings of the governing body and sub-committees
- Contribute effectively to discussions and decision making
- Take part in training and other learning opportunities
- Take part in an annual review of the effectiveness of CHA’s governance and of your individual contribution to CRAIGDALE’s governance
- Maintain and develop your personal knowledge of relevant issues and the wider housing sector
- Represent CHA positively and effectively in the local community and when attending meetings and other events
- Respect and maintain confidentiality of information
- Treat colleagues with respect and foster effective working relationships within the governing body and between the governing body and staff
- Be aware of and comply with our policy on the restrictions on payments, benefits and entitlements
- Register any relevant interests as soon as they arise and comply with CHA’s policy on managing conflicts of interest

6. Commitment

An estimate of the annual time commitment that is expected from GBMs is

Activity
Attendance up to 10 regular meetings of the governing body
Reading and preparation for meetings of the governing body
Attendance at up to 4 committee meetings
Reading and preparation for committee meetings
Attendance at annual business strategy review day
Attendance at events such as estate tours, tenant / customer conferences, openings and site visits

Participate in the annual Board and member appraisal process
External Training and conference attendance (may include overnight stay or weekend)
Attendance at Community Events

7. What CRAIGDALE Offers GBMs

All GBMs are volunteers and receive no payment for their contribution. CRAIGDALE has policies which prevent you or someone close to you from benefiting personally from your involvement with CHA, although these policies also seek to ensure that you are not unfairly disadvantaged by your involvement with CHA. All out of pocket expenses associated with your role as a GBM are fully met and promptly reimbursed.

In return for your commitment, CHA offers:

- A welcome and introduction when you first join the governing body;
- A mentor from the governing body and a named staff contact for the first six months, with ongoing support
- Clear guidance, information and advice on your responsibilities and on CHA's work
- Formal induction training to assist settling in
- Papers which are clearly written and presented, and circulated in advance of meetings
- The opportunity to put your experience, skills and knowledge to constructive use
- The opportunity to develop your own knowledge, experience and personal skills
- The chance to network with others with shared commitment and ideals

3. Person Specification Core Skills

“Core Skills” are skills that every Craigdale Board Member should have or be working towards.

Leadership	Essential	Desirable
<ul style="list-style-type: none"> Commitment to Craigdale’s purpose and role 	✓	
<ul style="list-style-type: none"> Understanding of the role of boards and how board members contribute to their work 		✓
Strategy and setting direction		
<ul style="list-style-type: none"> Able to contribute to discussions about strategic direction and business strategy 	✓	
<ul style="list-style-type: none"> Understanding of the environment that Craigdale operates in (e.g., policy, financial etc.) 		✓
<ul style="list-style-type: none"> Understanding of local communities that Craigdale operates in 	✓	
<ul style="list-style-type: none"> Able to understand the perspectives of others, including other board members and customer or strategic partners 		✓
<ul style="list-style-type: none"> Broad understanding of social housing issues 		✓
Communication and working with others		
<ul style="list-style-type: none"> Able to work well as part of a team with other board members and senior staff 	✓	
<ul style="list-style-type: none"> Able to communicate well with other board members and senior staff 	✓	
<ul style="list-style-type: none"> Able to negotiate with others to arrive at an agreed way forward, while respecting the views and feelings of others 	✓	
Scrutiny and decision making		
<ul style="list-style-type: none"> Able to absorb, comment and make decisions about board reports (such as business plans, policies, performance information and budget reports) 		✓
<ul style="list-style-type: none"> Willingness to accept collective responsibility for decisions made 	✓	
<ul style="list-style-type: none"> Able to exercise independent judgement and provide constructive challenge to senior staff 	✓	
<ul style="list-style-type: none"> Able to maintain confidentiality on matters considered by the Board 	✓	
Self-management		
<ul style="list-style-type: none"> Has time and skills needed to prepare thoroughly for board meetings by reading and analysing the reports provided 	✓	
<ul style="list-style-type: none"> Able to make the time commitment to the role of board member, as outlined in the role description 	✓	
<ul style="list-style-type: none"> Willing to undertake learning and development activities to gain required skills and knowledge and then to keep skills and knowledge up to date 	✓	

4. Code of Conduct for Board Members

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 - g. Leadership
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1. Introduction

- 1.1. All members of the Board must sign this Code of Conduct when they are elected, co-opted or appointed, and on an annual basis thereafter. References throughout this Code of Conduct (the Code) to 'we', 'us' and 'our' mean Craigdale Housing Association. The Code reflects our Values which are *Respect, Openness, Trust and Listening*.
- 1.2. We attach the greatest importance to ensuring that high standards of governance and ethical behaviour are demonstrated by all of our people and in all of our activities.
- 1.3. Our Code of Conduct sets out the requirements and expectations which are attached to your role as a member of our Board. You have a personal responsibility to uphold the requirements of our Code. You cannot be a member of the Board² if you do not agree to adopt our Code of Conduct. To confirm that you understand its requirements and accept its terms, you must review and sign this Code annually.
- 1.4. As a Registered Social Landlord (RSL), we are required to adopt and comply with an appropriate Code of Conduct³. Our Code is based on the Model Code of Conduct produced by the Scottish Federation of Housing Associations, which the Scottish Housing Regulator (SHR) has confirmed fully complies with its Regulatory Standards.

² Our Rules state that the **Board** can remove a member who fails to sign the Code of Conduct (Rule 44.5.2); it is a regulatory requirement that our Rules enable the **Board** to take such action (SHR Regulatory Framework (2019) Constitutional Standard 19)

³ Scottish Housing Regulator (2019) Regulatory Framework, [Regulatory Standard 5.2](#)

- 1.5 Our Code of Conduct is an important part of our governance arrangements; it is supported by the Role description which describes your responsibilities as a Board member. You are responsible for ensuring that you are familiar with the terms of this Code and that you always act in accordance with its requirements and expectations. Board Members must always ensure their actions accord with the legal duties of the RSL and with regulatory guidance. You must also ensure you are familiar with any policies which are linked to this code.
- 1.6 If there is a concern that a member of the Board may have breached any part of this Code, the matter will be investigated in accordance with the Protocol that we have adopted. A serious breach of our Code may result in action being taken by the Board to remove the Board member(s) involved.
- 1.7 This Code of Conduct was adopted by our Board on 20 September 2021.

2. Who Our Code Applies To

- 2.1 Our Code of Conduct applies to all elected, appointed and co-opted members of our Board and its sub-committees.

3. How Our Code Is Structured

- 3.1 Our Code of Conduct is based on the seven principles which are recognised as providing a framework for good governance. They demonstrate honesty, integrity and probity.⁴
- 3.2 Each principle is described, as it applies to the activities of Craigdale and its Board members, and supporting guidance is offered for each to provide more explanation of our Code's requirements. The guidance is not exhaustive and it should be remembered that Craigdale and our Board members are responsible for ensuring that their conduct at all times meets the high standards that the RSL sector is recognised for upholding.
- 3.3 The seven principles that you must adhere and commit to by signing this Code are:

- A. [Selflessness](#)
- B. [Openness](#)
- C. [Honesty](#)
- D. [Objectivity](#)
- E. [Integrity](#)
- F. [Accountability](#)
- G. [Leadership](#)

⁴ Committee for Standards in Public Life (May 1995), [Nolan Principles](#)

A. Selflessness

You must act in the best interests of Craigdale at all times and must take decisions that support and promote our strategic plan, aims and objectives. Members of the Board should not promote the interests of a particular group or body of opinion to the exclusion of others

- A.1** I will always uphold and promote Craigdale’s aims, objectives and values and act to ensure their successful achievement
- A.2** I will exercise the authority that comes with my role as a Board member responsibly
- A.3** I will accept responsibility for all decisions properly reached by the Board (or a sub-committee or working group with appropriately delegated responsibility) and support them at all times, even if I did not agree with the decision when it was made.
- A.4** I will consider and respect the views of others.
- A.5** I will not seek to use my position inappropriately to influence decisions that are the responsibility of staff.
- A.6** I will not seek to use my influence inappropriately or for personal gain or advantage or for the benefit of someone to whom I am closely connected⁵ or their business interests.

B. Openness

You must be transparent in all of your actions; you must declare and record all relevant personal and business interests and must be able to explain your actions.

- B.1** I will use my best endeavours and exercise reasonable skill and care in the conduct of my duties.
- B.2** I will avoid any situation that could give rise to suspicion or suggest improper conduct.
- B.3** I will declare any personal interest(s) and manage openly and appropriately any conflicts of interest; I will observe the requirements of our policy on the matter. I will keep my entry in the Register of Interests complete, accurate and up to date. I will make an annual statement to confirm my declarations are accurate.
- B.4** I will not accept any offers of gifts or hospitality from individuals or organisations which might reasonably create – or be capable of creating – an impression of impropriety or influence or place me under an obligation to these individuals or organisations. I will comply with Craigdale’s policy on [Entitlements, Payments and Benefits Policy or equivalent].

⁵ See Appendix 1, p13-15 for definition of “closely connected”

- B.5** I will ensure that, in carrying out my role as a Board member, I am informed about and take account of the views, needs and demands of tenants and service users
- B.6** I will ensure that Craigdale is open about the way in which it conducts its affairs and positive about how it responds to requests for information.
- B.7** I will not prevent people or bodies from being provided with information that they are entitled to receive.

C. Honesty

You must ensure that you always act in the best interests of the organisation and that all activities are transparent and accountable.

- C.1** I will always act honestly and in good faith when undertaking my responsibilities as a Board member.
- C.2** I will use my experience, skills, knowledge and judgement effectively to support our activities.
- C.3** I will ensure that decisions are always taken and recorded in accordance with our Rules and procedures.
- C.4** I will ensure that Craigdale has an effective whistleblowing policy and procedures to enable, encourage and support any staff or Board member to report any concerns they have about possible fraud, corruption or other wrongdoing.⁶
- C.5** I will report any concerns or suspicions about possible fraud, corruption or other wrongdoing to the appropriate senior person within the organisation in accordance with our whistleblowing policy.
- C.6** I will comply with our policies and procedures regarding the use of our funds and resources⁷ and I will not misuse, contribute to or condone the misuse of these resources.
- C.7** We forbid all forms of bribery, meaning a financial or other advantage or inducement intended to persuade someone to perform improperly any function or activity. I will neither accept from nor give bribes or any other inducement to anyone. I will comply with our policy on bribery and will report any instances of suspected bribery or corruption within the organisation or any of its business partners.
- C.8** I will ensure that neither I nor someone closely connected to me receives or is seen to receive preferential treatment relating to any services provided by the organisation or its contractors/suppliers. I will declare all interests openly and ensure they are effectively managed to demonstrate this.

⁶ These concerns might include, but are not confined to, suspected fraud, dishonesty, breach of the law, poor practice, non-compliance with regulatory requirements, misconduct, breach of this code.

⁷ Resources include people, equipment, buildings, ICT, funds, knowledge, stationery, transport

D. Objectivity

You must consider all matters on their merits; you must base your decisions on the information and advice available and reach your decision independently.

- D.1** I will ensure that the decisions that I take are consistent with our aims and objectives and with the relevant legal and regulatory requirements (including those of the Scottish Housing Regulator, the Office of the Scottish Charity Regulator, the Financial Conduct Authority and the Care Inspectorate).
- D.2** I will prepare effectively for meetings and ensure I have access to all necessary information to enable me to make well-informed decisions.
- D.3** I will monitor performance carefully to ensure that the organisation's purpose and objectives are achieved and take timely and effective action to identify and address any weaknesses or failures.
- D.4** I will use my skills, knowledge and experience to review information critically and always take decisions in the best interests of the organisation, our tenants and our service users.
- D.5** I will ensure that the Board seeks and takes account of additional information and external/independent and/or specialist advice where necessary and/or appropriate.
- D.6** I will ensure that effective policies and procedures are implemented so that all decisions are based on an adequate assessment of risk, deliver value for money, and ensure the financial well-being of the organisation.
- D.7** I will contribute to the identification of training needs, keep my knowledge up to date, and participate in ongoing training that is organised or supported by us.

E. Integrity

You must actively support and promote our values; you must not be influenced by personal interest in exercising your role and responsibilities.

- E.1** I will always treat my Board colleagues our staff, our customers and partners with respect and courtesy
- E.2** I will always conduct myself in a courteous and professional manner; I will not, by my actions or behaviour, cause distress, alarm, or offence.
- E.3** I will publicly support and promote our decisions, actions, and activities; I will not, by my actions or behaviour, compromise or contradict the organisation, its activities, values, aims or objectives. I will notify the Chair quickly if I become aware of any situation or event that I am associated with which could affect Craigdale and/or its reputation
- E.4** I will fulfil my responsibilities as they are set out in the relevant role description(s); I will maintain relationships that are professional, constructive and that do not conflict with my role as a Board member.

- E.5** I will comply with, support and promote our policies relating to equalities, diversity and human rights as well as uphold our whistleblowing and acceptable use⁸ policies.
- E.6** I will respect confidentiality and ensure that I do not disclose information to anyone who is not entitled to receive it, both whilst I am a member of the Board and after I have left.
- E.7** I will observe and uphold the legal requirements and our policies in respect of the storage and handling of information, including personal and financial information.

F. Accountability

You must take responsibility for and be able to explain your actions and demonstrate that your contribution to our governance is effective.

- F.1** I will observe and uphold the principles and requirements of the SHR's Regulatory Framework and gain assurance that relevant statutory and regulatory guidance and Craigdale's legal obligations are fulfilled.
- F.2** I will ensure that we have effective systems in place to monitor and report our performance and that corrective action is taken as soon as the need is identified.
- F.3** I will contribute positively to our activities by regularly attending and participating constructively in meetings of the Board, its committees and working groups.
- F.4** I will participate in and contribute to an annual review of the contribution I have made to our governance.
- F.5** I will ensure that there is an appropriate system in place for the support and appraisal of our Senior Officer and that it is implemented effectively.
- F.6** I will not speak or comment in public on our behalf without specific authority to do so.
- F.7** I will co-operate with any investigations or inquiries instructed in connection with this Code whilst I am a Board member and after I have left.
- F.8** I recognise that the Governing Body as a whole is accountable to its tenants and service users, and I will demonstrate this in exercising my judgement and in my decision-making.

⁸ This relates to the use of ICT, social media and networking, facilities etc., and is specific to each individual RSL.

G. Leadership

You must uphold our principles and commitment to delivering good outcomes for tenants and other service users and lead the organisation by example.

- G.1** I will ensure that our strategic aims, objectives and activities deliver good outcomes for tenants and service users. I will make an effective contribution to our strategic leadership.
- G.2** I will ensure that our aims and objectives reflect and are informed by the views of tenants and service users.
- G.3** I will always be a positive ambassador for the organisation.
- G.4** I will participate in and contribute to the annual review of the Governing Body's effectiveness and help to identify and attain the range of skills that we need to meet our strategic objectives.
- G.5** I will not criticise or undermine the organisation or our actions in public.
- G.6** I will not criticise staff in public; I will discuss any staffing related concerns privately with the Chair and/or Senior Officer.
- G.7** I will not harass, bully or attempt to intimidate anyone.
- G.8** I will not use social media to criticise or make inappropriate comments about the organisation, its actions or any member of the Board, staff or other partners.
- G.9** I will not act in a way that could jeopardise our reputation or bring us into disrepute.⁹

4. Breach of this Code

- 4.1** I recognise that each member of the Board has a personal and individual responsibility to promote and uphold the requirements of this Code. If I believe that I may have breached the Code, or I have witnessed or become aware of a potential breach by another member, I will immediately bring the matter to the attention of the Chair.

⁹ This includes activities on social media, blogs and networking sites.

5. Acceptance and Signature

I _____

have read and understood the terms of this Code of Conduct and I agree to uphold its requirements in all my activities as a member of our Board. I am aware that I must declare and manage any personal interests. I agree to review all relevant Registers regularly to ensure that all entries relating to me are accurate. I understand that, if I am found to have breached this Code of Conduct, action will be taken by the Board which could result in my removal.

Signed:	
Date:	

Appendix B: Further Guidance for Board Members

Supporting Guidance to the Code of Conduct for Board Members

This Guidance has been prepared for members of the Board to support the adoption of our Code of Conduct. All members of the Board must sign the Code of Conduct when they are elected, co-opted or appointed, and then on an annual basis thereafter. References throughout this Code of Conduct (the Code) to 'we', 'us' and 'our' mean Craigdale.

We attach the greatest importance to ensuring that high standards of governance and ethical behaviour are demonstrated by all of our people and in all of our activities. Our Code of Conduct sets out the requirements and expectations which are attached to your role as a member of our Board. You have a personal responsibility to uphold both the spirit and the requirements of our Code.

Our Code of Conduct is an important part of our governance arrangements. It is supported by the Role description which describes your responsibilities as a Board member, and you are responsible for ensuring that you are familiar with the terms of the Code and that you always act in accordance with its requirements and expectations. Board members must always ensure their actions accord with the legal duties of the RSL and with regulatory guidance. You must also ensure you are familiar with any policies which are linked to this code.

As a Registered Social Landlord (RSL), we are required to adopt and comply with an appropriate Code of Conduct¹⁰. Our Code is based on the Model Code of Conduct produced by the Scottish Federation of Housing Associations (2021), which the Scottish Housing Regulator (SHR) has confirmed fully complies with its regulatory requirements.

You cannot be a member of the Board if you do not agree to adopt our Code of Conduct. To confirm that you understand its requirements and accept its terms, you must review and sign this Code annually. Our rules state that the Board can remove a member who fails to sign the Code of Conduct (Rule 44.5.2). It is a regulatory requirement that our rules enable the Board to take such action.¹¹

¹⁰ Scottish Housing Regulator (2019) Regulatory Framework, [Regulatory Standard 5.2](#)

¹¹ SHR Regulatory Framework (2019) Constitutional Standard 19

Each year, following the AGM, Board members will be asked to sign and date our Code of Conduct to confirm your commitment to the principles, requirements and expectations that it describes and to meet the requirements of our rules. A copy of our Code, showing your signature throughout your membership of the Board, will be retained by us, in accordance with our Data Protection/Privacy policy.

Our Code of Conduct applies to all elected, appointed and co-opted members of our Board and its sub-committees.

Breach of the Code

If a complaint is made or concern is raised that a member of the Board may have breached any part of our Code, the matter will be investigated in accordance with the Protocol which has been approved by the Board. The protocol forms part of our governance policies and is accessible through our Board portal.

A potential breach will normally be formally investigated. It is the responsibility of the Chair to decide, in consultation with other office bearers, if an internal or an independent investigation should be conducted. A Board member who is the subject of a complaint or concern about a potential breach of our Code is expected to take leave of absence whilst an investigation is carried out: (our Rules allow the Board to require that this happens)¹². Whilst on leave of absence for this reason, a Board member is not entitled to receive any papers or correspondence (other than in relation to the investigation) or to take part in any meetings in their role as a Board member. The requirements of our Code of Conduct continue to apply throughout the term of the leave of absence.

A serious breach of our Code may result in action being taken by the Board to remove the member(s) involved. This is a serious course of action which is provided for in our rules¹³. It requires a majority of Board members who attend a special meeting of the Board to support a resolution to remove the member because of their failure to comply with the requirements of the Code or our rules, policies or standing orders. If a Board member is removed as a result of such a resolution, or resigns, having been notified of the Boards intention to consider such a resolution, they cannot be re-elected or appointed or co-opted to the Board during the subsequent five year. A Board member who has been removed cannot be elected, appointed or co-opted to the governing body of another RSL during the same period¹⁴.

How the Code is structured

The Code is based on the seven principles which are recognised as providing a framework for good governance. They demonstrate honesty, integrity and probity.¹⁵

In the Code, each principle is described, as it applies to the activities of an RSL and its Board Members. This guidance is offered to support the application of the Code of Conduct by providing some illustrations of the practical application of the Code's requirements. It is emphasised that the guidance is not exhaustive.

It must be remembered that Board members and RSLs are always responsible for ensuring that their conduct at all times meets the high standards that the RSL sector is recognised for upholding.

¹² Rule 37.8

¹³ Rule 44.5

¹⁴ Rule 43.1.5 / 43.1.5 /43.1.7

¹⁵ Committee for Standards in Public Life (May 1995), [Nolan Principles](#)

The Principles of the Code

The seven principles of the Code are:

- A. [Selflessness](#)
- B. [Openness](#)
- C. [Honesty](#)
- D. [Objectivity](#)
- E. [Integrity](#)
- F. [Accountability](#)
- G. [Leadership](#)

The remainder of this guidance offers some illustrations of how each of the principles may be applied to your role as a Board member. There are references throughout to the need for Board members to 'be familiar' with the terms of policies and other documents. This does not mean that you need to know the detailed content of all the documents but rather you should be aware of their key principles and have ready access to them in the event that the detail is necessary.

A. Selflessness

This principle emphasises the importance of Board members acting in our best interests at all times and taking decisions that will support delivery of our objectives. Although individual Board members bring knowledge and experience to their role, you are not a representative for a specific interest or group: your experience and knowledge should inform your contribution to discussion, but your decision-making should be influenced by our aims and objectives and not individual or specific interests. In practice, this means that you must always make a conscious effort to see the bigger picture and not concentrate just on the issues that are important to you.

A1 refers to upholding our values, which are included at 1.1 in the introduction of our Code.

The principle contains a commitment to always support and uphold the Board decisions and our actions (A3): if a Board member were to actively undermine or publicly contradict or disagree with decisions and/or actions, this may constitute a breach. E3 of the Code contains a parallel commitment: if a decision is taken by the Board that a member fundamentally disagrees with and cannot support, it may be that resignation should be considered.

This principle is not intended to prevent a Board member from disagreeing with a proposal during a meeting or from recording their dissent from a decision; rather it is intended to ensure that no member of the Board actively and/ or publicly undermines the organisation. In practice, this means, for example, that you should not question in public why a decision was taken or criticise the organisation. It is only if a Board member actively undermines or disagrees with a decision or action that a breach of the Code may arise. A similar provision is contained in the Code of Conduct for staff.

A4 specifies that Board members will always be respectful to others: this means, among other things, that you must uphold and be familiar with our policies relating to Equalities and Human Rights and Dignity at Work. This requirement relates to all of your engagements with Board colleagues and staff, tenants and customers, partners and agents. In practice, this means listening to and considering other views and respecting opinions even if they are very different from your own. It also applies to wider conduct: E1, E2 and E3 are specific about the responsibilities of Board members to ensure that they do not bring the organisation into disrepute.

The Code stresses that Board members should not stray into operational matters or seek to use their influence (A6) inappropriately or for personal gain. This means that Board members should always refer individual matters relating to themselves or someone they know or in which they have an interest to the relevant member of staff or to the CEO for onward delegation.

B. Openness

This principle sets the framework for ensuring that, in all of our activities and in all your actions, transparency and openness are evident. In practice, this means that you must identify and declare all personal interests which are relevant to our work and to your role with us. You must be familiar with the process for declaring interests and you must make sure that the Register of Interests is accurate and up to date at all times. You must ensure that you are well informed about our policy on declaring interests, which forms part of our EPB (Entitlements, Payments and Benefits) Policy (B3).

You must always be careful and cautious about how your actions may be viewed by others and take care to avoid anything which could compromise or embarrass you or us (B2). In practice, this means that you cannot accept gifts or hospitality that are not permitted by our Entitlements Payments and Benefits policy.

B5 reflects the requirements of SHR's regulatory standard 2 by emphasising the importance of Board members being well-informed about the needs and priorities of tenants. In practice, this may include considering information from Tenant Scrutiny groups, monitoring tenant satisfaction and landlord performance data, offering/considering insight provided from individual Board members' experiences of their landlord. Board members should use this information to inform their consideration of the business that is brought to the Board.

We are covered by the requirements of the Freedom of Information (Scotland) Act and the SHR's Regulatory Framework requires us to be open and accountable for what we do¹⁶. As a member of our Board, you are responsible for ensuring that we comply with these legal and regulatory requirements: in practice, this means monitoring our compliance and ensuring that we communicate openly and respond effectively to tenants, customers, regulators, funders and partners.

The Board should oversee a culture of openness throughout the organisation – in our communications, access to our website, engagement with tenants and customers and willingness to provide information and answer questions. In practice, this means working on the basis that information will be made available unless there is a good reason for it being withheld. At the same time, you must also ensure that confidentiality is respected (B6 and B7 require that information is made available but E6 also requires that confidentiality must be ensured). This means that it is important for Board members to be involved in agreeing the policy framework that supports how we categorise information.

¹⁶ Regulatory Standard 2 (SHR Regulatory Framework 2019)

C. Honesty

This principle emphasises the importance of always acting honestly and in good faith in undertaking your role as a Board member; it also supplements the principle of Openness. To uphold this principle, you should ensure that you are familiar with our rules, standing orders and scheme of delegation, as well as our governance policies and procedures (C3).

C4 requires you to be aware of the terms of our Whistleblowing Policy: in practice, this means that the Board, collectively, must be assured that the policy is fit for purpose (SHR has issued Statutory Guidance on Whistleblowing) and that there is regular training provided for Board members and staff on its terms. Board members must also ensure that there are effective procedures in place for whistleblowing allegations to be made and investigated, with adequate safeguards in place to protect complainants. Board members have an individual duty to report any concerns that you may have about possible fraud, corruption or wrongdoing (C5 and C7). You must, therefore, be familiar with the terms of our Anti-Bribery policy. You are expressly forbidden to accept any gifts or other inducements which might create, or be capable of creating, a sense of obligation to another party.

C6 stresses your commitment to ensure that our funds and resources are used properly and for legitimate purposes. This means that decisions about what we do and how we act must fit with, amongst other things, our permitted purpose, and objectives, our business plan and the terms of our loans and grant-making authorities.

C8 further emphasises¹⁷ your responsibility to ensure that neither you nor someone closely connected to you is seen to benefit inappropriately from your role with us and to be very open in declaring all relevant personal interests. In practice, this means ensuring that you are not involved in any decisions which personally impact or affect you or someone you are close to.

D. Objectivity

This principle is about the need to ensure that you make decisions based on an objective consideration of the information that is presented to you in reports. In practice, this means that you must be satisfied that you have access to all of the information you need to fulfil your responsibilities, whilst – at the same time – being mindful of and respecting the distinct roles of Board members (strategic) and senior staff (operational).

D1 reflects the provisions of Regulatory Standard 1 by committing Board members to ensuring that decisions are consistent with all legal, constitutional and regulatory requirements. This means that Board members must be familiar with these provisions. Reports should refer and draw attention to the relevant legal, regulatory and financial constraints/conditions, with Minutes recording that these have been adequately considered.

D2 is explicit about the importance of preparing adequately for meetings – our role description contains an indication of the time that is likely to be involved in meeting preparation. Preparation includes reading all of the reports and also accessing any additional information that may be available (e.g. supplementary reports) and which you feel is necessary. This might also involve the Board requesting that specialist or independent advice is obtained (D5 and Regulatory Standard 4.1) – and individual members being aware of when it is appropriate and/or necessary to do so (D5).

¹⁷ A6 and B3 are also relevant

D6 describes the responsibility of Board members to ensure that the organisation has an effective and robust framework for assessing and managing risk: this includes being satisfied about the delegation of authority, operation and reporting of e.g. the Audit and Risk sub-committee. It also relates to the operation of financial regulations and the effectiveness of financial planning, budget preparation, forecasting and reporting. Regulatory Standard 3 is relevant to this principle.

In order to be objective, Board members must be well-informed about the organisation's business and operating environments as well as the sector and economic policy and strategy contexts. D7 commits Board members to participate in regular training to keep their knowledge up to date. Of course, no one is expected to be an expert in everything but there is an expectation that each Board member will help to identify their own ongoing training needs and the priorities for the Board collectively – this will be an element of the annual review of the Board's effectiveness (as required by Regulatory Standard 6.5).

E. Integrity

This principle focuses on the importance of always acting in our best interests and actively promoting our values, aims and objectives and reflects many of the other principles in the Code.

E1 and E2 echo A4: Board members must be respectful and courteous in all that you do: in practice, this means being prepared to 'agree to disagree' when strong opinions are held and being tolerant of views and perspectives which might be very different from your own. It also means recognising and acknowledging that what's acceptable in terms of language and conduct change and being mindful that differences in cultures, faiths and beliefs can be very significant and sensitive.

E3 complements A3 in terms of publicly promoting and supporting us and our activities but it also includes a commitment to notify the Chair as soon as you become aware of anything that might compromise us or our interests. In practice, this might include being associated with, for example, a community council's opposition to a planning application that we have made or being involved in something that may become public and which could embarrass us.

E4 refers to the role descriptions that we have adopted: all Board members must be familiar with the terms of their role description, and, for office bearers, there will be more than one. In practice, this principle seeks to ensure that relationships are professional: amicable and constructive with respect for the boundaries between the strategic role of the Board member and the operational responsibilities of senior staff.

E5 complements A4 and is a specific commitment to uphold our Equality and Diversity and Whistleblowing policies: this reflects the regulatory requirement for us to have a whistleblowing policy and the Regulatory Standard that requires 'clear procedures for employees and governing body members to raise concerns or whistleblow if they believe that there has been fraud, corruption or other wrongdoing within the RSL'¹⁸

¹⁸ Regulatory Standard 5.6

E6 and E7 relate to confidentiality and the importance of maintaining it. This applies to the content of reports, discussions at Board and committee meetings and all other business that you have access to in your role as a Board member. Upholding this principle requires you not to discuss anything that is identified as being confidential with anyone who is not entitled to the information; it also means making sure that any papers are stored securely (e.g. by means of passwords on laptops or other devices, in a locked drawer) and that on-line discussions can't be overheard (e.g. if attending a virtual meeting). In applying this principle, you must also be mindful of our duties in respect of safeguarding personal information i.e. anything from which an individual can be identified.

F. Accountability

This principle is about the importance of taking personal responsibility for your contribution to our governance. In practice, this means being active in your role as a Board member – asking questions, critically reviewing information and monitoring performance and participating in strategy and planning events (F3).

F1 is a specific commitment to upholding legal and regulatory requirements: in practice, this means that you should feel assured and satisfied, as far as you reasonably can, that we are compliant with our legal and regulatory obligations as well as our own internally set standards. Your assurance will come from your participation in our governance – the reports, discussions, external advice and audits that you are asked to consider and which form the evidence for the Board annual Assurance Statement (F2).

As a Board member, you are expected to participate in an annual review of the effectiveness of your own contribution (F4) and of our overall governance (G4). As well as being a principle of the Code, this is also a regulatory requirement (Regulatory Standard 6.3, 6.3).

F6 places a responsibility on each Board member to be assured that there is an effective process in place to appraise the CEO's performance: in practice, this also means ensuring that the CEO is adequately supported as well as being held to account for the achievement of both corporate and individual objectives. Board members must also be satisfied that the CEO's annual appraisal is carried out effectively and that its outcome is reported to the Board.

Our Scheme of Delegation identifies who is authorised to make public comments on our behalf; it is not normally appropriate for an individual Board member to speak in public without prior agreement from the Chair. This includes, for example, accepting an invitation to contribute to a conference or event because of your role with us. The Code's principles also extend to social media activities (F7, G7).

F8 is a specific commitment to participate in and co-operate with any investigations that may be instructed relating to the Code, involving you either directly or as a witness. This obligation extends beyond your term of membership of the Board which means that your co-operation may be requested when you are no longer a member of the Board. It is unlikely that you would be asked to contribute to any such investigation more than two years after you have left.

As an RSL, we are accountable to our tenants and service users for our actions: F9 requires Board members to ensure that the best interests of tenants and service users guide planning and decision-making. In practice, this means being informed and taking account of the views of tenants and service users in all aspects of your role and ensuring that reports contain sufficient information to give you assurance that proposals are similarly informed before you make a decision.

G. Leadership

The role of the Board is to lead and direct the organisation to deliver good outcomes for our tenants and service users¹⁹. This section of the Code sets out some specific expectations about that part of your role. It also stresses the importance of Board members leading by example and making a positive and active contribution to our governance (G1, G2).

G3 echoes A3 and E3 by specifying your responsibility to be positive in your support for us and our work. In practice, this means representing us positively both when acting on our behalf and in your wider activities.

G4 complements the individual focus of F4 by being explicit that the governing body should review the overall effectiveness of its governance arrangements: this forms part of our annual review process, which also includes a review of the range of skills, knowledge and experience that the Board collectively needs to fulfil its responsibilities. Board members have a responsibility to contribute to the process of identifying any gaps and the best means of filling them (D7)²⁰.

G5 supports G3 (and A3 and E3) by being explicit that you should not criticise us, our people or our actions in public. This does not mean that you cannot be critical or raise concerns – that is a key part of your responsibility as a Board member – but you should always be constructive and objective in your challenge and criticism, which should be expressed at meetings and in discussions and with the relevant people, in accordance with our structures and procedures.

G6 is a specific commitment not to criticise or undermine (or appear to undermine) members of staff (individually or collectively) in public (including to e.g. tenants or partners). Any concerns which you have should be raised directly and privately with the Chair or CEO.

G7 echoes provisions in the Staff Code regarding bullying and harassment.

G8 supplements the principle at F7 by making specific reference to social media activity: all of the provisions of the Code apply to your presence on all social media platforms.

As someone who is responsible for leading our organisation, it is essential that Board members are not associated with anything that could compromise us or bring us into disrepute. G9 echoes the provisions that are set out at E3 and E4. In all that you do, you must be mindful of any potential negative impact on us and, if you become aware of anything that could affect us, you must bring it to the attention of the Chair quickly (E3).

¹⁹ Regulatory Standard 1

²⁰ Regulatory Standard 6.5

Appendix C: Model Protocol for Dealing with a Breach of the Code of Conduct

Craigdale Protocol for Managing an Alleged/Suspected Breach of Code of Conduct

1. Introduction

1.1 This protocol will be used by Craigdale to deal with any alleged breaches of our Code of Conduct for Governing Body Members. It is based on the Model Protocol provided by SFHA.

2. Who is Responsible?

2.1 The Chair has delegated authority to deal with all potential breaches of the Code, unless the allegation relates to him/her. In that event, the Vice Chair should take on the responsibilities that the protocol allocates to the Chair. It may be necessary to ask other members of the Board to take on responsibilities should the allegation relate to both the Chair and Vice Chair.

2.2 The Chair should consult with other office-bearers (or members of the Board) to instruct, progress and conclude internal and external investigations carried out in accordance with this protocol.

2.3 The Scheme of Delegation identifies who has primary responsibility for overseeing the management of alleged breaches of the Code of Conduct

Delegated Authority to Oversee Potential Breaches	Any two from the following (must include at least one Board member)
Board	Chair, Vice-Chair, [other office bearers; nominated members]
Senior Staff	CEO, SMT members

2.4 No one who is directly involved in a matter that gives rise to a concern that there may have been a breach of the Code of Conduct should be involved in reviewing or managing/conducting an investigation of the matter. Consequently, it may be necessary to ask other members of the Board to take on the responsibilities that the Protocol allocates to the Chair and other office bearers.

2.5 The Chair may seek advice from our solicitors in exercising all of the responsibilities associated with this protocol.

3. What Constitutes a Breach?

3.1 A breach of the Code of Conduct is a serious matter. This Protocol is a process that will apply to managing and/or responding to alleged breaches of the Code of Conduct. Breaches can include:

- Conduct by a Board member during a meeting (which might involve a member being obstructive, offensive or disregarding the authority of the Chair or failing to observe Standing Orders)

- Complaints that the conduct of a Board Member has failed to meet the requirements of the Code of Conduct; is contrary to Craigdale's Values, Rules or policies; threatens the reputation of Craigdale; risks bringing the organisation into disrepute or undermines Craigdale and/or its people
- Inappropriate behaviour towards colleagues, staff, customers or partners

3.2 Some complaints and/or concerns may relate to relatively minor matters, whilst other may involve more significant issues. Consequently, different approaches are likely to be appropriate, depending on the details of individual circumstances, recognising that it may not always be appropriate to undertake a formal investigation in response to an isolated and/or relatively minor issue.

4. Initial Review to Determine if Further Investigation Required

4.1 When a complaint is received or a concern is raised, consideration should be given as to which is the most appropriate course of action. This may (but may not) require some initial review of the complaint or allegations before concluding on a specific approach. The review should be carried out by those members of the Board appointed in accordance with 2.2 of this Protocol, with support from the CEO if required.

4.2 It may be that such a review concludes that there is no substance to the concern or allegation. Depending on the circumstances, it may be appropriate to report the outcome of such a review to the Board. This might be the case, for example, if an anonymous complaint is received which cannot be investigated because of a lack of information.

4.3 Anonymous complaints or allegations can be difficult to resolve but, in the event that anonymous information is received or made known, an initial review should be undertaken to establish whether there is the potential for any substance to the concern. If so, an investigation should be undertaken, although it is recognised that it may not be possible to conclude any such investigation satisfactorily.

4.4 Minor issues, actions or conduct at an internal meeting or event are unlikely to constitute a breach of the Code of Conduct that warrant investigation. The Chair (and other office bearers) should exercise their judgement in determining which of the courses of action set out in this Protocol is more appropriate.

4.5 Two routes are described in this Protocol: Route A and Route B.

4.6 SHR requires that alleged breaches of the Code which are to be investigated under either Route A or Route B must be regarded as Notifiable Events, in accordance with the terms of the SHR's Statutory Guidance. The Chair is responsible for ensuring that the necessary notifications are made to the Scottish Housing Regulator, and that the SHR's requirements (as set out in the relevant guidance²¹) in terms of reporting the outcome of the investigation are met.

²¹ Scottish Housing Regulator (2019) [Notifiable Events guidance](#)

5. Route A

- 5.1 Route A is an internal and informal process to address potential minor breaches. This is intended to be a relatively informal process, used to address e.g. one-off discourtesy at an internal meeting, isolated or uncharacteristic failure to follow policy.
- 5.2 Alleged breaches that occur during the course of a meeting or other internal event (and which have not happened before) will, unless the Chair believes it to be serious, be dealt with by the Chair of the meeting, either during the meeting/event and/or within 24 hours of the meeting. In these circumstances, the Chair may ask the member to leave the meeting or a vote may be taken to exclude the member from the rest of the meeting.
- 5.3 After the meeting, the Chair or sub-committee Convenor will discuss such behaviour with the member and may require the member to apologise or take such other action as may be appropriate (Route A). Where the Chair regards such behaviour as being serious, it should be investigated in accordance with Route B as will repeated incidents of a similar nature.
- 5.4 It may be appropriate for the Chair to record the terms of the discussion in a letter to the Board member e.g. to confirm the provision of training or support or to record a commitment to uphold a specific policy or to record an apology.
- 5.5 It is possible that a concern that it is initially agreed can be addressed via route A ends up being the subject of a formal investigation, if more significant issues emerge, or actions are repeated.

6. Route B

- 6.1 Route B will involve formal investigation of repeated breaches or an alleged significant/major breach. Investigations may be conducted internally or independently, according to the circumstances and people involved.
- 6.2 An investigation under Route B will usually be overseen by the Chair and another office-bearer or Board member.
- 6.3 The Chair or office-bearer, in consultation with the other office-bearers, will decide whether to instruct an independent investigation or carry out an internal investigation.
- 6.4 In the event that the Chair or other office-bearer is the subject of a complaint, an independent investigation should be conducted, overseen by the Vice-Chair and another Board member.
- 6.5 If the Chair is likely to be involved in an investigation (e.g. as a witness), it will be necessary for the office bearers to consider who should be involved in overseeing the investigation.
- 6.6 The CEO can support the implementation of the Protocol (unless involved in the issue, in which case the role should be assigned to another senior member of staff).
- 6.7 Our scheme of delegation identifies who has primary responsibility for overseeing the management of alleged breaches of the Code of Conduct (see section 2.3)
- 6.8 Allegations of a potential breach should normally be made to the Chair or, where the complaint relates to the Chair, to another office-bearer. Where a complaint is made to the CEO, the matter should immediately be notified to the Chair.

- 6.9 Alleged breaches may be the subject of written complaints or allegations; they may also be witnessed by someone. However the alleged breach is identified, the Chair and Secretary should ensure that there is always a written statement of the complaint or allegation that is used as the basis for the investigation. If no written complaint is made, the statement of the matter should be prepared by someone unconnected to the event/situation (e.g. a verbal complaint made by a Board member should be recorded by someone who was not present when the issue arose – this could be a member of staff).
- 6.10 The Board member who is the subject of the complaint/allegation that is to be investigated will be notified in writing of the alleged breach within seven working days, either of occurring or of receipt of the complaint. A Board member who is subject to an investigation should take leave of absence until the matter is resolved. Rule 37.8 of the 2020 Model Rules contain the provisions to secure this. The letter will inform the Board member of the nature of the potential breach, the arrangements for the investigation and will advise that leave of absence will be in place for the duration of the investigation. Board members are expected to co-operate with such investigations²².
- 6.11 An alleged breach of the Code of Conduct which is being dealt with via Route B will be notified to the Board, normally by the Chair or Secretary, within seven working days, either of occurring or of receipt of the complaint. The notice (which should be confidential) will not describe the detail of the complaint and will set out the proposed arrangements for investigation, including who will conduct the investigation and which members of the Board are responsible for its oversight.
- 6.12 The appointment of an external Investigator (when it is decided to be the appropriate response) should be approved by the Board members responsible for overseeing the investigation.
- 6.13 An internal investigation (when it is decided to be the appropriate response) will be carried out by at least two and not more than three Members of the Board, who are not responsible for overseeing the investigation. In selecting the Board members, we will seek to ensure that the investigators represent the profile of the Board.

7. Investigation Under Route B

- 7.1 The conduct of an investigation should remain confidential, as far as possible, in order to protect those involved (witnesses, complainant(s)) and the Board member(s) who are the subject of the complaint.
- 7.2 All investigations will be objective and impartial. Investigations will normally be investigated by an independent person, unless it is decided that an internal investigation is appropriate.
- 7.3 Investigations should not usually take more than six weeks to conclude.
- 7.4 The investigator(s) will be supported by the CEO (or other senior member of staff if the CEO is involved in the complaint). The Chair and other office-bearer, with any support they feel necessary, will brief the agreed advisor/investigator and then consider their recommendations at the end of the investigation, before reporting to the Governing Body.

²² Code of Conduct F7

- 7.5 All investigations will be the subject of a written brief which sets out the Board's requirements and which includes the statement of the alleged breach (scope, timescale, reporting requirements, access to information etc.). The brief may refer to any action previously taken that is relevant.
- 7.6 All investigations will include at least one interview with the Board member who is the subject of the allegation, who will be invited to provide any relevant information. The interview(s) may be conducted face to face or remotely (by telephone or video call). Board members may be accompanied during an interview by a friend (at their request), as a companion to provide support and not to represent. It is not appropriate for another Board member to fulfil this role nor is it appropriate for the RSL to meet any costs (other than reasonable expenses as provided for in the relevant policy) in respect of a companion's attendance.

8. Considering the Outcome of the Investigation

- 8.1 The advisor/investigator will normally present their report to the Board. Before doing so, the report will be reviewed by those overseeing the investigation to ensure that the Brief has been met and that the report is adequate to support the Board's consideration and decision making.
- 8.2 The Board member whose conduct is being investigated will not be party to any of the discussions relating to the investigation.
- 8.3 The report will be considered at a meeting of the Board, which may be called specifically for this purpose. It is the responsibility of the Board to consider the report and findings from the investigation and to determine:
- Whether there has been a breach
 - How serious a breach is
 - What action should be taken
- 8.4 The Board will report the findings of the investigation and the proposed action to the member concerned within seven days of the meeting at which the report of the investigation was considered.

9. Action to Deal with a Breach

- 9.1 If, following investigation, a breach of the Code is confirmed, action will be taken in response. This action will reflect the seriousness of the circumstances. It may take the form of some or all of the following:
- A discussion with the member concerned (which may be confirmed in a subsequent letter)
 - advice and assistance on how their conduct can be improved
 - the offer of training or other form of support
 - a formal censure (e.g. in the form of a letter setting out the conclusions, expressing concern and specifying that there must be improvement / no repetition etc)
 - a vote to remove the Member from the Board
- 9.2 Where, it is concluded that a serious breach has occurred, the Board may require the member to stand down from their position in accordance with the Rules.

- 9.3 If the Board proposes to remove a member, following investigation, the member will have the right to address the full Board before their decision is taken at a special meeting called for that purpose. Any such decision must be approved by a majority of the remaining members of the Board, in accordance with Rule²³ (44.5)
- 9.4 A record of the outcome of an investigation will be retained in the Board member's file for [insert period – at least 12 months]
- 9.5 The outcome of any investigation will be notified to the Scottish Housing Regulator, in accordance with the requirements of the Notifiable Events Statutory Guidance.

10. Definitions

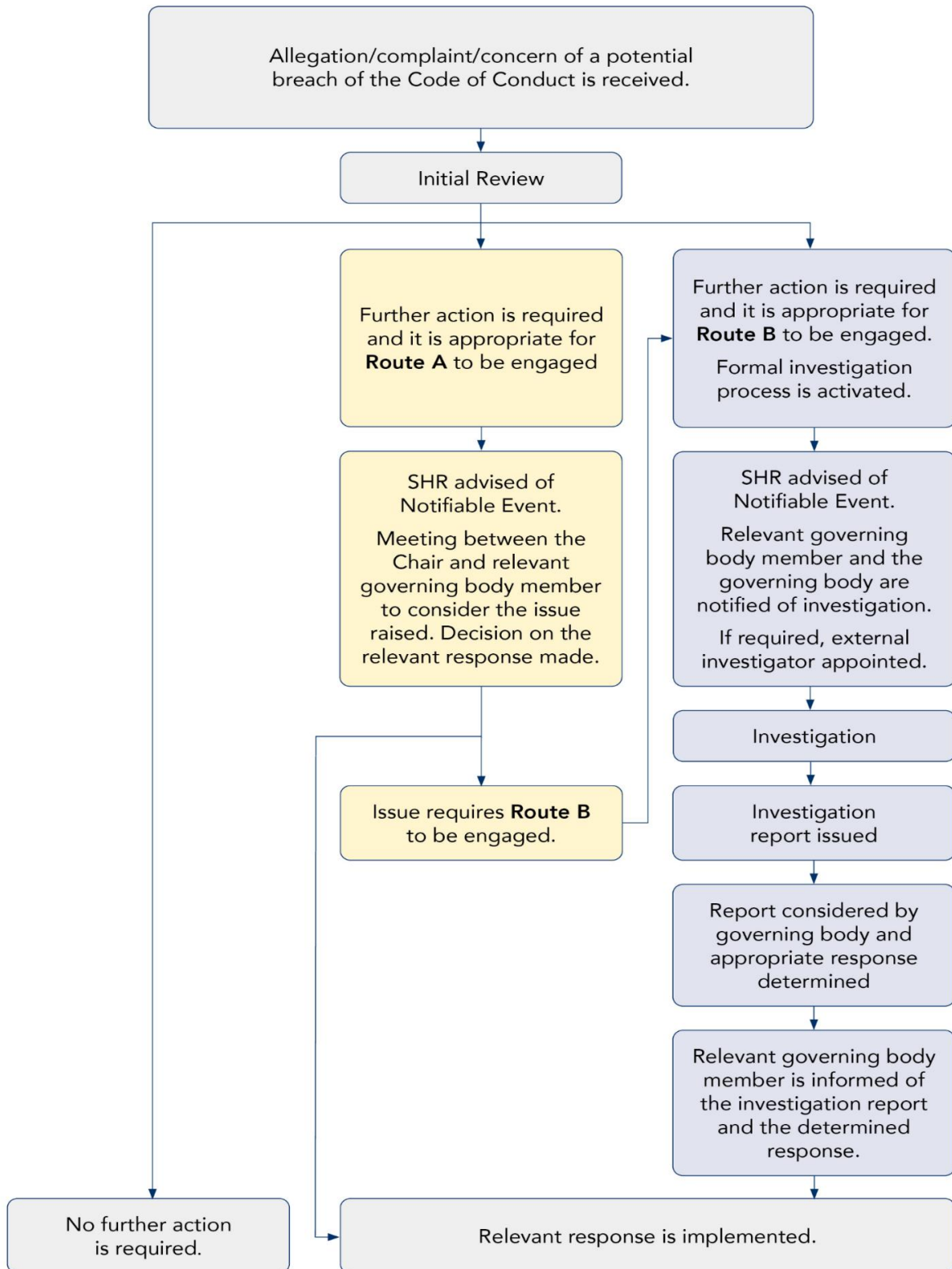
- 10.1 Craigdale will regard the following actions as a “serious breach” of the Code of Conduct (this list is not exhaustive):
- Failure to act in our best interests and/or acting in a way that undermines or conflicts with the purposes for which we operate.
 - Support for, or participation in, any initiative, activity or campaign which directly or indirectly undermines or prejudices our interests or those of our service users, or our contractual obligations.
 - Accepting a bribe or inducement from a third party designed to influence the decisions we make.
 - Consistent or serious failure to observe the terms of the Code of Conduct.
 - Serious inappropriate behaviour towards a colleague, member of staff, tenant, customer, partner or stakeholder

11. Approval and Review

- 11.1 This protocol was approved by the Board of Craigdale on **Monday 25th October 2021**.

²³ SFHA Model Rules (2020)

Appendix D: Flowchart Summarising Protocol Process



Appendix E: Guidance on Implementing the Model Protocol

Guidance on Implementing Model Protocol

This Appendix has been produced to support the implementation of the Model Protocol at [Appendix C](#) which can be used when a potential breach of the Code of Conduct has been identified. The references to the protocol are consistent with Appendix C, but please note that your organisation may have amended or customised the Protocol – in which case, references in this guidance may not be consistent. References to rules are to the [SFHA Charitable Model Rules 2020](#).

The Model Protocol sets out a process to deal with and respond to concerns and complaints about alleged failures to comply with and/or potential breaches of the Code of Conduct. It can be customised to fit your organisation's processes, and at several points square brackets are included as a prompt to insert details pertinent to your organisation, e.g. Board. The protocol is offered as a model or template that individual organisations may adapt to meet their own requirements. It is not intended to be prescriptive.

Who Implements the Protocol? (section 2 of the Protocol)

Concerns about a governing body member's conduct should be communicated to the Chair who is then responsible for deciding how to proceed and leading the agreed process. On becoming aware of a concern, the Chair should, in consultation with other office bearers decide on the appropriate way forward.

If the Chair is the subject of the complaint or allegation, the Vice-Chair should lead the process, unless they are also involved. In that event, the other office bearers should take the lead; and if that isn't possible, two other members of the governing body should do so (e.g. members of the Audit Committee). This guidance refers to the Chair throughout but, when implementing the Model Protocol, should be understood to refer to the governing body member who is leading the process.

No one who is directly involved in a matter that gives rise to a concern that there may have been a breach of the Code of Conduct should be involved in reviewing or managing/conducting an investigation of the matter. Consequently, it may be necessary to ask other members of the governing body to take on the responsibilities that the Protocol allocates to the Chair and other office bearers. Delegated authorities should be sufficiently flexible/comprehensive to support this.

The senior officer will normally provide support to the Chair in implementing the protocol, although this role may be undertaken by another senior member of staff or by an officer with specific governance responsibility.

The Scheme of Delegation should make provision for the implementation of the protocol so that there is an agreed list of authorised people to implement the process.

Describing or Defining the Complaint (section 3 of Protocol)

It is important that there is clarity about what the concern is or the nature of the complaint. Although the complaint or concern may not, initially, be in writing, the issue should always be recorded to ensure there is clarity and agreement about the issue. This may be achieved e.g. by the Chair producing a note of what has been reported to them or by the senior officer preparing the note.

Some examples might be:

- During a conversation, a concern is raised with the Chair by a governing body member about the conduct of another governing body member at an external event. The Chair subsequently produces a short note describing the conversation/concern which forms the basis of discussion with the office bearers about how to proceed;
- The senior officer has concerns about the conduct of a governing body member towards staff which they communicate to the Chair in an e-mail; this becomes the basis for discussion between the Chair and the office-bearers about how to proceed;
- A written complaint is received about the conduct of a governing body member

When to Use the Protocol (section 4 of the Protocol)

If a concern is raised, the first step is to establish whether there is sufficient information to proceed and, if there is, to determine which route is most appropriate. The Model Protocol provides for an initial review (see Section 4) and it is important to stress that this is not a 'mini-investigation'. This should simply be a swift overview of the concern/complaint to establish which is the most appropriate course of action. This could be undertaken by the officer supporting the Chair and is likely to be especially relevant in the event that an anonymous complaint or allegation is made.

The purpose of such a review is to

- (a) clarify the complaint/concern/allegation;
- (b) determine whether there is sufficient information to take the matter forward;
- (c) if there is, agree which of the two 'routes' described in the protocol is the most appropriate.

This element of the review should always involve the Chair.

If this review concludes that there is nothing to support the matter being pursued (e.g. because the concerns are vague and/or because the anonymity of the allegation(s) make further investigation impossible or because the complaint is obviously malicious), no further action should be taken.

If there is agreement that sufficient information is (or is likely to be) available, a decision should be taken by the Chair as to the appropriate process to respond to the concern.

Routes of Investigation

It is the responsibility of the Chair to determine the most appropriate course of action. The Model Protocol is clear that not every concern justifies formal action. It describes two 'routes' – A and B.

Route A is essentially an informal response to a relatively minor issue e.g. minor discourtesy; inadvertent omission which does not have serious implications; lack of awareness of the impact of a comment; insensitivity towards another person; lack of knowledge in a significant area of the governing body's business. Such matters can appropriately be addressed in a conversation between the Chair and the governing body member concerned and may result in an apology being made and/or training provided. This is described at Section 5 of the Protocol.

For all other concerns, a more formal approach should be adopted as described in **Route B** of the Model Protocol and an investigation carried out. This is described at Section 6 of the Protocol. [Appendix D](#) provides a flow chart summarising the process under Route A and Route B.

Who Should Be Informed that the Protocol is Being Implemented?

If either Route A or Route B of the Protocol is implemented, the governing body member whose conduct is being questioned should be informed about the nature of the concern/allegation and the process by which it is to be dealt with. The governing body member should be informed if leave of absence is to be taken and of the likely timescale for the conduct of the process. If there is any change to this timescale, they should be informed. A template letter for this purpose is included at [Appendix E](#).

The person making the complaint should be informed that the matter is being investigated and should also be informed of the outcome.

If **Route B** of the Protocol is being implemented, the governing body member should be informed that a complaint has been received, that the Protocol is being implemented and that the governing body member involved should take a leave of absence. Rule 37.8 of the SFHA Model Rules 2020 provides that the governing body can require a governing body member who is the subject of an investigation to take leave of absence until the investigation is complete and the matter has been concluded. If the Chair believes that this is NOT necessary, the governing body should be advised of the reason(s).

A Notifiable Event (NE) should be submitted to the **SHR** providing details of the allegation/complaint and the process by which it is to be investigated.

Investigation Under Route B (section 7 of Protocol)

Under Route B, the investigation may be either internal or independent, but complaints involving the Chair or any other office-bearer should always be investigated independently.

For either, a brief should be prepared, and a template for this purpose is included at [Appendix F](#).

• Internal Investigation

Internal investigations will only be appropriate in very limited circumstances. Exceptionally, if an RSL is considering carrying out an internal investigation, it must satisfy itself that all of the following apply:

- the investigation cannot give rise to any conflict of interest (present or future) given the working relationship that exists between governing body members;
- there is no potential for future working relationships to be compromised by an internal investigation being undertaken;
- the concern or complaint relates to a straightforward matter;

- the investigation is unlikely to be extensive;
- all of the required specialist skills are available in-house.

If undertaking an internal investigation, an investigating officer(s) should be appointed. This must be someone who has no knowledge of the matter to be investigated and who does not normally work closely with the governing body member(s) concerned. Please note that the investigating officer should not be a staff member because they would in effect be investigating their employer, which would represent a conflict of interests. For these reasons, in most cases an independent investigation is more appropriate under Route B.

- **Independent Investigation**

An independent investigator should be appointed. The brief should be issued and responses invited. Your solicitors, internal auditors, other external advisers and other RSLs may be able to suggest suitable people to approach.

An alternative might be to consider whether it would be appropriate to ask someone from another RSL to undertake the investigation. The same considerations listed above in respect of an internal investigation would, of course, apply. There are likely to be additional considerations around reputational impact when considering this possibility.

The Brief should be issued to those selected as being suitable and responses invited. It is not always necessary to seek proposals from more than one source. Often, it will be appropriate to check availability with potential investigators and to issue the brief to those who have indicated their ability to respond within the proposed timescale.

Keeping Everyone Informed

It is important to remember that the conduct of an investigation is likely to be unsettling and potentially stressful for those involved. Care should be taken to ensure that those who are the subject of an investigation are kept informed about its progress. Responsibility for doing this should be identified at the outset of the process. Any delay or change to the process should be communicated swiftly to everyone affected.

Considering the Investigation Report (section 8 of Protocol)

The draft report should be considered by the governing body members responsible for overseeing the investigation. Once they are satisfied that the report meets the terms of the Brief and contains all of the information necessary for the issue to be considered, a governing body meeting should be called. Care should be taken to identify and manage any potential conflicts of interest on the part of other members of the governing body.

The Chair should decide whether or not the report should be issued in advance to the governing body and whether the governing body member concerned should be given access to the report. Individual circumstances will determine the most appropriate approach.

The Investigator will normally be invited to present the report at the meeting and to answer questions but should then leave to enable the governing body to consider the findings, their decision and the proposed response.

Determining Appropriate Response (section 9 of the Protocol)

Although the investigation is intended to establish whether there is sufficient evidence to conclude whether or not a breach of the Code of Conduct has occurred, it is the governing body's responsibility to determine if a breach has actually been committed. It is also the governing body's responsibility to determine how serious a confirmed breach is and what is an appropriate response.

In reaching a decision about the seriousness of a breach, the governing body should take account of its consequences (actual and potential; internal and external). The governing body must exercise good governance and must act in the best interests of the organisation. The response must always be proportionate: not unduly severe but, equally, not capable of being interpreted as overlooking or brushing aside unacceptable conduct. Whilst it is right that mitigating factors should be considered, care should be taken to ensure that decision-making is not unduly influenced by loyalty.

The response will depend on the specifics of the issue but the options can include:

- Request to make an apology: in this case, the governing body should be provided with confirmation that an apology, in appropriate terms, has been given / made
- Requirement to undertake training: the governing body should be informed of the completion of the required training
- Formal censure: the letter stating the outcome of the investigation should include the censure (e.g. "The Board is very disappointed that **XXX** and expects you to ensure that this does not occur again. In the event of any further breaches occurring during the remainder of your term on the Board, we may ask you to resign")
- Request to resign from an office-bearing or representative role
- Request to resign from the governing body
- Removal from the governing body

The decision of the governing body should be communicated to the governing body member as soon after the meeting as possible. It may be appropriate for the Chair to contact the governing body member to provide an initial indication before the formal written decision is issued.

It is possible for an interim meeting to be held, which the governing body member who has breached the Code is invited to attend to respond to the conclusion, before the governing body determines its final response. This is likely to be particularly appropriate if the governing body is minded to seek to remove the governing body member.

If the governing body intends to seek to remove one of its members because of a breach of the Code of Conduct, a special meeting must be called for that specific and sole purpose (Rule 44.5). The process for calling a special meeting is set out at Rule 55.

Appendix F: Template Letter to Inform Governing Body Member of an Investigation

This template should be customised to reflect the particular circumstances. Ideally, the governing body member should first be made aware of the issue by the Chair (e.g. by telephone) and the letter is to confirm and formalise the process. It would be appropriate to make reference to the terms of any such phone call e.g. be referring to agreement to take leave of absence and not to discuss the matter.

Dear

Allegation of a Breach of the Code of Conduct

I write to inform you of the Board's intention to commission an independent investigation into an alleged breach of the Code of Conduct.

The Board has been made aware that it has been alleged that you [insert details].

This allegation must be independently investigated. The Board is aiming to conclude the matter by [insert target completion date]. Until the outcome of the investigation is confirmed, it is expected that you will take leave of absence from the Board and you should not discuss the matter with anyone other than the Investigator.

Your e-mail address [or other contact details] will be provided to the Investigator so that they can contact you. I will confirm the appointment of the Investigator as soon as possible. I know that you will co-operate fully with the investigation.

The Board is being informed today of the allegation and your leave of absence, as is the SHR.

Your sincerely

Chair

Appendix G: Brief for the Conduct of an Independent Investigation

Allegation of a Breach of the Code of Conduct Brief for the Conduct of an [Independent] Investigation

Background: [insert details of the concern / allegation or complaint – the written description referred to in the MP]

The Board member has been informed of the allegation and has taken leave of absence. The SHR has been notified.

Purpose and Scope of the Investigation: To investigate an allegation that [specific allegation e.g. breach of confidentiality; unacceptable behaviour] and to report to the Board on the findings and conclusions. The investigation should establish the facts of the allegation, determine whether or not the allegation is substantiated and determine whether or not a breach of the Code of Conduct may have occurred. The investigation should report on whatever facts and circumstances are relevant to the allegation and should identify the conclusions reached.

Conduct of the Investigation: The investigation should be conducted by means of [e.g. a desk-top review of relevant documents and interviews with relevant people (who should be defined)]. All interviews will be conducted by [e.g. in-person meetings, phone or video-conferencing] and the report will be presented to the Board [e.g. date of the meeting or virtually]. Liaison with Craigdale and its representatives will be via [insert details e.g. telephone, other virtual means, meetings].

Two members of Craigdale's Board (including the Chair) will oversee the conduct of the Investigation; they will be supported by the Senior Corporate Services Officer, who will be the primary point of contact for the Investigator.

The Investigator will have full access to all relevant documents and XHA will assist with administrative arrangements relating to the conduct of the investigation.

Timescale: [Specify, including dates by which any drafts are required and taking account of Craigdale's 'normal' expectation that investigations should be concluded within six weeks]

For Independent Investigations Only

A suitably experienced person is required to undertake an investigation in accordance with this Brief. Proposals should be submitted which outline your experience of similar assignments, your availability and capacity to meet the required timescale and your anticipated fee. Details of potential referees should also be provided (Craigdale will inform you before approaching any referee)

Please submit your proposal to [insert details] by [specify]

5. Board Member Privacy Notice

(How we use your personal information)

This notice explains what information we collect, when we collect it and how we use this. During the course of our activities, we will process personal data (which may be held on paper, electronically, or otherwise) about you and we recognise the need to treat it in an appropriate and lawful manner. The purpose of this notice is to make you aware of how we will process your personal data

Board Member Privacy Notice

Craigdale Housing Association takes the issue of security and data protection very seriously, including compliance with UK data protection legislation, including the UK General Data Protection Regulation, the Data Protection Act 2018 and the Privacy and Electronic Communications Regulations.

This Privacy Notice applies to applicants, board members and previous board members.

Who are we?

Craigdale Housing Association, registered as:
a Scottish Charity (Scottish Charity Number SCO31879),
a registered society under the Co-operative and Community Benefit Societies Act 2014 with Registered Number 2296 RS
Registered with the Scottish Housing Regulator, Number HCB 95
a Property Factor, Registered Number PF000223

and having our Registered Office at: **83-85 Dougrie Road, Castlemilk, Glasgow, G45 9NS**

We are notified as a Data Controller with the Information Commissioner's Office under registration number Z5480995 and we are the data controller of any personal data that you provide to us.

What information do we collect?

We collect the following information from you, both from information you have supplied through membership of the Association forms or any other instance where you have provided us with your personal information. We do not routinely receive any additional information from third parties. We may collect the following:

- Name
- Address
- Telephone Numbers
- E-mail address
- Date of birth
- National Insurance number
- Protected characteristics as defined by the Equality Act 2010, including age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation
- Qualifications
- Medical information
- Employment details

- Membership of professional organisations
- Membership of other voluntary organisations
- Next of Kin or emergency contact details
- Bank and credit union details
- Signature
- Disclosure Scotland checks
- Copy of drivers licence and car insurance details
- Recruitment information (including application form, references and other information included as part of the application process)
- Accidents in the office
- Any conflict of interest issues
- Annual signed Code of Conduct
- Positions with public responsibilities
- Legal & financial declarations
- Memberships and directorships held, together with duration
- Skills appraisals, learning and development records
- Attendance at Board and Committee meetings
- Photographs
- Video and audio for communications

We may collect and use the above information and personal data for:

- Administration duties
- Payment of any out-of-pocket expenses
- Recruitment and selection
- Appraisal, training and development
- Membership of professional bodies
- Health, safety and wellbeing
- Compliance with Code of Conduct, Standing Orders and Association Rules
- Equality monitoring
- Regulatory reporting

Who might my data be shared with, or seen by?

We may disclose your personal data to any of our employees, officers, contractors, insurers, professional advisors, agents, suppliers or subcontractors and healthcare providers insofar as reasonably necessary, and in accordance with data protection legislation.

We may also disclose your personal data:

- with your consent;
- to the extent that we are required to do so by law;
- to complete a regulatory return
- to protect the rights, property and safety of us, our customers, users of our websites and other persons;
- in connection with any ongoing or prospective legal proceedings;
- If we are investigating a complaint, information may be disclosed to solicitors, independent investigators such as auditors, the Scottish Housing Regulator and other regulatory body involved in any complaint, whether investigating the complaint or otherwise;
- to the purchaser (or prospective purchaser) of any business or asset that we are (or are contemplating) selling;
- to another organisation if we enter into a joint venture or merge with another organisations.

What are the legal bases for us processing your personal data?

We will only process your personal data on one or more of the following legal bases:

- contract
- consent
- our legitimate interests, including maintenance of the Disaster Recovery plan
- vital interests
- public interest / official authority
- legal obligation

Processing special category personal data

Special categories of personal data means information about your racial or ethnic origin; political opinions; religious or philosophical beliefs; trade union membership; health; sex life or sexual orientation; criminal convictions, offences, or alleged offences; genetic data; or biometric data for the purposes of uniquely identifying you.

The "special categories" of sensitive personal information referred to above require higher levels of protection. We need to meet additional legal requirements for collecting, storing, and using this type of personal information.

Where do we keep your data?

Your information will only be stored within the United Kingdom, except where international transfers are authorised by law.

How do we keep your data safe?

When you give us information, we take steps to make sure that your personal information is kept secure and safe. All data is held in accordance with Craigdale Housing Association's policies and procedures. Our systems are password protected and all electronic data is stored securely. All paper files are kept in locked cabinets.

How long do we keep your data?

We review our data retention periods regularly and will only hold your personal data for as long as is necessary for the relevant activity, or as required by law, as recorded in our Data Retention Policy and Schedule.

Your rights

You have the right at any time to request to exercise your data subjects' rights in relation to the following:

- the right to be informed
- the right to access

- the right to rectification
- the right to object to processing
- rights in relation to automated decision making and profiling
- the right to be forgotten
- the right to data portability
- the right to restrict processing

Any questions relating to this notice and our privacy practices should be directed, in the first instance, to dataprotection@craigdaleha.co.uk or by telephoning 0141 634 6473.

Alternatively, you can contact our Data Protection Officer, who is provided by RGDP LLP and can be contacted either on 0131 222 3239 or info@rgdp.co.uk

You also have the right to complain to the Information Commissioner’s Office in relation to our use of your information. The Information Commissioner’s contact details are noted below:

Telephone: 0303 123 1113
 Online: [Make a complaint | ICO](#)

The accuracy of your information is important to us - please help us keep our records updated by informing us of any changes to your email address and other contact details.

Acknowledgement of receiving and reading this notice

I _____ [print name]

confirm that I have read and understood the contents of this Board Privacy Notice.

Signed:	
Date:	

6. Extract from Approved Model Rules

Eligibility for the Board

- 43.1 A person will not be eligible to be a Board Member and cannot be appointed or elected as such if:
- 43.1.1 he/she is an undischarged bankrupt, has granted a trust deed which has not been discharged or is in a current Debt Payment Plan under the Debt Arrangement Scheme (in terms of the Debt Arrangement Scheme (Scotland) Regulations 2011); or
 - 43.1.2 he/she has been convicted of an offence involving dishonesty which is not spent by virtue of the Rehabilitation of Offenders Act 1974 or an offence under the Charities and Trustee Investment (Scotland) Act 2005; or
 - 43.1.3 he/she is a party to any legal proceedings in any Court of Law by or against the Association; or
 - 43.1.4 he/she is or will be unable to attend the Board Meetings for a period of 12 months; or
 - 43.1.5 he/she has been removed from the Board of another registered social landlord within the previous five years; or
 - 43.1.6 he/she has resigned from the Board in the previous five years in circumstances where the resignation was submitted after the date of his/her receipt of notice of a special Board meeting convened to consider a resolution for his/her removal from the Board in terms of Rule 44.5; or
 - 43.1.7 he/she has been removed from the Board in terms of Rules 44.4 or 44.5 within the previous five years; or
 - 43.1.8 he/she has been removed, disqualified or suspended from a position of management or control of a charity under the provisions of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990 or the Charities and Trustee Investment (Scotland) Act 2005; or
 - 43.1.9 he/she has been removed from the office of charity trustee or trustee for a charity by an order made by the Charity Commissioners for England and Wales or by Her Majesty's High Court of Justice in England on the grounds of any misconduct in the administration of the charity for which he/she were responsible or to which he/she were privy, or which his/her conduct contributed to or facilitated; or

- 43.1.10 a disqualification order or disqualification undertaking has been made against that person under the Company Directors Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002 (which relate to the power of a Court to prevent someone from being a director, liquidator or administrator of a company or a receiver or manager of company property or being involved in the promotion, formation or management of a company); or
 - 43.1.11 his/her nomination for election to the Board has been rejected in accordance with Rule 40.3 during the period between the return of the completed nomination form and the commencement of the relevant Annual General Meeting; or
 - 43.1.12 he/she is the spouse, partner, child (including adopted child or step child), parent, parent-in-law, grandparent, grandchild or sibling of a Board Member or of a governing body member of any other organisation in the Group.
- 43.2 A person cannot be re-elected as a Board Member if the Board is not satisfied under Rule 37.6 of the individual's continued effectiveness as a Board Member. In these circumstances the Board must not allow the individual to stand for re-election
- 44 A Board Member will cease to be a Board Member if:
- 44.1 he/she resigns his/her position as a Board Member in writing; or
 - 44.2 he/she ceases to be a Member unless he/she is a co-optee in terms of Rule 42.1 or an appointee of The Scottish Housing Regulator; or
 - 44.3 he/she misses four Management Board meetings in a row without special leave of absence previously being granted by the Board either at his/her request or by exercise of the Board's discretion; or
 - 44.4 the majority of Members voting at a general meeting decide this. (The Members at the meeting may then elect someone to take his/her place. If a replacement is not elected at the meeting, the Board may appoint a Board Member in terms of Rule 41); or.
 - 44.5 the majority of those remaining Board Members present and voting at a special meeting of the Board convened for the purpose decide to remove him/her as a Board Member. The resolution to remove him/her as a Board Member must relate to one of the following issues:
 - 44.5.1 failure to perform to the published standards laid down by the Scottish Federation of Housing Associations and/or The Scottish Housing Regulator adopted and operated by the Association;
 - 44.5.2 failure to sign or failure to comply with the Association's Code of Conduct for Board Members; or

- 44.5.3 a breach of the Association's Rules, standing orders or other policy requirements;
- 44.6 he/she becomes ineligible as a Board Member in terms of Rule 43; or
- 44.7 he/she is a co-optee or was appointed to fill a casual vacancy and whose period of office is ended in accordance with Rules 39.1 or 42.1; or
- 44.8 he/she is a Board Member retiring in accordance with Rule 39.1.
- 44.9 he/she was a representative of an organisation and that organisation has withdrawn its authority from that person in accordance with Rule 12.3.

7. Declaration of Interest (2024/25)

Under the Association's Declaration of Interests Policy, Board Members must declare any personal or other external interests that may;

- come into conflict with the business of the Association and/or
- influence their decisions regarding the Association's business
- compromise their position as a Board Member

The Association's Rules require that this is done on an annual basis. Please answer the following questions as fully as possible. If you have any doubt about any of your responses, please refer to the guidance notes attached or talk to the Chief Executive Officer or Corporate Manager.

Personal Interest

Do you have:	YES	NO
A close connection to an employee or former employee of the Association?		
A close connection with another Board Member or former Board Member of the Association?		

Are you, or any person listed in the Section 2 of the attached Guidance Notes:	YES	NO
A tenant of Craigdale Housing Association?		
On the Association's waiting list for housing/re-housing?		
Reside in a property factored by the Association?		
Receiving any other services from the Association?		
A member or director of any other voluntary or community organisations that are active in the Association areas of operation?		
Doing paid or voluntary work with any organisation that does, or is likely to do, business with the Association?		
Involved with any organisation that may seek to do business with the Association or may seek services and/or funding and/or support from the Association? (note 1)		
An elected member of Glasgow City Council or on the Committee/ Board of another registered social landlord?		
A member of any political, campaigning or other organisations/groups whose interests and/or activities that may conflict with those of the Association?		
Involved in any unresolved disputes and/or legal action with the Association?		
Involved with any organisations which the Association may seek funding or other forms of financial support (note 2)		

If you have answered YES to any of the questions, please provide a brief description/statement on each declared interest. Please include details such as;

- who the interest applies to (e.g. yourself, other)
- if other, the relationship to you
- the company/organisation the interest involves
- the nature of involvement (e.g. member of the board, employed by the company etc)
- if the interest is current or, if not when it ended

Details of Interest:

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Register of Interests

Please note that the Association is required to maintain a Register of Declared Interests and that this will be made publicly available on the Association’s website and newsletters and from the office upon request.

If there is any reason why any of the information you have given in this Declaration of Interests should be regarded as confidential, please give details.

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I confirm that;

- I have read the guidance notes on completing the Declaration of Interest
- To the best of my knowledge the information given is accurate
- I will update my declaration if there any changes or additions to the interest I have declared
- I will immediately inform the Chair or Chief Executive Officer if I purchase any good or services from any supplier/contractor on the Association’s approved list.
- I will immediately advise if I receive any gifts or hospitality that need to be declared under the Association’s policies

Signed:	
Name (print):	
Date:	

GUIDANCE ON DECLARING & MANAGING PERSONAL INTEREST

Notes:

Note 1: Involvement includes;

- any financial or business interest
- full or part ownership of a company
- directorship or senior manager of a company
- ownership or control of more than 2% share in a company

Note 2: Does not include where the involvement is as a customer for example where you have an account with a bank or mortgage with a lender

1. Examples of interests that must be declared

The following are examples of the kind of interest that you must declare.

Please note that this list is not exhaustive, and there may be other interests that you should also declare.

Tenancy of a property (by you or someone to whom you are closely connected) of which we are the landlord.

- Occupancy or ownership of a property (by you or someone to whom you are closely connected) which is factored or receives property related services from us.
- Receipt of care or support services from us.
- Membership of a community or other voluntary organisation that is active in the area(s) we serve.
- Voluntary work with another RSL or with an organisation that does, or is likely to do, business with us.
- Membership of the governing body of another RSL.
- Being an elected member of any local authority where we are active.
- If you purchase goods or services from us.
- If you purchase goods or services from one of our approved contractors or Framework Agreement partners.
- Significant shareholding in a company that we do business with.
- Membership of a political, campaigning or other body whose interests and/or activities may affect our work or activities.
- Ownership of land or property in our areas of operation excluding for the purpose of your own residential use (i.e. there is no requirement for you to declare any house in which you currently live).
- Unresolved dispute relating to the provision of services in connection with a tenancy or occupancy agreement or a contractual dispute over the provision of goods or services with us.

If you are not sure whether a certain matter needs to be declared, you should speak to the Chair or Chief Executive Officer. If doubt remains, the advice would always be to declare the matter.

You should note that in some circumstances, declaration of an interest may not be sufficient, and that it may be necessary for the organisation to take additional measures to deal satisfactorily

with the situation so as to protect the probity and reputations of both yourself and the organisation.

2. Definition of 'close connection'

Someone 'closely connected' to you includes family members and persons who might reasonably be regarded as similar to family members even where there is no relationship by birth or in law.

The following table outlines those who you should consider when declaring interests:

Group 1 Members of your household	Group 2 People closely associated with you	Group 3 Others you need to consider
Anyone who normally lives as part of your household, whether they are related to you or not, including spouses/partners who work away from home and sons and daughters who are studying away from home.	Parents, parents-in-law and their partners. Sons and daughters; stepsons and stepdaughters and their partners. Brothers and sisters and their partners. A partner's parent, child, brother or sister. Grandparents, grandchildren and their partners. Someone who is dependent on you or whom you are dependent on. Close friends.	Other relatives (e.g. uncles, aunts, nieces, nephews & their partners). Other friends (e.g. someone you are acquainted with socially, neighbours, business contacts/ associates).

If you become aware of any action or involvement relating to **anyone** in the table then you should declare and manage this as soon as possible.

However, we recognise that you will not always be closely acquainted with or in regular contact with all of the people listed and we do not expect you to go to unreasonable lengths to identify actions or involvement that are covered by this policy.

Please note, we do expect you to be familiar with the actions of members of your household (Group 1) and of any other people listed in the table above with whom you are closely associated and/or in regular contact and you must take steps to identify, declare and manage these.

You are not expected to be aware of the actions of people in groups 2 and 3 that you do not have a close association and/or regular contact with. We do not expect you to research into the employment, business interests and other activities of all persons with whom you are closely connected.

In relation to 2.3 – 2.6 above, when considering your actions you should do so from the point of view of a reasonable and objective observer.

3.0 Keeping the Register Up to Date

You must keep your entry in the Register of Interests up to date, add any new interests as soon as they arise, and amend existing interests as soon as any change takes effect.

A situation may arise where you are invited to be present at a meeting where a matter in which you have a personal (or a personal business or financial) interest is discussed.

In such cases you must inform the meeting chair at the start of the meeting, or as soon as you become aware that this is the case.

You would then be required to leave the meeting for the duration of the particular item.

If in any doubt, you should ask the meeting chair or another senior person present for guidance. This applies to both internal and external meetings that you attend as a member of our Governing Body.

Board, Staff, Contractors & Suppliers List

Board Member	Staff Member
Des Phee, Chairperson	Linda Chelton, Chief Executive Officer
Louise Bacon, Vice Chair	Frances Cunningham, Corporate Manager
Stephen Baxter, Secretary	Lisa Campbell, Senior Housing Officer
Claire Taylor, Treasurer	Angela Hughes, Housing Officer
Christine McCormack	Daniel Murray, Housing Officer
Morag Cameron	Jaclyn McMahon, Assistant Housing Officer
Hilary Tennant	Vacant, Housing Assistant
Kevin Boyle	Allana Hammell, Corporate Assistant
Stephen Kelly	Linda Burns, Receptionist
Lucy Madigan	Vacant, Receptionist

Auditors	
Chiene Tait (CT) - External	Wylie Bisset – Internal

Legal Services	
Brechin Tindal Oatts	Mellicks Solicitors

Contractors & Suppliers	Contractors & Suppliers	Contractors & Suppliers	Contractors & Suppliers
David Mitchell Plastering & Building Ltd	EVH Ltd	Mellicks	Rowan Consultancy
Allpay Ltd	FMD Financial Services Ltd	MSI Scotland	RSM
A1 Fire Protection Engineers Ltd	Fair Deal	Mears Ltd	Rutherglen Landscapes
ACAS	Francotype Postalia	Mast	Shred-It Ltd
Atkinson Partnership	Glasgow City Council	Ian McDonald Flooring	Scottish Federation Of Housing Association
Adaptocare Ltd	GHA	Cacallum Training	Southern Coaches (Nm) Ltd
A Jamieson Builder	Arthur J Gallagher	Mcghees Marquees	SOS Office Supplies
AKS Disabled Adaptation Specialist	Gateway Media	MCN (Scotland) Ltd	SPSO
ACS Physical Risk Control	Gift Voucher Shop Uk	M & D Leisure	Scottish Housing Network
	Glasgow Wood Recycling	James Mearchent & Sons	Scot Industrial Produces
Alpaca Global Solutions	Glasgo Cabs	Magnus Electrical Services Ltd	
Andrew Deptford	Glenerrol Ltd	Mila Hardware	
Ardenglen Housing Association	Gold Consultancy	Mitie	Shirley Otto
Asbestos Building Surveys	Graham Harper	Martec Engineering Ltd	Orbis Property Protection Ltd
ASHomes	Graham Sibbald Llp	MPC Embroidery Ltd	Sage
Azets	GWSF	W Munro (Rehab) Ltd	Saltire Facilities Management
Bield Response 24	HM Revenue & Customs		Scottish Business Resilience Centre
Brechin Tindal Oatts Solicitors	Housing Partners	NCS Office Systems (Scotland) Ltd	Scottish Power
Bromac Ltd	Hillhead Housing Association	Nuture Landscape Ltd	Scotty Tours
Birgisdale Complex Scio	H2o Legionella Control Services	North View Housing Association	Scientifics Ltd

Contractors & Suppliers	Contractors & Suppliers	Contractors & Suppliers	Contractors & Suppliers
BIP Solutions	Handicare	Newsquest	Scottish Government
Bruach Design And Consultancy	Highlander Recycling	NOTA	Scotia Plumbing & Heating
BR Electrical Maintenance	Holetek	NBM	SDM
Business Success Partnership	Housing Online	Network Private Hire	Select Blinds
Chubb Electronic Security Ltd	Housing H&S Compliance Uk Ltd	Optimum Compliance	Silver Fox Coaches Ltd
Caley Office Group	Housing Regeneration Consultants	Office Care Scotland	Share
Contact Publicity	Remarkable	Opus Energy	Shelter
Cordia	IT Care Ltd	Orbis	Carillion Property Services
Cassiltoun Housing Association	Indigo House	Orr Decorators	J&E Shepherd Chartered Surveyors
Caledonian Maintenance Services Ltd	Ideal Outcomes	The Print Broker (Scotland) Ltd	Sid Asset Management
City Technical Services Ltd	Investors In People	Paterson Safety Anchor Ltd	Slaters
City Pest Solutions Ltd	IQA Utilities Ltd	Pension Trust	Sodexo Prestige
CRD Property Renovations & Reinstatements Ltd	Initial Hygiene	Pestguard Services	Southside Housing Association
Cd Consultancy	Integral	Phoenix Surveys Ltd	SDA Facilities Management
Lanes Group Ltd		Podium Online	Spie Scotshield
CDM Scotland Ltd	John Mclaughlin	Polley Solutions	St. Andrew's First Aid
Centurion Signs	JMP	Prestige Venue & Events	Stephen McAuley Joiners
City Gate Construction (Scotland) Ltd	John Campbell	Positive Action In Housing	TPAS Scotland
Castlemilk Parish Church	John Doherty Gas & Heating	Pestguard Services	Tis Scotland
Chartered Institute Of Housing	Jordan Electrical Contractors Ltd	PJ Steelcraft	Total Hygiene
City Building (Contracts) Llp	Jones Lang Lasalle Ltd	Posturite Ltd	Tree Of Knowledge
Closomat	John Mccready	PPL	TC Young
Community Links	Nuture	PRS For Music	Tenants Payments
Community Resourcing	John Masson	Quinn Internal Audit	Tenants Hub
Crown Decorating Centre	Konica Minolta	Quality Scotland	Thenue Communities
Culture & Sport	KD Media	Q Hotel	Total Merchandise
Design Engineering Workshop	Kiswebs	Quigley Electrical Contractor	TPT Retirement Solutions Ltd
Da Gilmour	KLD contracts Ltd	Royal Mail Group Ltd	Training 95
Dalkia Scotshield	Lyreco UK Ltd	Research Resource	TR Aitchison & Co.
DAMM	Linn Park Equestrian Centre	Resource Telecom	UC Advice And Advocacy
Dampness & Rot	Laidlaw Scott	Rainbow International	University Of Stirling
Dickson Hardware Store		RGDP	Upkeep Shettleston Community Enterprise Ltd
Document Data Group	Laser Clean Scotland	Robertson Acom Ltd	Whitestar Luxury Travel
Dollywood Foundation UK	L & D Services	Recognition Express	Wylie & Bisset
Dundee Press Agency	The Lens	Really Delicious	Wilson Decorators
E-News Now Ltd	Lindo1	Reidwire Ltd	Wallboss
Energy Action Scotland	M2 Technical Services Ltd	Retrofit Associates	Zurich
ERMG	Mainbridge Ltd	Ross Quality Control	