



# Maryhill Housing

## Model Code of Conduct for Governing Body Members



## Introduction

*There are references throughout this Code of Conduct (the Code) to 'you' and 'your' which means the member of the Governing Body of Maryhill Housing who has signed this Code. References to 'we', 'us' and 'our' mean Maryhill Housing.*

- 1.1 Maryhill Housing attaches 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.
- 1.2 This Code of Conduct sets out the requirements and expectations which are attached to your role as a member of the Governing Body of Maryhill Housing. You have a personal responsibility to uphold the requirements of this Code. You cannot be a member of the Governing Body if you do not agree to adopt this Code of Conduct. To confirm that you understand its requirements and accept its terms, you must review and sign this Code annually.
- 1.3 As a Registered Social Landlord (RSL), Maryhill Housing is required to adopt and comply with an appropriate Code of Conduct – this Code is the Model produced by the SFHA. Maryhill Housing places great importance on its duty to conduct its affairs with honesty and integrity.
- 1.4 This Code of Conduct is an important part of our governance arrangements. Members of the Governing Body are responsible for ensuring that they are familiar with the terms of this Code and that they always act in accordance with its requirements and expectations. Governing Body Members must always ensure their actions accord with the legal duties of the Association and with regulatory guidance. You must also ensure you are familiar with the policies which are linked to this code such as our policy on Payments and Benefits.
- 1.5 If a member of the Governing Body appears to have breached any part of this Code, the matter will be investigated in accordance with the protocol set out at (Appendix 1). A breach of this Code may result in action being taken by the Governing Body to remove the member(s) involved.

## Who the Code applies to

- 2.1 This Code of Conduct applies to all elected, appointed and co-opted members of the Governing Body of Maryhill Housing and its sub-committees, as well as Maryhill Communities Limited.

## How the Code is structured

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

3.2 Each principle is described, as it applies to the activities of a RSL and its Governing Body Members, and supporting guidance is offered for each to provide more explanation of the Code's requirements. The guidance is not exhaustive and it should be remembered that Governing Body Members and RSLs are responsible for ensuring that their conduct at all times meets the high standards that the RSL sector is recognised for upholding.

## The Principles

4.1 The seven principles and what they mean for the purposes of this Code are:

**A. Selflessness:** you must act in the best interests of Maryhill Housing at all times and must take decisions that support and promote our strategic plan, aims and objectives. Members of the Governing Body should not promote the interests of a particular group or body of opinion to the exclusion of others.

**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.

**C. Honesty:** you must ensure that you act in the best interests of Maryhill Housing and that all activities are transparent and accountable.

**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.

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

**F. Accountability:** you must take responsibility for and be able to explain your actions and demonstrate that your contribution to the governance of Maryhill Housing is effective.

**G. Leadership:** you must uphold our principles and commitment to delivering good outcomes for tenants and other service users and lead Maryhill Housing by example.

4.2 In all of your activities as a Governing Body Member of Maryhill Housing, you are expected to uphold and be seen to uphold these principles and demonstrate commitment to them.

**A. Selflessness:** You must act in the best interests of Maryhill Housing at all times and must take decisions that support and promote our strategic plan, aims and objectives. Members of the Governing Body should not promote the interests of a particular group or body of opinion to the exclusion of others.

A.1 You must always uphold and promote the aims, objectives and values of Maryhill Housing and act to ensure their successful achievement.

A.2 You should exercise the authority that comes with your role as a Governing Body member responsibly and not seek to use your influence inappropriately or for personal gain or advantage.

A.3 You must accept responsibility for all decisions properly reached by the Governing Body (or a sub-committee or working group with appropriately delegated responsibility) and support them at all times, even if you did not agree with the decision when it was made.

A.4 If you are unable to support in public a decision that has been properly reached by the Governing Body, you should resign.

A.5 You must consider the views of others and be tolerant of differences.

A.6 You must not seek to use your position to influence decisions that are the responsibility of staff (e.g. granting a tenancy, ordering a repair, awarding a contract).

A.7 You must not seek to use your influence for the benefit of yourself or your business interests, or the benefit of someone to whom you are closely connected 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 You should exercise reasonable skill and care in the conduct of your duties.

B.2 You should avoid any situation that could give rise to suspicion or suggest improper conduct.

B.3 You must declare any personal interest(s) and meet the requirements of this Code for managing any such interest(s).

B.4 You must observe the requirements of our policy on payments and benefits.

B.5 You must not accept any offers of gifts or hospitality which might create – or be capable of creating – an impression of impropriety or influence, or which breach any of the other terms of our policy on payments and benefits.

B.6 You must ensure that you are informed about the views, needs and demands of tenants and service users and that your decisions are informed by this understanding.

B.7 You must ensure that Maryhill Housing is open about the way in which it conducts its affairs and positive about how it responds to requests for information.

B.8 You must 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 Maryhill Housing and that all activities are transparent and accountable.

C.1 You should always act in good faith when undertaking your responsibilities as a Member of Maryhill Housing's Governing Body.

C.2 You should use your skills, knowledge and judgement effectively to support Maryhill Housing's activities.

C.3 You should ensure that decisions are always taken and recorded in accordance with Maryhill Housing's Rules and procedures.

C.4 You must ensure that Maryhill Housing has an effective policy and procedures to enable, encourage and support any staff or Governing Body member to report any concerns they have about possible fraud, corruption or other wrongdoing.<sup>1</sup>

C.5 You must report any concerns or suspicions about possible fraud, corruption or other wrongdoing to the appropriate senior person within Maryhill Housing in accordance with our whistleblowing policy.

C.6 You must not misuse, or contribute to or condone the misuse of Maryhill Housing's resources and must comply with Maryhill Housing's policies and procedures regarding the use of its funds and resources.<sup>2</sup>

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<sup>1</sup> 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.

<sup>2</sup> 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 You must ensure that the decisions that you take are consistent with Maryhill Housing's aims and objectives and with the relevant legal and regulatory requirements (including those of SHR, OSCR, FCA and the Care Inspectorate).

D.2 You must prepare effectively for meetings and ensure you have access to all necessary information to enable you to make well-informed decisions.

D.3 You must monitor performance carefully to ensure that Maryhill Housing's purpose and objectives are achieved, and take timely and effective action to identify and address any weaknesses or failures.

D.4 You should use your skills, knowledge and experience to review information critically and always take decisions in the best interests of Maryhill Housing, its tenants and service users.

D.5 You should ensure that the Governing Body seeks and takes account of additional information and external/independent advice where necessary and/or appropriate.

D.6 You should 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 Maryhill Housing

D.7 You should contribute to the identification of training needs, keep your housing and related knowledge up to date, and participate in training that is organised or supported by Maryhill Housing.

**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 You must always treat your Governing Body colleagues and Maryhill Housing's staff and their opinions with respect.

E.2 You must always conduct yourself in a courteous and professional manner; you must not, by your actions or behaviour, cause distress, alarm or offence.

E.3 You must declare any personal interests in accordance with this Code; in the event that you have a continuing personal interest which conflicts with our activities, values, aims or objectives, you should resign.

E.4 You must ensure that you fulfil your responsibilities as they are set out in the relevant role description; that you maintain relationships that are professional, constructive and that do not conflict with your role as a member of the Governing Body.

E.5 You must uphold our equality and diversity, whistleblowing and acceptable use<sup>3</sup> policies.

E.6 You must respect confidentiality and ensure that you do not disclose information to anyone who is not entitled to receive it, both whilst you are a member of the Governing Body and after you have left.

E.7 You must observe and uphold the legal requirements and our policies in respect of the storage and handling of information, including personal and financial information.

E.8 You must not make inappropriate or improper use of, or otherwise abuse, Maryhill Housing's resources or facilities and must comply with Maryhill Housing's policies and procedures regarding the use of its funds and resources.

E.9 You must not seek or accept benefits, gifts, hospitality or inducements in connection with your role as a member of Maryhill Housing Governing Body, or anything that could reasonably be regarded as likely to influence your judgement. You must not benefit, or be perceived to benefit, inappropriately from your involvement with Maryhill Housing.

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<sup>3</sup> This relates to the use of ICT, social media and networking, facilities etc., and is specific to each individual RSL.

**F. Accountability:** You must take responsibility for and be able to explain your actions, and demonstrate that your contribution to the governance of Maryhill Housing is effective.

F.1 You must observe and uphold the principles and requirements of the SHR's Regulatory Standards of Governance and Financial Management, guidance issued by the SHR and other regulators, and ensure that Maryhill Housing's legal obligations are fulfilled.

F.2 You must ensure that Maryhill Housing has effective systems in place to monitor and report its performance and that corrective action is taken as soon as the need is identified.

F.3 You should contribute positively to the activities of Maryhill Housing by regularly attending and participating constructively in meetings of the Governing Body, its committees and working groups.

F.4 You should always be courteous and polite and behave appropriately when acting on behalf of Maryhill Housing.

F.5 You must participate in and contribute to an annual review of the contribution you have made individually to Maryhill Housing's governance.

F.6 You must ensure that there is an appropriate system in place for the support and appraisal of Maryhill Housing's Senior Officer and that it is implemented effectively.

F.7 You must not speak or comment in public on behalf of Maryhill Housing without specific authority to do so.

F.8 You must co-operate with any investigations or inquiries instructed in connection with this Code.

F.9 You recognise that the Governing Body as a whole is accountable to its tenants and service users, and you reflect this in your actions as an individual.

**G. Leadership:** You must uphold our principles and commitment to delivering good outcomes for tenants and other service users, and lead Maryhill Housing by example.

G.1 You must ensure that Maryhill Housing's strategic aims, objectives and activities deliver good outcomes for tenants and service users. You must ensure that you make an effective contribution to Maryhill Housing's strategic leadership.

G.2 You must ensure that the aims and objectives of Maryhill Housing reflect and are informed by the views of tenants and service users.

G.3 You must always be a positive ambassador for Maryhill Housing.

G.4 You must 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 You must not criticise Maryhill Housing or its actions in public.

G.6 You must not criticise staff in public; any staffing related matters should be discussed privately with the Chair and/or Senior Officer.

G.7 You must not use social media to criticise or make inappropriate comments about Maryhill Housing, its actions or any member of the Governing Body, staff or other partners.

G.8 You must not act in a way that could jeopardise Maryhill Housing's reputation or bring us into disrepute.<sup>4</sup>

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<sup>4</sup> This includes activities on social media, blogs and networking sites.

## Declaring and Managing Personal Interests

- 5.1 Maryhill Housing has a policy on Payments and Benefits which includes our expectations in respect of the management of personal interests, which you are expected to be familiar with and to follow. All declared interests must be recorded in the Register of Interests which is available for public inspection.
- 5.2 Where you have a personal, professional or financial interest in any matter that is relevant to our activities or is being considered (or is likely to be considered) by Maryhill Housing, or you know that someone to whom you are closely connected<sup>5</sup> has such an interest, you must immediately declare it and record it in the Register of Interests. In the first instance you should notify the Association's senior officer.
- 5.3 For the avoidance of doubt, the declaration of an interest does not constitute a breach of the Code but failure to declare it and/or manage it appropriately does.
- 5.4 Where you have a continuing personal interest which conflicts with our activities, values, aims or objectives, you should resign. In identifying and declaring interests, you should be mindful of and declare any connections (whether with a business or a person/people) that a reasonable person might regard as creating an interest or the impression of an interest.
- 5.5 At each and every meeting where the matter in which you have registered an interest is discussed, you must declare the interest and withdraw from the part of the meeting where the discussion takes place. In the event that you inadvertently remain, you should not participate in or seek to influence the discussion or contribute to the decision; if you inadvertently vote, your vote cannot be counted: the Chair is primarily responsible for ensuring that this situation does not arise but all Members of the Governing Body share responsibility for upholding the requirements of this Code.
- 5.6 For the avoidance of doubt, tenant members of the Governing Body are not normally expected to declare their tenancy interest at the start of a meeting or withdraw from discussion at a meeting unless their own tenancy is likely to be affected specifically by the matter being discussed (rather than as part of the general application of a policy).
- 5.7 You must keep your entry in the Register of Interests up to date, add any new

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<sup>5</sup> Someone "closely connected" includes family members e.g. a spouse or partner; parent; parent-in-law; son; daughter; stepson; stepdaughter; partner's child; brother; sister; brother or sister of partner; grandparent; grandchild; uncle; aunt; nephew; niece; the partners of any of these people and any dependents; and anyone on whom the Governing Body member depends.

Please note that this would also include any persons who the Governing Body member has a close association with but has no relation by birth or law. **This would only include those individuals connected to the Governing Body member who, it might reasonably be perceived by the general public, that the member would be prepared to favour or disadvantage in discussions about the individual.** This could refer to anyone with whom the member is in regular contact e.g. a friend, colleague, neighbour, business contact/associate or someone known to the member socially.

Interests as soon as they arise, and amend existing interests as soon as any change takes effect.

5.8 As a general principle, if you are in doubt about whether or not to declare an interest, you should make the declaration. If an interest relates to a member of the group that we are part of, it must also be declared in accordance with this policy. The following are examples of the kind of interest that Members of the Governing Body and staff must declare. Please note that this list is not exhaustive, and there may be other interests that you should also declare. You should also note that making a declaration does not mean that any of the below will be permitted by Name of Organisation:

- ♦ Tenancy of a property (by the Governing Body Member or someone to whom they are closely connected) of which Maryhill Housing is the landlord.
- ♦ Occupancy or ownership of a property (by the Governing Body Member or someone to whom they are closely connected) which is factored or receives property related services from Maryhill Housing.
- ♦ Receipt of care or support services from Maryhill Housing.
- ♦ Ownership or part ownership of a business by the Governing Body Member or someone to whom they are closely connected that Maryhill Housing does business with or may consider doing business with.
- ♦ Membership of a community or other voluntary organisation that is active in the area(s) served by Maryhill Housing.
- ♦ Voluntary work with another RSL or with an organisation that does or is likely to do business with Maryhill Housing.
- ♦ Current or recent (within the last 12 months) employment by another RSL or a business, organisation or body whose activities/interests are relevant to our activities.
- ♦ Membership of the Governing Body of another RSL.
- ♦ Being an elected member of any local authority where Maryhill Housing is active.
- ♦ Purchase of services from Maryhill Housing or a member of the Group.
- ♦ Purchase of goods or services from one of Maryhill Housing's approved contractors or Framework Agreement partners.
- ♦ Significant shareholding in a company that we do business with
- ♦ Membership of a political or campaigning body whose interests and/or activities may affect ours.
- ♦ An application for a tenancy or occupancy of a property owned by Maryhill Housing by the Governing Body Member or someone to whom they are closely connected.
- ♦ Ownership of land or property in the association's area of operation.
- ♦ 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 Maryhill Housing [or any member of the group].

## Breach of this Code

- 6.1 Each member of the Governing Body has a personal and individual responsibility to promote and uphold the requirements of this Code. If any member of the Governing Body believes that they may have breached the Code, or has witnessed or has become aware of a potential breach by another member, they should immediately bring the matter to the attention of the Chair.
- 6.2 Alleged breaches of the Code of Conduct will be dealt with by the Chair, with the support of the Senior Officer where appropriate. Where the allegation of a breach is against the Chair, the Vice-Chair will be responsible for leading the investigation. The procedure for dealing with alleged breaches is described in the accompanying protocol.
- 6.3 Each member of the Governing Body has a duty to co-operate with and contribute to any investigation relating to the Code of Conduct.

## Appendix 1: Protocol for Dealing with a Breach of the Code of Conduct

- 1.1 This protocol sets out the approach that will be taken when a Board member's conduct breaches the Code of Conduct. The three possible approaches are:
  - a) Managing minor conduct issues at internal Board and Committee meetings.
  - b) Informal process for dealing with potential minor breaches.
  - c) Formal process for investigating potential major or repeated breaches.
- 1.2 Allegations of a breach should normally be made to the Chair or, where the complaint relates to the Chair, to another Board member office bearer. In the event that an allegation is made anonymously it will be dealt with as thoroughly as possible, although it is recognised that it may not be possible to conclude any such investigation satisfactorily.
- 1.3 The Chair of the Board has delegated authority, in consultation with the Vice Chair and Chair of Audit & Risk Committee, to instruct, progress and conclude investigations in accordance with this protocol. If the Chair is unavailable, or is the subject of the allegations, this will be delegated to the Vice Chair or Chair of Audit & Risk Committee.

### Managing minor conduct issues at meetings

- 2.1 Minor conduct issues that happen at internal Board or Committee meetings (and that have not happened before) will be managed by the person chairing the meeting. Examples may include the Board member raising their voice, interrupting or otherwise being rude to others in attendance. This will normally be dealt with during the meeting but may also involve a brief discussion between the chair of the meeting and the Board member immediately after the meeting or the following day.
- 2.2 If the behaviour continues or is more serious and disruptive 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. In these cases the informal process for potential minor breaches outlined below should be followed.

### Informal process for potential minor breaches

- 3.1 A minor breach of the Code of Conduct may include:
  - ♦ Repeated or more serious minor issues with conduct at internal meetings.
  - ♦ A single example of inappropriate conduct during any other activity in their role as a Board member.
  - ♦ A single failure to follow the requirements of an approved policy.
  - ♦ Making comments on social media that go against the ICT Acceptable Use Policy.
- 3.2 The details of these types of potential breaches will be recorded in writing and a

copy shared with the Board member within five working days of the incident occurring or of receipt of the complaint. These written details will be drafted by someone unconnected to the incident.

- 3.3 The Chair will then meet with the Board member to discuss the issue of concern. A letter will be sent within five working days of this discussion to confirm the outcome of the matter and any agreed action.
- 3.4 This type of minor issue will not require notification to the Board or to the Scottish Housing Regulator. The Board member will not be required to take a leave of absence while this process is underway.

### Formal process for potential major or repeated breaches

- 4.1 A major breach of the Code of Conduct may include:
- ♦ Repeated minor breaches by the same Board member.
  - ♦ A breach by a Board member office bearer that undermines their responsibilities as an ambassador and leader.
  - ♦ Serious misconduct during any other activity in their role as a Board member.
  - ♦ Repeated or more serious examples of failing to follow the requirements of an approved policy.
  - ♦ Failure to act in the Association's best interests and/or acting in a way that undermines or conflicts with our Corporate Values.
  - ♦ Support for, or participation in, any initiative, activity or campaign which directly or indirectly undermines or prejudices the interests of the Association or those of our customers, or our contractual obligations.
  - ♦ Accepting a bribe or inducement from a third party designed to influence the decisions made by Board.
- 4.2 The Chair will ensure a written statement is prepared that provides a detailed description of the potential breach. This may be based on a written complaint from a third party or may be agreed by the Chair and the person making the complaint, where relevant. A summary of this statement will then be shared with the Board member who is the subject of the allegation. This should take place within five working days of the incident occurring or of receipt of the complaint.
- 4.3 The Chair, in consultation with the Vice Chair and Chair of Audit & Risk Committee, will then instruct an independent investigation. The Chair will recommend a suitable external person to carry out the investigation, and may seek advice from the Association's solicitors to do so. The Chief Executive, Performance & Governance Manager or the Director of Resources may support the Chair to do this.
- 4.4 The potential breach will then be notified to the Board and Scottish Housing Regulator by the Chief Executive within two working days. The Director of Resources (as Company Secretary) will notify the Scottish Housing Regulator about any potential breaches involving the Chief Executive. This notification will be

prepared in consultation with the Chair. The notification will include the proposed arrangements for investigation but will not describe the full detail of the complaint.

- 4.5 For all investigations a written brief will be prepared that sets out the nature of the complaint and of the investigation to be carried out, as well as the timescale for completion and reporting. This brief will always be drafted by someone unconnected to the matter. The brief may refer to any action previously taken that is relevant to the Board member concerned.
- 4.6 The independent investigation will normally be overseen by the Chair and one other Board member office bearer. Investigators will be supported in the conduct of the investigation by a Senior Officer. Investigations should not usually take more than six weeks to conclude.
- 4.7 The Board member who is the subject of the allegation is expected to co-operate with the investigation, but will not be party to any of the discussions relating to the investigation. The Board will grant a leave of absence to a member who is the subject of a complaint while the investigation is carried out.
- 4.8 At the end of the investigation the Chair, Vice Chair and Chair of Audit & Risk Committee will consider the recommendations, before reporting to the Board. The investigator themselves will normally present their report at the next suitable Board meeting. Board members will then consider the report and its recommendations to determine what action should be taken against any individual who is found to have breached the Code of Conduct.
- 4.9 The Board will report a summary of the findings of the investigation and the proposed action to the Board member concerned within five working days of the meeting.
- 4.10 The outcome of any investigation, including the action being taken as a result, will be notified to the Scottish Housing Regulator. The Chief Executive or Performance & Governance Manager will be responsible for this notification unless this involves the Chief Executive, when the Director of Resources will be responsible.

### **Action to Deal with a Breach**

- 5.1 If a breach of the Code of Conduct 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:
  - ♦ an informal discussion with the Board member concerned.
  - ♦ advice and assistance on how his or her conduct can be improved.
  - ♦ the offer of training or other form of support.
  - ♦ a formal censure.
  - ♦ a vote to remove the Member from the Governing Body.

5.2 If the Board proposes to remove a member, following investigation, the member will have the right to address the full Board before the decision is taken at a special meeting called for that purpose, in accordance with Rule (44.5).

## Acceptance

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 the Governing Body of Maryhill Housing. I confirm that I am aware of the restrictions on payments and benefits and 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 Governing Body which could result in my removal.

Signed \_\_\_\_\_

Date \_\_\_\_\_

## Supporting Documentation

### Decision on Informal vs. Formal Process

Indicate the process to be followed:

Informal process

*This may include*

- ♦ *Repeated or more serious minor issues with conduct at internal meetings.*
- ♦ *A single example of inappropriate conduct during any other activity in their role as a Board member.*
- ♦ *A single failure to follow the requirements of an approved policy.*
- ♦ *Making comments on social media that go against the ICT Acceptable Use Policy.*

Formal process

*This may include*

- ♦ *Repeated minor breaches by the same Board member.*
- ♦ *A breach by a Board member office bearer that undermines their responsibilities as an ambassador and leader.*
- ♦ *Serious misconduct during any other activity in their role as a Board member.*
- ♦ *Repeated or more serious examples of failing to follow the requirements of an approved policy.*
- ♦ *Failure to act in the Association's best interests and/or acting in a way that undermines or conflicts with our Corporate Values.*
- ♦ *Support for, or participation in, any initiative, activity or campaign which directly or indirectly undermines or prejudices the interests of the Association or those of our customers, or our contractual obligations.*
- ♦ *Accepting a bribe or inducement from a third party designed to influence the decisions made by Board.*

Reason for this decision:

## Informal Process

*Does not require notification to the Board  
Does not require notification to the Scottish Housing Regulator  
Board member is not required to take a leave of absence while the process is underway*

### Checklist:

- Details of potential breach recorded in writing by someone unconnected.
- Written details shared with the Board member within 5 working days.
- Chair's meeting with the Board member.
- Letter sent out within 5 working days to confirm outcome and any action.

## Formal Process

### Checklist:

- Detailed written statement prepared describing the potential breach.
- Written statement shared with the Board member within 5 working days.
- Board member granted a leave of absence.
- Independent investigation instructed by the Chair in consultation with the Vice Chair and Chair of Audit & Risk Committee.  
*Name of investigator:*
- Board notified by the Chief Executive or Director of Resources (as Company Secretary) within 2 working days – arrangements for investigation but not the detail of the incident.
- Scottish Housing Regulator notified by the Chief Executive or Director of Resources (as Company Secretary).
- Written brief for the investigation prepared by someone unconnected.
- Independent investigation overseen by the Chair and one of the Vice Chair or Chair of Audit & Risk Committee, with support from a senior officer.  
*Name of office bearer:*   
*Name of senior officer:*
- Report provided by independent investigator.
- Report considered by the Chair, Vice Chair and Chair of Audit & Risk Committee.
- Report presented to Board by investigator (where possible). Board decision on action to be taken.
- Summary of the findings and proposed action shared with the Board member within 5 working days of the meeting.
- Scottish Housing Regulator updated by the Chief Executive or Director of Resources (as Company Secretary) on outcome of the investigation and any action being taken.
- Agreed action taken.