

HILLHEAD HOUSING ASSOCIATION 2000

**The next meeting of the Policy Committee will be held on
Wednesday 19 February 2020 at 5.30 pm in the Association's
Offices at 2 Meiklehill Road, Kirkintilloch.**

AGENDA

Item	Details	Action required
1	Apologies	To Note
2	Policy Reviews <ul style="list-style-type: none">• Rent & Service Charge Setting Policy• Anti-Social Behaviour Policy / Equality Impact Assessment• Procurement Policy• Committee Code of Conduct• Committee Succession and Training Plan 2019/20	For approval
4	Any Other Business	

Agenda Item 2

Report

Classification:	Open
To:	Management Committee
From:	Mandy White
Meeting Date:	19 February 2020
Subject:	Policy Reviews

1. Rent & Service Charge Setting Policy

The above policy is due for review and is presented largely unchanged. Section 4 has been updated to reflect current best practice in measuring and assessing affordability. Section 8.4 has been amended to allow for consideration of various measures of inflation e.g. RPI and CPI.

2. Anti-Social Behaviour Policy

This new draft policy is quite different in style to the existing policy which currently includes estate management (now separated out) and spells out quite detailed procedures (these have been removed to allow a clear focus on policy and strategy). As noted in the revised policy itself, we consulted with tenants in the reformulation of the policy. We ran a consultation event which was open to all tenants, to consider the main types of ASB that were of concern in Hillhead and to also consider the multi-agency response that can be required.

The policy was also sent to our Liaison Officer at Police Scotland and to the Community Safety Team at East Dunbartonshire Council. Both organisations were very positive about the policy in this form.

Appended to the policy is a draft Equalities Impact Assessment. This uses a standard template which could be adopted across all key policies. Committee are asked to provide feedback on both the template generally and the content of the assessment for this particular policy.

Committee should note that we are not currently collecting data from customers on all of the protected characteristics. This is an aspect of our work which could well present challenges and it is hoped that sector guidance will help inform practice. Below is an extract on this topic from the latest GWSF briefing.

GWSF, SFHA, ALACHO (local authority chief housing officers) and SHR are about to issue invitations for bids to produce guidance for councils and housing associations on collecting data on the nine protected characteristics groups. This data collection is a regulatory requirement – one which goes beyond the legislative requirement which does not apply to all none groups.

Our aim is to see guidance which supports the realistic, sensible collection of data in such a way as to inform how policies are developed and services provided. We are hoping the guidance will be ready around May/June 2020.

As a second phase of the equalities guidance, our four organisations hope at a later date to commission specific guidance on housing and human rights, and have been in touch with the Scottish Human Rights Commission about our plans.

3. Procurement Policy

The above policy is due for review. Some amendments have been made in order to reflect changes in OJEU thresholds. Future amendments may be required when/if we leave the EU.

4. Committee Code of Conduct

The above policy is due for review. Committee may recall this was based on the SFHA Model Code of Conduct for Governing Body Members August 2013, with additional input from BTO in relation to key duties of Committee Members in Charity Law.

The SFHA Model Code of Conduct was updated in August 2017, and other than some formatting and one minor amendment to page 12, no further changes are proposed at this time.

5. Succession Policy and Training Plan 2019/20

This is a new policy. It is a regulatory requirement that housing associations have a succession plan in place. We have worked with SHARE to develop a plan appropriate to the needs of Hillhead.

6. Recommendation

Committee is asked to note and approve the above policy reviews.

Report Prepared By



Mandy White
Head of Corporate Services

Regulatory Compliance	Standard 1 The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users. Standard 4 The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose. Standard 6 The governing body and senior officers have the skills and knowledge they need to be effective.
Financial Impact	None
Risk Assessment	Low



RENT AND SERVICE CHARGE SETTING POLICY

Approved/last reviewed by Management Committee : February 2020

Date due for review: February 2023

The information in this document is available in other languages or on tape/CD, in large print and also in Braille.
For details contact HHA 2000 on 0141 578 0200 or e-mail: admin@hillheadhousing.org

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RENT AND SERVICE CHARGE SETTING POLICY

1.0 INTRODUCTION

This policy sets out how HHA 2000 will approach the setting of (i) rent levels and (ii) service charges. It takes account of the requirements of the Scottish Secure Tenancy Agreement and the outcomes of the Scottish Social Housing Charter.

The Housing Manager will take the lead role in the implementation of the Policy.

2.0 AIMS AND OBJECTIVES OF THE POLICY

In developing a Rent & Service Charge Setting Policy, there are a number of objectives for HHA 2000 to consider:

- Covering the day-to-day costs of providing services to tenants and others
- Endeavouring to keep rents affordable to all tenants
- Taking cognisance of rents of other housing providers in the area.
- Taking cognisance of the undertakings given in the Stock Transfer Agreement.
- Securing the long term viability of HHA 2000
- Ensuring that HHA 2000 can deliver on its new-build and planned maintenance programmes; meet new standards of energy efficiency and comply with future legislative requirements
- Ensuring that the differentials in rent levels fairly reflect the different sizes, characteristics, amenities and demand for different types of housing stock
- Ensuring that rents for similar housing stock are equalised where they are out of step due to the timing of construction or improvements
- Working towards achieving the relevant outcomes as set out in the Scottish Social Housing Charter and in particular :
 - **Outcome 4** – tenants' homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) when they are allocated; are always clean, tidy and in a good state of repair; and also meet the Energy Efficiency Standard for Social Housing (ESSH) by December 2020.
 - **Outcome 5** – Tenants homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done
 - **Outcome 6** – Tenants and other customers live in well-maintained neighbourhoods where they feel safe

- **Outcome 13** – Tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.
- **Outcome 14** – A balance is struck between the level of services provided, the cost of the services, and how far current and prospective tenants and other customers can afford them
- **Outcome 15** – Tenants get clear information on how rent and other money is spent, including any details of individual items of expenditure above thresholds agreed between landlords and tenants

3.0 HHA 2000'S COSTS

Ensuring that the cost is covered, of providing all of HHA 2000's services, must be the guiding principal when setting rents. These costs comprise :

- Management (staff salaries, office running costs etc.)
- Reactive, Planned and Cyclical Maintenance
- Void Loss and Bad Debts
- Private Finance (where applicable)

4.0 AFFORDABILITY

We will use the prevailing best practice models for the sector to analyse affordability. This will be done for a variety of average household types and sizes represented within our tenant base, and include calculations for those of working age and for pensioners. Currently an affordable rent is considered to be one which is less than 25% of moderate income.

5.0 COMPARABILITY

Rent comparability studies with other RSLs will be carried out on an annual basis and used as base information for monitoring HHA 2000's rent levels.

Comparability of rents across HHA 2000's own stock is also important in order to ensure that rents fairly reflect the size, type, condition and amenities of each property. This will be considered each year as part of the annual rent review exercise.

6.0 NEW BUILD HOUSING

- 6.1 The inclusion of private finance in HHA 2000's costs for new build, can present considerable challenges to affordability guidelines.

Based on current maximum grant levels, the private finance required for new build properties is likely to push rents to a considerably higher level than for existing stock and may therefore fail to meet affordability guidelines for many working tenants.

Affordability for tenants who are not in work or who work part-time is less of an issue since any increased rent is covered by Housing Benefit or Universal Credit. However HHA 2000 must ensure, as far as is possible that new build rents are not pushed up to a level which deters tenants from taking up employment in the future.

- 6.2 The current structure for determining rent levels for new build housing is given in Appendix 1 however this may be modified to achieve comparability with similar housing in other phases; or where private finance dictates that higher rents must be set.

7.0 SERVICE CHARGES

7.1 Existing Stock

Pre-transfer rents for East Dunbartonshire Council included the cost of current services. These were :

- landscape maintenance
- annual gas servicing
- annual servicing of mechanical systems including controlled entry.

HHA 2000's transfer undertakings included the cost of these existing services. If, after consultation with tenants, new services are introduced, an additional charge to cover the cost of that service may apply. Such costs will be based on the direct cost of provision, uplifted by an administration fee of 10% of the cost.

7.2 New Build & Rehabilitated Stock

In order to ensure uniformly high standards, HHA 2000 has taken the decision to carry out landscape and garden maintenance on behalf of all residents of new build housing (tenants and owners).

In rehabilitated stock, additional services such as stair cleaning and garden maintenance may be provided.

From April 2013, this has no longer been shown as a separate charge but is incorporated into the rent charge for each property.

8.0 IMPLEMENTATION AND REVIEW

8.1 The impact of the Rent Policy will be reviewed annually with reference to the following :

- HHA 2000's annual Budget setting process
- Rent levels of the local authority and other Associations in East Dunbartonshire along with Associations in other areas, particularly those which participate in benchmarking groups with HHA 2000.
- Affordability calculations for a number of average household types and sizes.

8.2 Any future rent structure adopted by Hillhead Housing Association will be implemented in a way which is equitable and fair in its operation.

8.3 Rents will be reviewed annually by the Management Committee and any change will take place on 28th March each year.

8.4 The annual rent review will consider recognised measures of inflation, along with the Business Plan assumptions made in relation to the Association's longer terms financial projections.

8.5 Rents for new build stock will generally be increased by similar levels to transferred stock. Rent levels may however be subject to rent restructuring to ensure that they reflect the amenity of the stock where this is higher than the transferred stock; and comparability between different phases.

8.6 The Housing (Scotland) Act 2001 places a legal obligation on registered social landlords to consult with tenants about any planned rent increase in advance of it taking effect.

8.7 HHA 2000 will consult with tenants sufficiently well in advance of the date of the proposed increase, to enable Committee to be made aware of tenants' views prior to agreeing the revised rent levels.

8.8 HHA 2000 will give at least 28 days notice of any change in rent and / or service charges payable by tenants.

8.9 Rent Collection

HHA 2000 will provide cost effective and convenient methods of collection which will include :

- Allpay Swipe card at local shops or Post Office
- Cheque

- Standing Order
- Payment by Bank Card by phone or personal visit
- Allpay Internet payment
- Direct debit

Tenants wishing to pay by cash will be asked to use their swipe card at a Post Office or outlet displaying the Pay Point sign.

8.10 HHA 2000 will assist tenants to apply for benefits which provide assistance with rental payments. HHA 2000 provides a Welfare Rights service for this purpose.

8.11 A close working relationship will be maintained with East Dunbartonshire Council, Housing Benefits Section and the Department of Work and Pensions to minimise any difficulties in connection with benefit claims and to maximise the general take up of benefits.

Policy prepared by : Catherine McKiernan
Designation : Depute Director / Housing Manager
Date : 7 January 2020



ANTI-SOCIAL BEHAVIOUR POLICY

Approved/last reviewed by Management Committee:

Due for review:

The information in this document is available in other languages or on tape/CD, in large print and also in Braille.

For details contact the Association on 0141 578 0200 or e-mail: admin@hillheadhousing.org

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Regulatory Compliance	Standard 1 The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.
Financial Impact	Medium
Risk Assessment	Low

Introduction

At Hillhead Housing Association we are committed to ensuring our tenants can enjoy peace and quiet in their own homes. The overall aim of this policy is to ensure that all our tenants and their neighbours can enjoy their homes while causing the minimum of disturbance to others.

Anti-social behaviour is a very complex issue. Often what feels like a nuisance to some can have a very negative impact on others. We understand the effect that anti-social behaviour can have on our tenants and others who live in the local area. This policy explains our approach to tackling reports of anti-social behaviour.

This policy aims to comply fully with the requirements of legislation. It also reflects Hillhead Housing Association's commitment to meeting Outcome 6 of the Scottish Social Housing Charter which states that, "Social landlords, working in partnership with other agencies, help to ensure that tenants and other customers live in well maintained neighbourhoods where they feel safe".

Our approach to tackling anti-social behaviour aims to sustain tenancies and prevent homelessness wherever possible. In relation to anti-social behaviour we will:

- take all appropriate steps to assist and ensure that tenants adhere to their conditions of tenancy.
- commit to ensuring that appropriate support and advice is available to tenants to assist them in conducting their tenancy in an appropriate manner. Where steps agreed with a tenant are not adhered to we will ensure that appropriate intervention takes place to assist the tenant wherever possible prior to taking any legal action as outlined below. This can involve East Dunbartonshire Council, Police Scotland and appropriate HSCP staff and voluntary sector projects.

Our practice in relation to anti-social behaviour will be governed by the principle that the best means of improving quality of life is to stop the behaviour if possible.

What is anti-social behaviour

The Antisocial Behaviour etc. (Scotland) Act 2004 says that a person is involved in anti-social behaviour if they:

- Act in a manner that causes or is likely to cause alarm or distress; or
- Pursues a course of conduct that causes or is likely to cause alarm or distress to at least one person who is not of the same household.

'Conduct' could include what people say. A course of conduct means something that has happened on at least two occasions.

Behaving in an anti-social way can cover a wide range of unacceptable behaviour. Examples of the type of behaviour it might include are:

- Persistent aggressive or abusive behaviour towards neighbours.
- Harassment – this may or may not be motivated by prejudice or discrimination based on protected characteristics.
- Drug related activity or persistent nuisance and threatening behaviour as a result of alcohol abuse.
- Noise nuisance (due to lifestyle differences NOT general day to day living noises). This might include playing loud music, persistent barking of a dog
- Vandalising or damaging common living areas such as stairways or shared spaces. This might include setting fires or drawing graffiti.
- Mistreating shared spaces and the local area, including fly-tipping or allowing dog fouling.

Our Tenancy Agreement sets out that all tenants must have respect for others. This applies to tenants, those living with tenants, and visitors to the tenant's home. They must not harass or act in an anti-social manner to, or pursue a course of anti-social conduct against any person in the neighbourhood. The definition of people in the neighbourhood includes residents, visitors, Hillhead Housing Association staff, agents and contractors of Hillhead Housing Association.

Further information about the main legislation dealing with anti-social behaviour is set out in Annex A.

Our policy objectives

The overall objectives we are looking to deliver through this policy are that we will:

- Be proactive in fulfilling our legal obligations as a landlord. This will include ensuring that tenants meet the legal obligations set out in their tenancy agreement.
- Treat all complainants with respect and offer them support throughout the complaints process.
- Work proactively with other organisations to take a multi-agency approach to tackling anti-social behaviour.

- Give clear guidelines to staff, supported by written procedures, on how to deal effectively with reports or incidents of anti-social behaviour or harassment.

Targets for contacting complainants

We aim to resolve complaints about anti-social behaviour as quickly as possible. We will try to resolve them at an early stage to avoid them escalating into more serious problems.

There are different types of anti-social behaviour and the speed with which we will act may depend on the severity of the reported behaviour.

We have set out five categories in the table below and for each category we have given the maximum number of working days within in which we aim to make contact. A Housing Officer is most likely to be in touch, either by telephone or to suggest a meeting at our offices. If the matter is reported directly to a Housing Officer this will be treated as the initial response to the complaint.

Category	Characteristics	Response time (working days)
Violence and harassment	Behaviour deliberately intended to intimidate or harm an individual or member of staff, drug dealing, unprovoked attacks or serious damage to property. Police involvement would be expected.	1
Serious anti-social behaviour	Cumulative complaints, unacceptable behaviour such as threatening and abusive behaviour and persistent breach of tenancy. Police involvement would be expected.	2
Anti-social behaviour	Complaints of a more serious nature such as excessive noise or disturbance, vandalism. There may be Police involvement.	3
Neighbour nuisance	Complaints of a minor nature but that are a breach of tenancy, such as occasional loud music, door banging, dog-barking etc.	5
Local environmental nuisance	Complaints of a minor nature but that are not a breach of tenancy, such as dog fouling, fly tipping etc.	5

Each complaint will be different and the time it takes to resolve an anti-social behaviour complaint will depend on the nature of that complaint.

We will aim to resolve anti-social behaviour complaints as soon as possible and in straightforward cases within 20 working days of the complaint being made.

However, there will be occasions on which this will not be possible, particularly if serious anti-social behaviour or violence and harassment is involved.

We will keep any case open for as long as required and in particular for as long as it is in the best interest of the complainant, our tenants and others living in the local area.

Where a complaint of anti-social behaviour made to us appears to constitute a hate crime, the complainant will be encouraged to report the incident(s) to Police Scotland either directly or via ourselves as a Third Party Reporting Centre.

Our approach

We will be positive and supportive in our approach and anyone who comes to us to report anti-social behaviour will be treated with courtesy, respect and fairness. Our housing staff will investigate all complaints and concerns and will support the complainant throughout the process.

If it is appropriate we will work with other agencies to help to resolve complaints and concerns. The use of mediation and other forms of intervention will be tried in order to resolve complaints without the need for legal action. We will co-operate with other agencies including Police Scotland, East Dunbartonshire Council and Scottish Fire & Rescue Service to identify those involved in anti-social behaviour and in causing nuisance or distress to our tenants.

We will consider the best action to take on a case-by-case basis and we will seek to resolve cases of anti-social behaviour informally where possible. If the complaint is of a minor nature we may encourage residents to resolve the problem themselves without the formal involvement of the Association. However, if required, we will use the range of measures available such as Acceptable Behaviour Contracts (ABCs), Unacceptable Behaviour Notices (UBNs) and Anti-Social Behaviour Orders (ASBOs). In serious cases eviction action based on breach of tenancy conditions may be considered.

Acceptable Behaviour Contracts: This is a voluntary agreement between the person who is behaving anti-socially and any other relevant people (for example, ourselves as the landlord, the police, or social workers). The aim of the ABC will be to help the person who is behaving anti-socially to understand how it affects other people and to stop behaving in that way.

Anti-Social Behaviour Orders, in conjunction with Police Scotland and East Dunbartonshire Council: Sheriffs can now grant an ASBO or interim ASBO against an individual aged 12 or over who is repeatedly involved in anti-social behaviour and where existing options are not working. Interim ASBOs can be made before the full evidence is heard if there is a pressing need to protect people.

Tenancy-related legal action: We will work with tenants to support and sustain their tenancy but in extreme cases we may need to take action which results in a tenant losing their home. In cases of conviction for serious criminal activity in or around the tenancy

location, we will seek to bring the tenancy to an end except in exceptional circumstances. In these circumstances, the Management Committee will review the case and agree the course of action to be taken. We will also contact East Dunbartonshire Council where there is an intention to take legal steps to evict.

We may also use our powers to convert a Scottish Secure Tenancy to a Short Scottish Secure Tenancy with the provision of appropriate support. If we are planning to convert a current tenancy into a Short Scottish Secure Tenancy because of anti-social behaviour we will seek to arrange a joint discussion between ourselves, our tenant, and any other appropriate services. We will make our tenant aware that they have a right to be accompanied by an independent advocate.

The purpose of the Joint Discussion is to discuss the problem, explain to the tenant the seriousness of the problem and to develop a plan of action to prevent eviction and deal with the anti-social behaviour. The Joint Discussion will also examine the impact that any proposed eviction or ASBO would have on children or other vulnerable family members.

If the arrangements put in place following a Joint Discussion breakdown we will notify other agencies at the earliest opportunity.

Working with the complainant

We are committed to supporting individuals who are affected by anti-social behaviour. We appreciate that it can be difficult to report incidents of anti-social behaviour and in particular to come forward to act as a witness.

We will keep in regular contact with complainants and we will be in touch at least once a fortnight until the complaint is resolved. We will also give any complainant a named member of Hillhead Housing Association staff whom they can contact at any time to discuss the progress of their complaint. When we have resolved a complaint, we will write to the complainant within 5 working days setting out the outcome of their complaint.

Working with others

There are a number of organisations, both statutory and voluntary, that may be able to prevent complaints from recurring or escalating or may be able to resolve complaints through direct intervention. Organisations that may assist in resolving anti-social complaints include:

- Police Scotland.
- Community Safety Team at East Dunbartonshire Council. This team provide a wide range of services including a Night Noise service, and Community Wardens who deal with dog fouling, control of dogs, fly-tipping, littering, youth disorder, parking complaints and a range of other matters.

- Other East Dunbartonshire Council services, including Environmental or Cleansing Services, Social Work Services or Community Justice Services.
- Other appropriate Health and Social Care Partnership staff.
- Scottish Fire & Rescue Service.

The Police, Social Work Services, and other services may be involved in resolving anti-social behaviour complaints depending on the type of complaint. Voluntary agencies, such as Victim Support Scotland, may also be usefully involved where they provide support, information, and advice to people who are affected by anti-social behaviour.

Neighbour disputes involving owners or people renting from a private landlord

Anti-social behaviour may involve our tenants but could also involve people who own their home or who are renting from a private landlord. We treat complaints from or about owners and those renting in the private sector seriously and give advice and take action where we can. We will work with other agencies, including the Police if appropriate, to try and resolve any problem. There are some occasions, however, when we may not have the powers to take further action.

Confidentiality

We will treat all reports of anti-social behaviour confidentially and will not disclose information to third parties or other organisations without the complainant's consent. The only exceptions to this will be in cases where we have a legal or statutory duty to do so. If the complaint involves allegations of criminality the complainant will be advised that we will pass the matter to the Police.

All interviews and conversations with customers about personal and sensitive matters will be carried out in private.

POLICY REVIEWS/CONSULTATION

The anti-social behaviour policy will be reviewed every 3 years or more frequently if required. Targets, procedures and working methods may be altered more frequently, where the Association's monitoring of policy outcomes indicates this is needed.

The Association will publish information annually about its performance in managing anti-social behaviour complaints and cases. We will also seek feedback from tenants about the operation of the policy through regular satisfaction surveys and any other appropriate methods.

In updating this policy, tenants and Committee members were consulted via the Association's Customer Care Group. Housing Management and Welfare Rights staff were also consulted on this policy. East Dunbartonshire Council and Police Scotland were also consulted on the policy and fully support its aims and implementation methods.

DATA PROTECTION

Hillhead Housing Association will treat tenants' personal data in line with its obligations under the current General Data Protection Regulation and its own Privacy Statement. Information regarding how tenants' data will be used and the basis for processing data is provided in the Association's Privacy Notice.

EQUAL OPPORTUNITIES

The Association will seek to ensure that in implementing this policy that no group, organisation or individual will receive less favourable treatment or be discriminated against regardless of their race, colour, ethnic or national origin, language, belief, age, sex, sexual orientation, gender realignment, disability, marital status, pregnancy or maternity. We will positively endeavour to achieve fair outcomes for all.

COMPLAINTS

Any tenant who feels aggrieved by their treatment under this policy can ask for a copy of the Association's Complaints Handling Procedure which is available on the Association's website or from our office. Any tenant making a complaint will be advised of their right to complain to the Scottish Public Services Ombudsman.

Annex A - Anti-social Behaviour related legislation

The main legislation dealing with anti-social behaviour is the Anti Social Behaviour etc (Scotland) Act 2004 and the following is a summary of the very broad range of measures contained within the 2004 Act. This legislation covers matters contained in related UK legislation in the Crime & Disorder Act 1998 and Anti-Social Behaviour Act 2003.

Part 1 – Anti-Social Behaviour Strategies: The local authority, the local police and RSLs must ensure that local communities are involved in drawing up a strategy for tackling anti-social behaviour.

Part 2 – Anti Social Behaviour Orders (ASBOs): RSLs can now seek ASBOs through the courts and the use of ASBOs has been extended to cover 12 – 15 year olds.

Part 3 – Dispersal of Groups: The Police have powers to disperse groups where they are causing nuisance or annoyance, or people in the vicinity are being subjected to harassment of any kind.

Part 4 – Closure of Premises: The Police have powers under the 2004 Act to close premises where drug-dealing or other anti-social behaviour is taking place.

Part 5 – Noise Nuisance: The 2004 Act extends the powers available to the local authority to tackle noisy neighbours, seize equipment, etc.

Part 6 – The Environment: Increased penalties for dropping litter, fly tipping, causing graffiti, and abandoning cars have been provided to local authorities under the 2004 Act.

Part 7 – Housing: Anti Social Behaviour Notices: Private sector landlords must take reasonable steps to manage or stop anti-social behaviour occurring at properties let by them.

Part 8 – Housing: Registration Areas: A National Landlords Registration Scheme has been introduced and the local authority has powers to deal with private sector landlords who fail to tackle anti-social behaviour by their tenants.

Part 9 – Parenting Orders: The 2004 Act includes the issuing of these orders requiring parents to act in the best interests of their children.

Parts 10, 11 and 13: These parts of the 2004 Act are more general and do not relate directly to housing or social landlords.

Part 12 – Children’s Hearings: Children’s Hearings now have an extended range of options for dealing with children involved in anti-social behaviour.

HILLHEAD EQUALITY IMPACT ASSESSMENT RECORD

Title of policy/ practice/ strategy	Anti-Social Behaviour Policy		
Department	Housing Management		
Who is involved in the EQIA?	Catherine McKiernan		
Type of policy/ practice/ strategy	New <input type="checkbox"/>	Existing <input checked="" type="checkbox"/>	
Date completed	10 February 2020		

Stage 1: Screening Record

What is the main purpose of the policy?

This policy explains our approach to tackling reports of anti-social behaviour.

This policy aims to comply fully with the requirements of legislation. It also reflects Hillhead Housing Association's commitment to meeting Outcome 6 of the Scottish Social Housing Charter which states that, "Social landlords, working in partnership with other agencies, help to ensure that tenants and other customers live in well maintained neighbourhoods where they feel safe".

Who will the policy benefit and how?

The policy aims to address or mitigate the impact of anti-social behaviour on our tenants, and on the community more generally. The policy aims to support anybody affected by anti-social behaviour regardless of any of the protected characteristics which they may have.

For each equality group, does or could the policy have a negative impact?

Protected characteristic	Negative	Positive/no impact	Don't know
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy & maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief (including no belief)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

If you answered negative or don't know to the above question you should consider doing a full EQIA.

Are there any potential barriers to implementing the policy?

It is difficult to quantify the potential for under reporting of anti-social behaviour currently.

We may lack knowledge on the needs of people with protected characteristics and how their experience around anti-social behaviour may differ.

	Yes	No
<i>Is a full EQIA required?</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

If you answered no to the above question explain why a full EQIA is not required:

Stage 2: Data and evidence gathering, involvement and consultation

Include here the results of your evidence gathering, including qualitative and quantitative data and the source of that information, whether national statistics, surveys or consultations with relevant equality groups.

Source	Qualitative evidence provided	Quantitative evidence provided	Which protected characteristics are covered?	Gaps identified/ action taken
SHR Annual Return on Charter data		Statistical data on staff, committee and tenant profile for RSLs	Disability, ethnicity.	
Tenant Satisfaction Survey		Survey carried out 2019 on large sample of tenants.	Age, ethnicity, disability, gender, sexuality.	
Complaints				Need to start collecting equalities data for complainants.
East Dunbartonshire Area Profile 2019		Statistical data for local authority area as a whole.	Age, ethnicity, gender, religion, disability, marriage & civil partnership.	
Customer Care Group				Need to start discussing whether there are any equalities concerns / factors for all CCG topics.
Tenant / applicant information			Age, disability, ethnicity, gender.	Need to start collecting data on all protected characteristics, need ability to do this in Omni.

Stage 3: Assessing the impacts

How might the policy impact on people who share protected characteristics? Include both positive and negative impacts.

Protected Characteristic	Description of Impact
Age	The policy allows for a flexible approach to investigating anti-social behaviour. We respect individuals' preferences in relation to communication format, and can hold meetings at a time and place to suit complainants using the policy. We can make referrals to a range of partner agencies, including services specific to older people and younger people.
Disability	<p>The policy allows for a flexible approach to investigating anti-social behaviour. We respect individuals' preferences in relation to communication format, and can hold meetings at a time and place to suit complainants using the policy. We can make referrals to a range of partner agencies.</p> <p>We acknowledge that challenges may occur in ensuring appropriate support and assistance to perpetrators of anti-social behaviour where it is exacerbated by poor mental health.</p>
Gender reassignment	The policy allows for a flexible approach to investigating anti-social behaviour. We respect individuals' preferences in relation to communication format, and can hold meetings at a time and place to suit complainants using the policy. We can make referrals to a range of partner agencies. We will take a person centred approach.
Marriage & civil partnership	The policy allows for a flexible approach to investigating anti-social behaviour. We respect individuals' preferences in relation to communication format, and can hold meetings at a time and place to suit complainants using the policy. We can make referrals to a range of partner agencies. We will take a person centred approach.
Pregnancy & maternity	The policy allows for a flexible approach to investigating anti-social behaviour. We respect individuals' preferences in relation to communication format, and can hold meetings at a time and place to suit complainants using the policy. We can make referrals to a range of partner agencies. We will take a person centred approach.
Race	The policy allows for a flexible approach to investigating anti-social behaviour. We respect individuals' preferences in relation to communication format, and can hold meetings at a time and place to suit complainants using the policy. We can make referrals to a range of partner agencies. We will take a person centred approach.

Religion or belief (including no belief)	The policy allows for a flexible approach to investigating anti-social behaviour. We respect individuals' preferences in relation to communication format, and can hold meetings at a time and place to suit complainants using the policy. We can make referrals to a range of partner agencies. We will take a person centred approach.
Sex	The policy allows for a flexible approach to investigating anti-social behaviour. We respect individuals' preferences in relation to communication format, and can hold meetings at a time and place to suit complainants using the policy. We can make referrals to a range of partner agencies. We will take a person centred approach. However, the policy makes no distinction between men and women.
Sexual orientation	The policy allows for a flexible approach to investigating anti-social behaviour. We respect individuals' preferences in relation to communication format, and can hold meetings at a time and place to suit complainants using the policy. We can make referrals to a range of partner agencies. We will take a person centred approach.

How does the policy promote equality of opportunity?

By supporting all of our tenants to live in well maintained neighbourhoods where they feel safe, and encouraging all parties experiencing anti-social behaviour (regardless of any protected characteristics) to report any incidents to us.

How does the policy promote good relations?

By adopting a zero tolerance approach to harassment of any kind and treating it with the utmost seriousness. By promoting good working links with partner agencies, in particular Police Scotland and East Dunbartonshire Council.

Stage 4: Decision making and monitoring

Identifying and establishing any required mitigating action

Does the assessment show a potential for differential impact on any group(s)?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is there potential for unlawful direct or indirect discrimination?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

What arrangements could be implemented to reduce or mitigate any potential adverse or negative impacts identified?

None identified.

Describing how Equality Impact analysis has shaped the policy making process

We did not identify any additional changes required to the policy as a result of carrying out the equalities analysis.

There are no cost implications arising directly from the equality impact assessment of this policy.

The assessment has prompted us to ensure we are working with a range of support organisations to enhance our person centred approach to dealing with anti-social behaviour. Given the relatively small number of ASB cases reported to us, we acknowledge that we may seek to signpost to some organisations infrequently and may have to refresh our knowledge of these as and when required. We will seek to improve our recording of equalities data to allow informed analysis of cases with equality strands taken into account.

Monitoring and Review

We will compare our ASB performance to other landlords via the ARC, and through benchmarking, via both SHN & the Millennium benchmarking group. We will analyse trends and cases to identify any equalities issues or impacts and remedy these if required. The policy and this assessment will be reviewed in three years. The Depute Director / Housing Manager has responsibility for this policy and its implementation.

Stage 5 - Authorisation of EQIA

Please confirm that:

- ◆ This Equality Impact Assessment has informed the development of this policy:

Yes ☒ No ☐

- ◆ Opportunities to promote equality in respect of age, disability, sex, pregnancy and maternity, gender reassignment, sexual orientation, race and religion or belief have been considered, i.e.:
 - Eliminating unlawful discrimination, harassment, victimisation;
 - Removing or minimising any barriers and/or disadvantages;
 - Taking steps which assist with promoting equality and meeting people's different needs;
 - Encouraging participation (e.g. in public life)
 - Fostering good relations, tackling prejudice and promoting understanding.

Yes ☒ No ☐

Declaration

I am satisfied with the equality impact assessment that has been undertaken for our Anti-Social Behaviour Policy.

Name: Catherine McKiernan

Position: Depute Director / Housing Manager

Authorisation date: 11 February 2020



PROCUREMENT POLICY

Approved/last reviewed by Management Committee: 8 January 2020

Date for Review: February 2022

The information in this document is available in other languages or on tape/CD, in large print and also in Braille.

For details contact the Association on 0141 578 0200 or e-mail: admin@hillheadhousing.org

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admin@hillheadhousing.org

Tha am fiosrachadh anns an sgrìobhainn seo ri fhaicinn ann an Gàidhlig no air tape/CD, sa chlàr mhòr agus cuideachd ann an Clò nan Dal. Airson tuilleadh fiosrachaidh, cuiribh fios dhan Chomann air 0141 578 0200 no cuiribh post-dealain gu: admin@hillheadhousing.org

इस दस्तावेज़ में दी गई जानकारी हिन्दी में भी या टेप, सी डी, बड़ी छाप और ब्रैल में भी उपलब्ध है। विवरण के लिए ऐसोसिएशन को नम्बर 0141 578 0200 पर या ई-मेल के द्वारा संपर्क करें : admin@hillheadhousing.org

ਇਸ ਦਸਤਾਵੇਜ਼ ਵਿਚ ਦਿੱਤੀ ਗਈ ਜਾਣਕਾਰੀ ਪੰਜਾਬੀ ਵਿੱਚ ਵੀ ਜਾਂ ਟੇਪ, ਸੀ ਡੀ, ਵੱਡੀ ਛਪਾਈ ਅਤੇ ਬ੍ਰੈਲ 'ਤੇ ਵੀ ਉਪਲਬਧ ਹੈ। ਵੇਰਵੇ ਲਈ ਐਸੋਸੀਏਸ਼ਨ ਨੂੰ ਨੰਬਰ 0141 578 0200 'ਤੇ ਜਾਂ ਈ-ਮੇਲ ਰਾਹੀਂ ਸੰਪਰਕ ਕਰੋ : admin@hillheadhousing.org

اس دستاویز میں درج معلومات اردو زبان یا ڈیویسپ / می ڈی، بڑی طباعت اور بریل میں بھی دستیاب ہیں۔
تفصیلات کے لئے ایسوسی ایشن سے ٹیلیفون نمبر 0141 578 0200 یا ای میل admin@hillheadhousing.org کے ذریعہ رابطہ قائم کریں۔

Regulatory Compliance	Standard 1 The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users. Standard 2 The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.
Financial Impact	Medium
Risk Assessment	Medium

HILLHEAD HOUSING ASSOCIATION 2000

PROCUREMENT POLICY: DEVELOPMENT AND MAINTENANCE PROGRAMMES

1.0 DEFINITION

The Procurement Policy relates to the procurement of both consultants and contractors' appointments to allow the Association to effectively procure a team in relation to its development and maintenance programmes.

With regard to works procurement, the appointment of all development contracts will require being in line with this policy. With regard to maintenance contracts, all projects in excess of £50,001 will require to adhere to this policy. For maintenance projects and commissioning of maintenance works less than £50,001, then the Association will comply with its "Financial Regulations Policy."

To ensure continuous improvement and best practice, the Association will continually monitor revised guidance and legislation and update the policy accordingly. Cognizance of the following documents has been taken in formulating this policy:

- OGC (Office of Government and Commerce): "EU Procurement Guidance"
- The Public Contracts (Scotland) Regulations 2015
- The Scottish Government, Scottish Procurement Policy Note SPPN 8/2019 – December 2019
- BTO's "Procurement Update" Bulletin January 2018
- The Procurement Reform (Scotland) Act 2014
- The Scottish Government, Statutory Guidance on the Selection of Tenderers and Award of Contracts (addressing Fair Work Practices, including the Living Wage in Procurement) October 2015

2. AIMS

The main aims of the procurement policy are to ensure that the Association has systems and procedures to effectively:

- select and appoint consultants and contractors

- select the most appropriate procurement route for each project that ensures probity, quality, transparency and value for money.

3. OBJECTIVES

The Association wishes to demonstrate accountability and transparency in procurement of works, goods and services from Consultants and Contractors and that development and maintenance projects are administered efficiently and economically. Procurement of all goods and services, including works, will take place following a value-based selection process, having due regard to propriety and regularity. The weighting to be allocated to the Quality and Price element will be determined on a project-by-project basis taking account the nature of the contract and will be determined by the Tender Panel at the outset and prior to advertising.

The Association will adhere to the following: -

- have effective and accountable procedures for obtaining and assessing tenders and quotations and for placing contracts following the principles of value-based selection techniques
- review procurement arrangements regularly to ensure all options are considered by the Association to achieve value for money
- keep up-to-date with developments in procurement arrangements and ensure that training opportunities are made available to the Director, Development Agent and Property Services Manager who in turn, ensure that Committee members are kept abreast of current procurement arrangements
- select the most appropriate procurement route for each project
- promote efficiencies within both the development and maintenance programmes
- ensure that building contracts are in place following acceptance of contractors' tenders and prior to commencement of construction works.
- ensure an accurate audit trail exists on a scheme-by-scheme basis

4. PROJECTS ABOVE EU THRESHOLDS

Where the Association anticipates that the current EU thresholds will be exceeded, selection and appointment of consultants and contractors will be carried out following value-based selection techniques in line with EU policy, including advertising within OJEU.

With regard to a works contract, the anticipated works cost will be identified following receipt of the cost plan, thus enabling the Association to determine if the European Procurement Thresholds or Scottish Procurement Thresholds apply. The Association will then be in a position to determine if the project requires to be advertised within OJEU. The following EU thresholds are effective for the 2-year period, commencing 1 January 2020:

- Works cost expected to be in excess of £4,773,252
- Supplies or Services in excess of £189,330

The above figures are net of VAT.

The sterling value of these thresholds is recalculated every 2 years. Whilst we remain part of the European Union, this revaluation is undertaken by the European Commission, which first revalues in Euros then applies a conversion formula to the revised Euros figure for those member states which have their own national currency.

The Association will adopt the “Restricted Procedure” identification process when advertising projects within OJEU.

For appointments that are subject to EU Regulations, appointments will only be made following the “Alcatel mandatory 10-day standstill period” and assuming no challenges are received resulting in a delay to the formal appointment being made.

In some circumstances, the Association will consider awarding contracts utilizing the appropriate SPA (Scottish Procurement Alliance) Framework or other Framework available for use in Scotland.

5.0 PROJECTS BELOW EU THRESHOLDS

The Association will take cognizance of the Procurement Reform (Scotland) Act 2014, which came in to force in April 2016 and the legislation therein in relation to contracts with values below the EU procurement thresholds but more than the Scottish Procurement Thresholds as follows:

- Works £2,000,000
- Supplies or Services £50,000

When the Scottish Procurement Thresholds apply, the Association will advertise on Public Contracts Scotland (PCS) website. The Association will adopt the "Restricted Procedure" identification process when advertising such projects.

Regardless of the nature and anticipated cost of each development and/or maintenance contract, the Association will always demonstrate a strong degree of transparency when awarding contracts.

In a bid to maximize efficiencies and achieve value-for-money, the Association will advertise projects to generate as much competition as possible, including those where the Scottish Regulations do not apply.

Following full discussion with the Management Committee, the Association will determine the extent of the advertising but as a general principle will maximize the use of the internet. In terms of advertising the Association will advertise in at least one of the following, following agreement with the Management Committee:

- Public Contracts Scotland (PCS) website (for all contracts expected to be equal to or above the Scottish procurement thresholds)
- Public Contracts Scotland (PCS) Quick Quote (QQ) website for contracts below the Scottish procurement thresholds
- Portal website specifically created for contract advertisements to increase visibility such as the Scottish Housing News website (low value contracts where it is considered that Quick Quote is not the best option)
- Local newspaper (assuming a low value contract that is also advertised either on QQ or a portal website as highlighted above)

Only in exceptional circumstances and following a detailed report and full discussion with the Management Committee on the reasons why it is in the best interests of the Association to award a contract to one particular contractor and/or consultant, will the above procedure not be adopted. This will also only apply when the anticipated value of the works/services are below the Scottish Procurement Thresholds. At the very least, it will require to be demonstrated that this course of action is lawful, transparent and offers efficiencies and value-for-money.

6. PROCUREMENT OPTIONS

6.1 TRADITIONAL

The Association will normally adopt the traditional procurement route with regard to the appointment of consultants and contractors. This will therefore result in a “full service” being requested from the Design Team and a Contractor being identified following production of a full set of contract drawings, specification and return of a fully priced Bill of Quantities. The identification and award of the contract will be in line with policy outlined above but that the guiding principles will be that of transparency and value-for-money. A Tender Panel will be established at the outset prior to any award being made and will include at least 2 Committee members, the Director and/or Development Agent or Property Services Manager.

6.2 DESIGN AND BUILD/GOLDEN BRICK/OFF-THE-SHELF

As the Association considers that the traditional procurement route offers the greatest opportunity for client and tenant involvement in the design process, other forms of contract will generally only be considered if one or more of the following apply:

- Where the Association’s involvement is as part of a multi-tenure development, including where the Local Authority has issued a S75 Agreement with the provision for affordable housing to be developed by an RSL
- Where there is an emphasis on obtaining a price advantage
- Where the Developer already owns the land/property

Collateral Warranties will be required from the respective designers i.e. Architect and Engineer and other designers and sub-contractors where it is deemed necessary to obtain such warranties to the satisfaction of the Association prior to any Contract being entered in to.

7.0 FORMS OF CONTRACT

The Association will follow advice from the Design Team and Association’s Solicitor when appropriate with respect to the most appropriate Form of Contract to be adopted for each project. Generally, one of the following contracts will apply:

- Minor Works: Scottish Building Contract (Minor Works) 2016

- Traditional: JCT Standard Building Contract for use in Scotland 2016
- Design & Build: JCT Design and Build Contract for use in Scotland 2016

For non-traditional contracts, including Golden Brick and Off-the-Shelf contracts, these will only be agreed and put in place after full consultation and advice from the Association's Solicitor and approval from the Management Committee.

8.0 FORMS OF APPOINTMENT

Appointments will be formalised, including exchange of letters to establish a legal contract under Scots Law.

Such letters will outline the terms and conditions of the contract, including the scope of services required. Standard Forms of Appointment may also be entered in to with each consultant at the commencement of each commission. Normally, the recommended forms of appointment made by the respective professional bodies will be adhered to as follows (subject to updating as appropriate):

- Architect –The Royal Incorporation of Architects in Scotland – Scottish Conditions of Appointment of an Architect SCA/2018 including the option to appoint the Architect as Principal Designer
- Quantity Surveyor - The Royal Institute of Chartered Surveyors - "Appointing a Quantity Surveyor in Scotland –May 2008
- Structural Engineer - Association of Consulting Engineers – Part G(A), Single or Non-Lead Consultant for use with ACE Agreement 1- Design 2009 Edition (Scotland)
- APS Form of Appointment as CDM Adviser to Client (FOACA 2015)
- APS Form of Appointment as Adviser to Principal Designer (FOAA2015)

9.0 PARTNERING PRINCIPLES

Regardless of the procurement route that the Association enters, the Association will always seek to adopt “partnering” principles. This may include, where considered appropriate, and primarily when Contractors are selected at an early design stage, a “Partnering Charter” being put in place. The Association will ensure that the Contractor and Consultants will have a say in the proposed “Partnering Charter.” The Association’s main aims in introducing a “Partnering Charter” will be as follows:

- to ensure all parties to the contract have mutual aims and objectives, which are agreed at the outset of the project. This will include an agreed list of targets and Key Performance Indicators (KPIs).

- to promote continuous improvement
- to have in place, a procedure which facilitates relationships to work better
- to have in place, a procedure which will enable members of the partnering team to operate more efficiently and effectively
- to have in place, an agreed dispute resolution hierarchy if problems do arise, and which can be overcome as quickly as possible whilst minimising delay and disruption to the project

10.0 FRAMEWORK AGREEMENTS

Where considered appropriate, the Association will put in place, Framework Agreements for works contracts and as highlighted at 4.above, utilise the SPA Frameworks or other suitable Framework where appropriate.

11.0 CONSULTATION

The Management Committee will be required to approve the formal appointment of any contractor and consultants.

12.0 REVIEW PERIOD

The **Head of Development & Property Services** will be responsible for monitoring and reviewing the policy at least every 2 years or sooner to ensure that the policy complies with up-to-date EU Legislation, Scottish Legislation and revised guidance.

RENT CHARGES - NEW BUILD & REHAB

Appendix 1

Base Rent for 2019/20		272.99		
Amenities				
House Type				
Description : Bedrooms/Persons/Type				
Number				
New Build Factor				
Rehab Factor	Major Works			
House Type	Improvements			
	Detached			
	Semi-detached			
	End Terrace			
	Mid Terrace			
	Cottage/Main Door Flat			
	Main Door Flat in Tenement			
Parking	Carport			
	Runway/Space			
	Street Parking			
	No Parking			
Bedrooms	Single Bedroom 1			
	Single Bedroom 2			
	Single Bedroom 3			
	Double Bedroom 1			
	Double Bedroom 2			
	Double Bedroom 3			
	Double Bedroom 4			
	Additional Bath/Shower Room			
	Additional Toilet/Cloakroom			
	Dining/Living			
	Dining/Kitchen			
Area	High Amenity			
	Medium Amenity			
Percentage Additions/Deductions				
Monthly Rent for new property		0	0	0
Services (included in rents)		272.99	272.99	272.99
Monthly total at 2019/20 rent levels		272.99	272.99	272.99
Yearly Rent for new property		3275.93	3275.92	3275.93
Total Rent per annum for property type		0.00	0.00	0.00



CODE OF CONDUCT FOR COMMITTEE MEMBERS

(Based on SFHA Model Code of Conduct for Governing Body Members, August 2013
2017)

Approved/last reviewed by Management Committee: 25 January 2017

Date due for review: January 2020

The information in this document is available in
other languages or on tape/CD, in large print and
also in Braille.

For details contact the Association on

0141 578 0200 or e-mail: admin@hillheadhousing.org

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The am fiosrachadh anns an sgrìobhainn seo ri fhaotainn ann an Gàidhlig no air tape/CD, sa
chìò mhòr agus cuideachd ann an Clò nan Dall.
Airson tuilleadh fiosrachaidh, cuiribh fios dhan Chomann air 0141 578 0200 no cuiribh post-
dealain gu: admin@hillheadhousing.org

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है। विवरण के लिए ऐसोसिएशन को नम्बर 0141 578 0200 पर या ई-मेल के द्वारा सम्पर्क करें :
admin@hillheadhousing.org

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ਦੀ ਉਪਲਬਧ ਹੈ। ਵੇਰਵੇ ਲਈ ਐਸੋਸੀਏਸ਼ਨ ਨੂੰ ਨੰਬਰ 0141 578 0200 'ਤੇ ਜਾਂ ਈ-ਮੇਲ ਰਾਹੀਂ ਸੰਪਰਕ ਕਰੋ :
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اس دستاویز میں درج معلومات اردو زبان یا آڈیو ٹیپ، ری سی ڈی، بڑی طباعت اور بریل میں بھی دستیاب ہیں۔
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Introduction

*There are references throughout this Code of Conduct (the Code) to 'you' and 'your' which means the member of **the Committee** (which is the Governing Body) of Hillhead Housing Association 2000 Limited who are required to sign this Code. References to 'we', 'us' and 'our' mean Hillhead Housing Association 2000 Limited.*

- 1.1 Hillhead Housing Association 2000 Limited ("**the Association**") 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 Committee of the Association. You have a personal responsibility to uphold the requirements of this Code. You cannot be a member of the Committee 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**) registered with the Scottish Housing Regulator (**SHR**), the Association is required to adopt and comply with an appropriate Code of Conduct¹ – this Code is based on the Model produced by the SFHA. The Association is also a charity registered with the Office of the Scottish Charity Regulator (**OSCR**) and an industrial and provident society (**I&P**) registered with the Financial Conduct Authority (**FCA**). The Association 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 Committee 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. Committee Members must always ensure their actions accord with the legal duties of the Association, as an I&P, an RSL and a charity 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 Committee appears to have breached any part of this Code, the matter will be investigated in accordance with the procedures set out at Appendix 1. A breach of this Code may result in action being taken by the Committee to remove the member(s) involved.
- 1.6 Key legal duties of the Committee, as charity trustees, are set out at Appendix 2 which duties inform the requirements of this Code of Conduct. A summary of key elements of the Bribery Act 2010 is also included at Appendix 3 as it also informs the obligations under this Code.
- 1.7 There is a separate Code of Conduct for staff of the Association.

Who the Code applies to

- 2.1 This Code of Conduct applies to all elected, appointed and co-opted members of the Committee of the Association and its sub-committees.

¹ SHR, February 2019, [Standards of Governance and Financial Management](#): Standard 5 and guidance 5.2.

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.² Each principle is described, as it applies to the activities of a RSL and its Committee 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 Committee 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 the Association at all times and must take decisions that support and promote our strategic plan, aims and objectives. Members of the Committee 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 the Association 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 the Association is effective.

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

- 4.2 In all of your activities as a Committee Member of the Association, you are expected to uphold and be seen to uphold these principles and demonstrate commitment to them.

² Committee for Standards in Public Life 1994, [Nolan Principles on Standards in Public Life](#)

A. Selflessness: You must act in the best interests of the Association at all times and must take decisions that support and promote our strategic plan, aims and objectives. Members of the Committee 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 the Association and act to ensure their successful achievement.
- A.2 You should exercise the authority that comes with your role as a Committee member responsibly and not seek to use your influence inappropriately or for personal gain or advantage.
- A.3 The Committee has collective responsibility for its decisions. You must accept responsibility for all decisions properly reached by the Committee (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 Committee, 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 the Association 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 the Association 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 the Association's Committee.
- C.2 You should use your skills, knowledge and judgement effectively to support the Association's activities.
- C.3 You should ensure that decisions are always taken and recorded in accordance with the Association's Rules and procedures.
- C.4 You must ensure that the Association has an effective policy and procedures to enable, encourage and support any staff or Committee member to report any concerns they have about possible fraud, corruption or other wrongdoing.³
- C.5 You must report any concerns or suspicions about possible fraud, corruption or other wrongdoing to the appropriate senior person within the Association in accordance with our whistleblowing policy.
- C.6 You must not misuse, contribute to or condone the misuse of the Association's resources and must comply with the Association's policies and procedures regarding the use of its funds and resources.⁴

³ 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.

⁴ 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 the Association'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 the Association'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 the Association, its tenants and service users.
- D.5 You should ensure that the Committee 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 the Association
- 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 the Association.

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 Committee colleagues and the Association'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 (see section 5 below); 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 Committee.
- E.5 You must uphold our equality and diversity, whistleblowing and acceptable use⁵ 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 Committee 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, the Association's resources or facilities and must comply with the Association'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 the Association Committee, 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 the Association.

⁵ 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 the Association 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 the Association's legal obligations are fulfilled.
- F.2 You must ensure that the Association 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 the Association by regularly attending and participating constructively in meetings of the Committee, its committees and working groups.
- F.4 You should always be courteous and polite and behave appropriately when acting on behalf of the Association.
- F.5 You must participate in and contribute to an annual review of the contribution you have made individually to the Association's governance.
- F.6 You must ensure that there is an appropriate system in place for the support and appraisal of the Association's Senior Officer and that it is implemented effectively.
- F.7 You must not speak or comment in public on behalf of the Association 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 Committee as a whole is accountable to its tenants and service users, and the wider community which the Association serves, 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 the Association by example.

- G.1 You must ensure that the Association's strategic aims, objectives and activities deliver good outcomes for tenants and service users. You must ensure that you make an effective contribution to the Association's strategic leadership.
- G.2 You must ensure that the aims and objectives of the Association reflect and are informed by the views of tenants and service users.
- G.3 You must always be a positive ambassador for the Association.
- G.4 You must participate in and contribute to the annual review of the Committee'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 the Association 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 the Association, its actions or any member of the Committee, staff or other partners.
- G.8 You must not act in a way that could jeopardise the Association's reputation or bring us into disrepute.⁶

⁶ This includes activities on social media, blogs and networking sites.

Declaring and Managing Personal Interests

- 5.1 The Association 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 the Association, or you know that someone to whom you are closely connected⁷ has such an interest, you must immediately declare it and record it in the Register of Interests maintained at the main office of the Association.
- 5.3 Committee members will be required to complete a declaration form when they are first appointed to the Committee and, thereafter, will be required to review it at least annually. The Committee should review the Register of Interests as a whole regularly and use their personal knowledge to ensure that it remains accurate at all times.
- 5.4 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.
- 5.5 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.
- 5.6 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 Committee share responsibility for upholding the requirements of this Code.
- 5.7 For the avoidance of doubt, tenant members of the Committee 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).
- 5.8 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.
- 5.9 As a general principle, if you are in doubt about whether or not to declare an interest, you should make the declaration. The following are examples of the kind of interest that Members of the Committee 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 the Association:

⁷ Someone "closely connected" includes any individual or body "connected" to the Committee member as that term is defined in Appendix 2 below.

- ♦ Tenancy of a property (by the Committee Member or someone to whom they are closely connected) of which the Association is the landlord.
- ♦ Occupancy or ownership of a property (by the Committee Member or someone to whom they are closely connected) which is factored or receives property related services from the Association.
- ♦ Receipt of care or support services from the Association.
- ♦ Ownership or part ownership of a business by the Committee Member or someone to whom they are closely connected that the Association 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 the Association.
- ♦ Voluntary work with another RSL or with an organisation that does or is likely to do business with the Association.
- ♦ 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 Committee of another RSL.
- ♦ Being an elected member of any local authority where the Association is active.
- ♦ Purchase of services from the Association.
- ♦ Purchase of goods or services from one of the Association's ~~approved contractors or Framework Agreement partners~~ **contractors or suppliers**.
- ♦ 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 the Association by the Committee 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 the Association.

Breach of this Code

- 6.1 Each member of the Committee has a personal and individual responsibility to promote and uphold the requirements of this Code. If any member of the Committee 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 Committee has a duty to co-operate with and contribute to any investigation relating to the Code of Conduct

Data Protection

- 7.1 Hillhead Housing Association will treat personal data in line with its obligations under the current General Data Protection Regulation and its own Privacy Policy. Information regarding how data will be used and the basis for processing data is provided in the Association's Privacy Notice.

Equal Opportunities

- 8.1 The Association will seek to ensure that in implementing this policy that no group, organisation or individual will receive less favourable treatment or be discriminated against regardless of their race, colour, ethnic or national origin, language, belief, age, sex, sexual orientation, gender realignment, disability, marital status, pregnancy or maternity. We will positively endeavour to achieve fair outcomes for all.

Review

- 9.1 This Code of Conduct will be reviewed every 3 years or earlier if required.

Regulatory Compliance	Standard 5: The RSL conducts its affairs with honesty and integrity 5.2: The RSL upholds and promotes the standards of behaviour and conduct it expects of governing body members and staff through an appropriate code of conduct. It manages governing body members' performance, ensures compliance and has a robust system to deal with any breach of the code.
Financial Impact	None
Risk Assessment	Medium

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 Committee of Hillhead Housing Association 2000 Limited. 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.

Furthermore, I am aware that the following people are not allowed by law to act as charity trustees:

- Someone with an unspent conviction for an offence involving dishonesty or an offence under the 2005 Act
- Someone who is an undischarged bankrupt or has a Protected Trust Deed or Debt Arrangement Scheme (DAS) to pay off debts with creditors
- Someone who has been removed under either Scottish or English Law or the courts from being a charity trustee
- Someone who is disqualified from being a company director

I confirm that none of the above apply to myself, and understand that, if I am found to have breached this Code of Conduct, action will be taken by the Committee which could result in my removal.

Signed _____

Date _____

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

- A.1** This procedure sets out the arrangements that will normally apply to potential breaches of the Code of Conduct, which are defined as follows:
- (a) Breaches of the Code of Conduct (the Code) that occur during a meeting and involve a member being obstructive, offensive or disregarding the authority of the Chair
 - (b) Other complaints about the conduct of a Member of the Committee
 - (c) Information that suggests that there may have been a breach of the Code by a member of the Committee.
- A.2** The Chair has delegated authority to deal with potential breaches of the Code, subject to Clause A.4 below. The Chair has delegated authority, in consultation with other office-bearers, to instruct, progress and conclude investigations carried out in accordance with this protocol.
- A.3** A breach of the Code is a Notifiable Event, The Chair is responsible for ensuring that the necessary notifications are made to the Scottish Housing Regulator as soon as any breach comes to light, and that the SHR's requirements (as set out in the relevant guidance⁸) in terms of reporting the outcome of the investigation are met.

Conduct at meetings

- A.4** Alleged breaches that occur during the course of a meeting (and which have not happened before) will normally be dealt with by the Chair or sub-committee Convenor, either during the meeting 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. 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. Where the Chair regards such behaviour as being very serious, it may also be investigated subsequently in accordance with the terms of this protocol, as will repeated incidents of a similar nature.

Other Complaints

- A.5** It is recognised that potential breaches of the Code of Conduct may occur beyond the Association's premises (e.g. whilst a Committee member is at an external meeting, attending a training event or conference or otherwise representing us, or whilst engaging in social networking). Potential breaches may also involve inappropriate conduct in relation to colleagues, staff or service users. Potential breaches may also involve failure to follow the requirements of an approved policy.
- A.6** A potential breach of the Code, including repeated instances of poor conduct at meetings, will normally be the subject of an investigation, which will be managed by the Chair.
- A.7** Not all potential breaches will be the subject of complaints or allegations. Where they are, they do not have to be made in writing but the Chair and Secretary/Senior Officer should ensure that there is always a written statement of the complaint or allegation that is used as the basis for the investigation.

⁸ Scottish Housing Regulator, February 2019, [Notifiable Events Guidance](#).

- A.8** In the event that an allegation is made anonymously, it will be investigated as thoroughly as possible, although it is recognised that it may not be possible to conclude any such investigation satisfactorily.

Investigation of a potential breach

- A.9** Allegations of a breach should normally be made to the Chair or, where the complaint relates to the Chair, to another office-bearer. The Chair or office-bearer, in consultation with the other office-bearers, will decide whether to instruct an independent investigation or whether to carry out an internal investigation. No one who has any involvement in the complaint or the circumstances surrounding it will play any part in the investigation.
- A.10** A potential breach of the Code of Conduct (other than that which is being dealt with as described at A.4) will be notified to the Committee by the Secretary within seven working days either of occurring or of receipt of the complaint. The notice will include a report on the proposed arrangements for investigation (but will not describe the detail of the complaint) and a recommendation of a suitable person to carry out the investigation. This recommendation should be made by the Chair who may seek advice from our solicitors.
- A.11** All investigations will be objective and impartial. A potential breach of the Code of Conduct will normally be investigated by an independent person, unless it is decided that an internal investigation is appropriate (as set out at A9).
- A.12** An internal investigation will be carried out by three Members of the Committee, not including the Chair, who will make a report and recommendations to the Committee. They will be supported in the conduct of the investigation by the Senior Officer.
- A.13** Where the potential breach relates to the Chair or other office bearer, an independent investigation will always be carried out.
- A.14** An independent investigation will normally be overseen by the Chair and one other office bearer, with support from the Senior Officer. In the event that the alleged breach relates to the Chair, one of the other office-bearers will act to fulfil the responsibilities ascribed to the Chair.
- A.15** 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 Committee. The Association should always provide the investigator with a written brief that sets out the nature of the complaint and of the investigation to be carried out, as well as a timescale for completion and reporting. The brief may refer to any action previously taken that is relevant. Investigations should not usually take more than six weeks to conclude. The advisor/investigator will normally present their report to the Committee.
- A.16** Any investigation of a potential breach should be notified to the individual concerned within seven days of the decision to investigate. The Committee Member must be notified in writing of the nature of the complaint and the arrangements proposed for investigation.
- A.17** The Committee Member whose conduct is being investigated will not be party to any of the discussions relating to the investigation. Any Committee Member who is the subject of a complaint is expected to co-operate with any investigation carried out.

The Committee should agree to grant leave of absence to a member who is the subject of a complaint whilst an investigation is carried out.

- A.18** A meeting of the Committee will be held to consider the report and recommendations from the investigation and to determine what action should be taken against any individual who is found to have been in breach of the Code.
- A.19** The Committee 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.
- A.20** Where, following an investigation, it is concluded that a serious breach has occurred, the Committee may require the member to stand down from their position in accordance with the Rules.
- A.21** If the Committee proposes to remove a member, following investigation, the member will have the right to address the full Committee before their decision is taken at a special meeting called for that purpose. Any such decision must be approved by two thirds of the remaining members of the Committee, in accordance with Rule 44.

Action to Deal with a Breach

A.22 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:

- ♦ an informal discussion with the 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 Committee

A.23 The outcome of any investigation will be notified to the Scottish Housing Regulator.

Definitions

A.24 The Association 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 Governance.

Review

A.25 This policy will be reviewed every three years or earlier if required.

Appendix 2: Key Duties of Committee Members in Charity Law

Section 106 of the Charities and Trustee Investment (Scotland) Act 2005 (**the 2005 Act**) defines charity trustees as “the persons having the general control and management of the administration of the charity”.

The members of the Association’s Committee, including co-optees, are charity trustees and therefore carry the duties, responsibilities and liabilities of charity trustees. The 2005 Act sets out both general and specific charity trustees’ duties.

Summary of General Duties

Under Section 66 of the 2005 Act, a charity trustee must:

Act in the interests of the Association: Trustees should put the interests of the Association before their own interests or those of any other person or organisation (and, specifically, before any parent organisation that may have appointed the trustees).

Operate in a manner consistent with the Association’s purposes: Trustees should carry out their duties in accordance with the Association’s governing document (that is, the Rules).

Act with due care and diligence: Trustees should take such care of the Association’s affairs as is reasonable to expect of someone who is managing the affairs of another person.

Ensure that the Association complies with the law: Whether that is the provisions of the 2005 Act or other relevant legislation.

Summary of Specific Duties

Additionally under the 2005 Act charity trustees’ duties include:

1. **Updating the Association’s details:** Trustees must make sure that OSCR holds the latest information about the Association on the Scottish Charity Register (under Section 17(1)(b) of the 2005 Act).
2. **Reporting to OSCR:** Trustees must ensure the Association complies with the statutory duty to supply information to OSCR:
 - Annual monitoring returns.
 - Accounts in the proper form.
 - If making changes to the charity, seek OSCR consent under Section 16 of the 2005 Act where appropriate, and otherwise notify OSCR under Section 17 of the 2005 Act when changes have been made.
3. **Financial record keeping and reporting:** Section 44 of the 2005 Act states the Association must:
 - keep proper accounting records

- prepare a statement of account, including a report on the charity's activities, at the end of each financial year
- have the statement of account independently examined or audited
- send a copy of the accounts, along with the annual return, to OSCR.

Accounting records should be kept by the charity for a minimum of 6 years from the end of the financial year in which they were made.

4. **Providing information to the public:** Trustees must ensure that the Association provides a copy of its Rules and / or its latest accounts to anyone who requests the same (under Section 23 of the 2005 Act). They must also make sure that the Association refers to its charitable status in all documents, including advertisements and websites not just more formal documentation.
5. **Ensuring the charity refers to its charitable status:** The following information must be stated on documents issued or signed on the Association's behalf:
 - the Association's name, as entered in the charity register
 - Any other name by which the Association is commonly known
 - the Association's charity registration number (SC042713).
 - The fact that the Association is a charity.

the Association is established under Scots law and managed wholly from Scotland so can describe itself as a "Scottish charity" or "registered Scottish charity".
6. **Fundraising:** trustees are responsible for controlling how the Association fundraises. The 2005 Act places restrictions and regulations on how certain fundraising activities can be carried out.
7. **Investments:** Charity trustees have the power to invest the Association's assets in whatever way they wish, including shares and land, provided they make a comprehensive assessment of the appropriateness of the investment. The 2005 Act stipulates a number of conditions and duties to be followed by trustees in exercising their investment powers. The power can be exercised by a nominee, appointed in accordance with duty of care placed on trustees regarding such appointments in the 2005 Act, for example an Investment Manager. It remains possible for the Association, as a charity, to invest in derivatives and Rule 19 of the Association's Rules includes standard amendments to the SFHA Model Rules to provide specific powers in this regard.

Charity Trustee Remuneration and Benefits

Charity trustees (the Association's Committee members) can receive payment for out-of-pocket expenses.

Otherwise, charity trustees cannot receive any remuneration, whether direct or indirect, whether payment or benefit in kind and whether received by a charity trustee or a person connected to a charity trustee, unless the following 5 conditions are met:

1. A maximum amount of any benefit must be set in writing.
2. The amount of the benefit must be reasonable.
3. At any time less than half the trustees can receive remuneration / benefit – a matter of fact to be checked on each occasion.
4. The benefit should be the Association's best interest – for the trustees to decide.
5. Nothing in the Association's constitution prohibits the benefit being offered.

Only if the above conditions are met, can a trustee be remunerated for:

- Services provided by the trustee to or on behalf of the Association; or
- Such services provided by persons “connected” to the trustee.

The Association’s Committee members are not remunerated for being charity trustees, but it is possible that one, or more, trustee is connected to someone who receives remuneration (payment or benefit in kind) from the Association, e.g. a trustee may be connected to the Association employee or connected to a company that is paid for services to the Association.

The definition of “connected”

Section 68 of the Charities and Trustee Investment (Scotland) Act 2005 defines individuals who are “connected” to a charity trustee as follows:

- (2) ... the following persons are “connected” with a charity trustee—
- (a) any person—
 - (i) to whom the trustee is married,
 - (ii) who is the civil partner of the trustee, or
 - (iii) with whom the trustee is living as husband and wife or, where the trustee and the other person are of the same sex, in an equivalent relationship,
 - (b) any child, parent, grandchild, grandparent, brother or sister of the trustee (and any spouse of any such person),
 - (c) any institution which is controlled (whether directly or through one or more nominees) by—
 - (i) the charity trustee,
 - (ii) any person with whom the charity trustee is connected by virtue of paragraph (a), (b), (d) or (e), or
 - (iii) two or more persons falling within sub-paragraph (i) or (ii), when taken together,
 - (d) a body corporate in which—
 - (i) the charity trustee has a substantial interest,
 - (ii) any person with whom the charity trustee is connected by virtue of paragraph (a), (b), (c) or (e) has a substantial interest, or
 - (iii) two or more persons falling within sub-paragraph (i) or (ii), when taken together, have a substantial interest
 - (e) a Scottish partnership in which one or more of the partners is—
 - (i) the charity trustee, or
 - (ii) a person with whom the charity trustee is, by virtue of paragraph (a) or (b), connected.
- (3) For the purposes of subsection (2) a person who is—
- (a) another person’s stepchild, or
 - (b) brought up or treated by another person as if the person were a child of the other person,
- is to be treated as that other person’s child.

Example related to a “connected person”

A trustee’s connected family member is, or is proposed to be, an employee – each of the 5 conditions above must be considered:

- (1) The employee’s contract of employment should clearly set out their salary (the maximum amount).

- (2) To evidence that the employee's salary is reasonable, it should be comparable to the salary that would be paid to an employee doing this job, or a similar job, who is not connected to a trustee.
- (3) At all times, the Association must ensure that it has fewer than 50% of its trustees with connections to benefiting parties (whether employees or others) – a matter of fact to be checked before employing any connected person.
- (4) The trustees must be satisfied that the terms of the contract of employment are in the Association's best interests.
- (5) As long as the other conditions are met, the Association's constitution does not prohibit payment of employees in these circumstances.

In any decision about such "connected" individuals or bodies it is appropriate that:

- The Committee member who has a connection declares their interest in the matter.
- The connected Committee member does not take part in any decision made in regard to the person / body with which they are connected.
- As part of the decision regarding the connected person / body, the Committee documents its consideration of the 5 conditions.
- Any decision clearly notes that the Committee approves remuneration / benefit only if they are satisfied that all 5 conditions are met.

Consequences of Breach of Trustees' Duties

OSCR has a duty to act where there is evidence that charity trustees are behaving improperly. The seriousness of the circumstances will alter OSCR's response, which should be proportionate to the breach. A breach of the trustees' duties may be considered by OSCR to evidence misconduct or mismanagement of a charity.

OSCR has considerable powers of investigation and inquiry into charities at any time and not only when allegations of misconduct arise. In cases of misconduct or mismanagement, or a failure by a charity to continue to meet the "charity test" by having charitable purposes and providing benefit to the public, OSCR has powers to suspend trustees, issue directions to a charity (either to do something or refrain from doing something) and otherwise intervene.

Good practice and appropriate policies can assist the Association to avoid any breach of trustees' duties. For example, misconduct is much less likely to occur if the Association's trustees:

- Understand their duties;
- Put the Association's interests first and act reasonably;
- Operate within the Association's Rules;
- Comply with the law and any guidance from regulators;
- Seek advice as and when necessary to inform decisions;

Ensure the Association has resources to meet its liabilities, whether through contracts or otherwise.

Appendix 3: Summary of The Bribery Act 2010

The Bribery Act 2010 codifies the law relating to bribery and corruption.

Corruption is the misuse of office or power for private gain. Bribery is a form of corruption and means:

- a) Giving or receiving money, gifts, meals, entertainment or anything else of value;
- b) As an inducement to a person to do something which is dishonest or illegal; and
- c) In the course of doing business.

In other words, a bribe is where a financial or other advantage is made where it is the intention to induce the improper performance of a business activity and bribery is designed to make a person act wrongly to secure an advantage for the donor.

The ability to provide corporate hospitality remains permitted under the Bribery Act and it is not the intention of the Bribery Act to outlaw “reasonable and proportionate hospitality” expenditure.

Under the Bribery Act 2010 it is illegal to:

- 1. Offer, promise to give or to pay a bribe;
- 2. Request, agree to receive or accept a bribe;
- 3. Bribe a foreign public official;
- 4. Fail to have adequate procedures in place to prevent bribery.

The Bribery Act is one of the widest-ranging pieces of legislation in the field. It covers: bribery which occurs in the UK or abroad; any corrupt act by a UK business (or by a foreign company carrying on any part of its business here) wherever it occurs. A corrupt act committed abroad may well result in a prosecution in the UK. Nor does it matter whether the act is done directly or indirectly.

If the Association or anybody acting on the Association’s behalf is found guilty of bribery – or even of failing to have adequate procedures in place to prevent bribery – they will be subject to large fines. Any person guilty of bribery will be subject to fines and /or imprisonment (up to 10 years).



COMMITTEE SUCCESSION POLICY AND TRAINING PLAN 2019/20

Approved by Management Committee:
Date due for review:

The information in this document is available in
other languages or on tape/CD, in large print and
also in Braille.

For details contact the Association on
0141 578 0200 or e-mail: admin@hillheadhousing.org

本文件所載資料備有中文 (廣東話) 版本，也可以製成錄音帶/光碟，以及利用特大字體和盲字
印刷，以供索取。
欲知有關詳情，請聯絡本協會，電話：0141 578 0200，或向我們發送電郵，電郵地址：
admin@hillheadhousing.org

Tha am fiosrachadh anns an sgriobhainn seo ri fhaotainn ann an Gàidhlig no air telp/CD, sa
chlà mhòr agus cuideachd ann an Cìò nan Dall.
Airson tuilleadh fiosrachaidh, cuiribh fios dhan Chomann air 0141 578 0200 no cuiribh post-
dealain gu: admin@hillheadhousing.org

इस दस्तावेज़ में दी गई जानकारी हिन्दी में भी या टेप, सी डी, बड़ी छाप और ब्रैल में भी उपलब्ध
है। विवरण के लिए ऐसीसिएशन को नम्बर 0141 578 0200 पर या ई-मेल के द्वारा सम्पर्क करें :
admin@hillheadhousing.org

ਇਸ ਦਸਤਾਵੇਜ਼ ਵਿਚ ਦਿੱਤੀ ਗਈ ਜਾਣਕਾਰੀ ਪੰਜਾਬੀ ਵਿੱਚ ਵੀ ਜਾਂ ਟੇਪ, ਸੀ ਡੀ, ਵੱਡੀ ਛਪਾਈ ਅਤੇ ਬ੍ਰੇਲ 'ਤੇ
ਵੀ ਉਪਲਬਧ ਹੈ। ਵੇਰਵੇ ਲਈ ਐਸੋਸੀਏਸ਼ਨ ਨੂੰ ਨੰਬਰ 0141 578 0200 'ਤੇ ਜਾਂ ਈ-ਮੇਲ ਰਾਹੀਂ ਸੰਪਰਕ ਕਰੋ :
admin@hillheadhousing.org

اس دستاویز میں درج معلومات اردو زبان یا آڈیو ٹیپ / سی ڈی، بڑی طباعت اور بریل میں بھی دستیاب ہیں۔
تفصیلات کے لئے ایسوسی ایشن سے ٹیلیفون نمبر 0141 578 0200 یا ای میل admin@hillheadhousing.org کے ذریعے رابطہ قائم کریں۔

Regulatory Compliance	Standard 1 – The governing body leads and directds the RSL to achieve good outcomes for its tenants and other service users
Financial Impact	Low
Risk Assessment	Medium

1.0 Introduction

Hillhead Housing Association recognizes the need for a Succession Policy and Training Plan which will continue to embody sound governance and business practices.

Hillhead's Succession Strategy and Training Plan will act as the guiding document to ensure the Association has the appropriate skills, experience and attributes whilst being mindful of the Scottish Housing Regulator's (SHR) expectations around tenure of committee membership and the principles of refreshing membership of boards to encourage fresh thinking and challenge.

Endorsement of this strategy and plan is a clear indication of commitment to good governance practices which will support the continuing growth and success of the Association.

2.0 Guiding principles and Regulatory Framework

An approach to succession planning relies upon a number of principles being adhered to:

- a. Regular, constructively critical evaluation of the needs of the business to meet current and known future challenges.
- b. An open and honest dialogue about whether these business needs are being met by the current skills, experience and knowledge of committee members.
- c. Receptiveness to the idea that for the good of the business, existing skills, experience or knowledge may need to be replaced.
- d. Valuing the contribution of individuals and dealing sensitively with any required changes.
- e. Participation of all committee members in reviews of board effectiveness and willingness to be open about future plans which may impact on the work of the board.
- f. Compliance with current Regulatory requirements with regard to Governance & Financial Management

Standard 6

The governing body and senior officers have the skills and knowledge they need to be effective.

Guidance

6.1 The RSL has a formal, rigorous and transparent process for the election, appointment and recruitment of governing body members. The RSL formally and actively plans to ensure orderly succession to governing body places to maintain an appropriate and effective composition of governing body members and to ensure sustainability of the governing body.

6.2 The governing body annually assesses the skills, knowledge, diversity and objectivity it needs to provide capable leadership, control and constructive challenge to achieve the RSL's purpose, deliver good tenant outcomes, and manage its affairs. It assesses the contribution of continuing governing body members, and what gaps there are that need to be filled.

6.3 The RSL ensures that all governing body members are subject to annual performance reviews to assess their contribution and effectiveness. The governing body takes account of these annual

performance reviews and its skills needs in its succession planning and learning and development plans. The governing body ensures that any non-executive member seeking re-election after nine years' continuous service demonstrates continued effectiveness.

6.4 The RSL encourages as diverse a membership as is compatible with its constitution and actively engages its membership in the process for filling vacancies on the governing body.

6.5 The RSL ensures all new governing body members receive an effective induction programme to enable them to fully understand and exercise their governance responsibilities. Existing governing body members are given ongoing support and training to gain, or refresh, skills and expertise and sustain their continued effectiveness.

Scottish Housing Regulator – Regulation of Social Housing in Scotland, 2019

3.0 Scope

It is the responsibility of the Chairperson and the Director to implement this Strategy and the associated annual training plan.

4.0 Approach

- 4.1 On an annual basis, all the management committee will review the range of skills, experience and knowledge against the business plan requirements. This assessment will be concluded by June of each year.
- 4.2 All committee members will be asked to complete a self-assessment on an annual basis, which will identify any intentions to leave the committee as well as any training or development needs to enable committee members to fully and effectively participate in committee activities. The suggested timetable for completion of the annual assessments is April. For the period 2020 to 2022 this process will be supported by SHARE as part of our agreement with SHARE which started in 2019.
- 4.3 All committee members will have had an individual meeting with the relevant committee Chair and/or Vice Chair or supporting organisation to discuss performance, strengths, development areas and tenure. The suggested timetable for conclusion of these meetings will be March.
- 4.4 The expected outcomes from these annual assessments are:
 - Clear information relating to current skills, knowledge and experience.
 - Committee members being aware of any gaps in existing versus required skills, knowledge and experience.
 - Clarity of intentions regarding committee tenure, bearing in mind the Scottish Housing Regulator's expectations that board members normally serve no more than nine years on a board.
 - A clear and documented rationale where a committee member exceeds the nine year service expectation of the SHR.
 - An updated annual training and development plan.
 - An appropriate recruitment plan to address any gap areas or committee member turnover.
 - An indication of members who have an interest in becoming chair, vice chair or chair of a sub-committee.

5.0 Hillhead Housing Association Methods of Evaluating Committee Effectiveness

5.1 Every three years, a full review of the Association's Management Committee effectiveness will take place. As part of our current arrangement with SHARE this process is supported by them and will therefore involve some form of external and/or peer review and evaluation.

5.2 Topics likely to be evaluated include:

- Governance practice against recognised good practice and the SHR's expectations
- Understanding of the business context in which Hillhead HA operates
- Level of scrutiny of business critical information
- Level of challenge amongst members and senior staff
- Relevance of reports and information to members
- Effectiveness of meetings
- Contribution of members to discussions at meetings/online discussions and other committee activities.

5.3 Methods of evaluation

There are various methods of evaluation which may be used. Thorough evaluation will require at least:

- Observation of a minimum of one full committee meeting [this may be supplemented by attendance at additional full committee or sub-committee meetings]
- Review of committee members self-assessment data and meetings with all individual committee members
- Review of committee papers to include coverage of at least one quarterly key performance indicator report
- Feedback from the Senior Management Team members who can comment on the operation of the Committee.

5.4 The expected outcomes of these evaluation reviews are:

- A full report on the committee identifying good practice
- Recommendations for consideration where these could improve committee effectiveness
- A sharing of good practice across the Association and shared commitment to improving governance where possible
- Peer and/or externally drawn feedback for individual committee members
- Confidence in our governance practices and reportable evidence to provide to the SHR and other interested parties.

6.0 Hillhead Housing Association Committee Succession Plan

As part of the discussions with SHARE (as the currently appointed Committee Development Consultants), the Chair and individual Committee members, a number of development areas are identified and these will be included in Section 8.0 as an organisational training and development plan. Committee have also been issued with Individual Learning Reports. Needs will be addressed over the course of each financial year.

At this point, three vacancies exist on the Association's Management Committee. In the event that members with over nine years' service were to relinquish their position, there would be 4 vacancies.

The profile of Hillhead's Committee members currently is summarised in the table below.

Committee Member	Year Service Began	Year Last Elected	Professional/Tenant Background
Claire Taylor	December 2000	2017	Local Resident. Claire has been a committee member since 2002 when she joined the steering group that was later to become Hillhead Housing Association. She has been Chair since 2016 and prior to then she served as Vice Chair. She was previously chair between 2009 and 2012. Claire is a retired psychiatric nurse, Member of Kirkintilloch Community Council, Treasurer of Strathkelvin Credit Union, Board Member of Glasgow & West of Scotland Forum of Housing Associations, and Board Member of a local Recovery Group called GRACE. Claire is participating in SHARE'S governance qualification programme for Committee Members. Claire owns her home and lives in Hillhead.
Lisa Scott	June 2015	2018	Tenant Member. Lisa is the Association's Vice Chair and has fulfilled this role since 2017. Lisa is participating in SHARE'S governance qualification programme for Committee Members along with Claire. Lisa is currently chair of SHARE.
Mary Docherty	February 2014	2019	Mary is a tenant of the Association and has been a committee member since 2014. She is retired.
Stuart Niven	June 2017	2019	Stuart joined the Committee in 2017. He is the Business Development Manager with the Charities Aid Foundation Bank. He lives in Kirkintilloch and brings a breadth of financial management knowledge and skills to the Committee.
Cllr John Jamieson	October 2017	2018	Prior to May 20107 John was an appointed councillor for two terms. Since 2017 he has been an ordinary committee member. He continues to serve as one of the local councillors for Hillhead. He lives in Bishopbriggs.
Cllr Stuart MacDonald	July 2007	2019	Stewart is one of our 2 appointed councillors and has sat on our committee for 2 terms. In 2017 he was reappointed for a third term. In the last term he held the position of Convener of Housing Services and he is

			a Board Member of the local East Dunbartonshire Leisure Trust. In his day time employment he works as a Kinship Care Coordinator with Citizens Advice Scotland. Prior to that role he worked as an advisor in the Airdrie CAB in Lanarkshire. He lives in Harestanes in Kirkintilloch.
Cllr Susan Murray	June 2017	2019	Susan is our second appointed local councillor and is currently serving her first term. She is presently the Convenor of the Housing Committee. She lives in Hillhead.
Robert Smith	May 2014	2019	Robert works for the local charity GRACE which supports people recovering from drug and alcohol addictions. He is a tenant of the Association and has been a committee member since 2014.
Gary Jackson	April 2019	2019	Gary is the Managing Director of a company in the private house building sector and brings a wealth of construction and technical knowledge and experience to the Association. He lives in Chryston. He joined the Committee in 2019.
David Wilson	September 2015	2018	David lives in Bishopbriggs and is the Housing Manager at Parkhead Housing Association. He has been a member of the Association's Committee since 2015.
Walid Hassan	July 2019	2019	Walid joined the Committee in 2019 and is currently working through his induction. He lives in Glasgow and works for East Dunbartonshire CAB. He also supports a number of Syrian Refugee families in the local area.
Catherine MacKay-McCann	Feb 2018	2018	Catherine lives in Hillhead and until 2018 was Head of the Customer Services team of a large Glasgow based housing association. She is currently on an extended leave of absence.

In summary the Committee as a whole has knowledge, skills and experience in the following areas:-

- Housing Management
- Finance
- Property development and construction
- Customer Service
- Governance of other charities, not for profit organisations and social enterprises
- Social care and health services

7.0 Hillhead Housing Association Recruitment plan

7.1 There is a very broad range of skills within the management committee at Hillhead and there are currently we have 3 vacancies for co-option. However, this can change at any time and often does so around the AGM in September. Therefore, where change occurs and vacancies arise, an assessment of skills gaps will be carried out, the results of which will form the focus of a recruitment campaign.

7.2 Recruitment process

Open recruitment should take place to fill vacancies as they arise. An advertisement will be drafted to cover the agreed skills and experience areas identified. Wide circulation of the advert will include bodies which represent sectors of the community which are currently under-represented on the committee. This will include educational, financial and legal institutions.

In addition to publication of the advert, committee members and staff will be asked to bring the opportunities to the attention of people in their networks who may be interested in applying for committee membership.

Timescales:

Publication of the advert	When required
Closing date for applications	At the relevant time
Shortlisting of applications	At the relevant time
Interviews	When required At the relevant time
Offers issued	At the relevant time

8.0 Hillhead Housing Association Organisation Training and Development Plan 2019/2020

A number of general themes were identified in discussions about development needs. These are identified below together with suggested events to address these requirements.

Report Item	Regulatory Standard	Learning & development area	Key outcomes	How learning & development to be met (examples)	Date to be achieved
1	The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.	What more committee could do to stay up to date with the profile, needs and priorities of tenants and other customers	<p>Committee members should be informed on the demographic of the population in their area, including information on age and household size.</p> <p>This information should form the basis of discussion on current issues facing the housing sector and bring the discussion round to the ways that particular issues and challenges will affect HHA's particular demographic.</p> <p>The knowledge should also be a key consideration when the committee discusses future planning and direction for the association.</p>	<p>Session on Area Demographic Overview (delivered by HHA staff) and followed by discussion relating demographics to current housing issues e.g. Brexit/Universal Credit.</p> <p>Association carries out more in depth survey of tenants and other customers</p> <p>In-house training course for all Committee members</p> <p>Signposting to relevant reading</p>	<p>February 2020</p> <p>This topic will be covered in 2020. Current housing issues such as Brexit and Universal Credit will be incorporated into Committee reports and training/briefing sessions throughout the year</p>

Report Item	Regulatory Standard	Learning & development area	Key outcomes	How learning & development to be met (examples)	Date to be achieved
2	The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.	Committee discusses and agrees how the priorities, needs and aspirations of tenants and others influence the plans, strategies and decisions of the Association.	Committee decide and implement a strategy for gathering information from tenants on their needs and aspirations. Once this information is gathered, it should be a key consideration for any plans, strategies and decisions of the organisation.	In-house training on tenant participation and review of tenant participation strategy Network with other housing associations on how they are gathering/using such info	June 2020 By reviewing the information collated from the Tenant Survey and by involving tenants in a review of our TP strategy.
3	The governing body bases its decisions on good quality information and advice and mitigates risks to the organisation's purpose	Committee discussion and agreement on a succession planning process for the governing body, including how to further involve tenants.	Committee plan and implement and succession planning strategy. Committee considers ways to involve tenants in the future of the governing body.	Succession planning training Regular reviews of intentions and aspirations of committee regarding office bearers roles Training offered to those interested in becoming an office bearer Campaign to highlight the work of committee in the area	April/May 2020 May to June 2020 From April 2020

Report Item	Regulatory Standard	Learning & development area	Key outcomes	How learning & development to be met (examples)	Date to be achieved
4	The governing body and senior staff have the skills and knowledge they need to be effective	Committee discusses undertaking study visits and networking with other Associations' governing body members as part of their learning and development programme for the coming year.	Committee work on ways to build networks and peer support with their counterparts in the sector.	Attend conferences and events aimed at committee members. Work with other community controlled associations to build peer support by shadowing meetings and offering feedback.	Throughout 2020
5	The governing body and senior staff have the skills and knowledge they need to be effective.	The Committee and Association agree a plan of training and development, based on discussion with Committee members and taking account of the results of the appraisal exercise.	Committee are satisfied with a year-long training plan and programme that meets collective and individual training needs, and this is implemented, training attended and learning reflected upon.	Full analysis of committee appraisal report Points identified should be actioned Formation of programme of training that reflects individual and collective needs and allows for further reflection on these and additional topics to be added if required Awareness of current or new topics in the sector and suitable arrangements made for committee to receive training on these issues as they arise.	January to March 2020 April 2020 to March 2021

Where committee members have identified individual needs, these will be addressed with them directly through individual training plans and one off exercises.

9.0 Conclusion

Governance structures and practices are fundamental to future success. The Committee Succession Plan and Training Plan will support overall objectives and, in particular, the Mission Statement. By implementing this Strategy and Training Plan, the Association continues to be supported by committee members with the right mix of skills, experience, knowledge and commitment to the aims of the Association.