



Scrutiny Panel Terms of Reference and Code of Conduct

These Terms of Reference were formally approved by the Scrutiny Panel on 30 June 2016

The Scrutiny Panel is a formally constituted body within The SLH Group's governance arrangements with a two way reporting line direct to Executive Management Team (EMT) and SLH Board.

The Scrutiny Panel (SP) is not constituted to make decisions on behalf of The SLH Group, as this is the responsibility of the Board and the Chief Executive.

Role of the Scrutiny Panel

The SP has an important role to play in helping and advising the Board in their decision making in respect of improvements to customer services.

Main Responsibilities:

In order to fulfil its role SP will carry out a programme of service reviews using performance information from a range of sources including:

- Monthly key performance indicators;
- Quarterly performance reports against the consumer element of the Social Housing Regulatory Framework;
- Monthly customer feedback;
- Tenant satisfaction surveys.

In this way, SP will be able to use information to help to identify areas of service it may wish to include in its programme for greater scrutiny.

The main aim of any scrutiny exercise is to identify if there are areas where SLH could make changes to a service area for the benefit of the customer or if there are areas of strength which could be replicated in other service areas.

However, recommendations for improvement to services will need to be considered within The SLH Group's corporate objectives.

Commissioning scrutiny programmes

The commissioning of scrutiny programmes will be to:

- Support SLH to develop plans in response to tenant satisfaction surveys;
- Complete service reviews based on areas of concern identified through performance reports or customer experience;



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- Supporting SLH's approach to Business Assurance
- Act as an independent regulator.

Membership

The majority of members of SP will be drawn from South Liverpool Homes' tenants and their families. This includes partners, spouses or family members of SLH tenants who live in one of our homes and are over 16 years of age.

Scrutiny Panel members may not:

- Be a current employee of The SLH Group;
- Be a tenant with a current breach of tenancy;
- Sit on any other group within the formal structures which includes the Board at SLH;
- Be a close relative of an existing Scrutiny Panel member for e.g. partner or child.

SP will also be empowered to invite others, who are not tenants but have experience within the sector, that would be useful to support the panel.

Avoiding conflicts of interest

The SP role means that its members need to be independent from any other groups, committees or Boards within SLH and will adhere to the Scrutiny Panel Code of Conduct.

Support and resources for the Panel

SLH will ensure that SP is supported by a senior member of staff and the resources are available to enable SP to work effectively.

The Director of Business Assurance has been designated the Officer to lead on scrutiny at SLH.

The Compliance and Performance Team Leader will support the panel and attend meetings along with the Head of Neighbourhood Management.

To enable SP to consider performance management information the Performance Officer will attend meetings to present information in a way that highlights trends or issues that will help to inform the Panel in deciding which areas to scrutinise.



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Budget resource

Additional meetings may be required during the service reviews although these may not need to involve all members.

Attendance and quorum

It is important that members inform the officers in advance if they are not able to attend a meeting as a minimum number of members are required to make a meeting 'quorate' or valid.

A good guideline is to have at least half of the members present at a meeting to discuss business and take decisions. This means that while there are eight members on the panel it is acceptable to proceed with four. When the SP is at full capacity with 15 members you would need 7 members to make the meeting quorate. This can be kept under review depending upon the number of members.

Payment of members

It has been agreed that Members will be rewarded with an incentive payment of a gift voucher for each meeting they attend.

Meeting agenda and work programme

The panel will have a standard monthly meeting agenda which comprises of:

- Performance report;
- Customer feedback report;
- Our Promises (six monthly);
- Equality and diversity report (annually);
- Budget spend (quarterly);
- Best practice;
- Service reviews – status of current review and / or review of previous recommendations.

SLH officers will provide administration for the meetings which includes minute taking, preparing and sending out papers.

Members who wish to add any additional items to the agenda can do so through the Chair. The Chair will advise SLH of any additional items 7 working days before the panel. This is to enable SLH to send out meeting papers to all panel members one week before the meeting.



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SP will be awarded a budget for their scrutiny programme which will be agreed with the Chair and the Director of Business Assurance at the start of the financial year. This will be reviewed quarterly. The budget setting process for each financial year will take place in October.

SLH is committed to providing secretariat type support and a meeting facility for SP meetings; other budget expenditure requirements will be identified each October ready for this start of the following financial year in April. This budget will include provision for learning and development requirements.

Recruitment/appointment of Chair and Deputy Chair

SP will elect a Chair and Deputy Chair on an annual basis. The Chair can be elected from within or outside of the existing membership.

Given the requirements on the role of the Chair any nominations for the position internally, or any individual recruited externally will follow a selection process to ensure that the proposed Chair satisfies the requirements.

The Chair and Deputy Chair will be responsible for:

- Chairing the meetings;
- Representing SP externally;
- Presenting service reviews to The SLH Group Board;
- Being the key point of contact for senior staff;
- Agreeing the annual programme of work;
- Agreeing the annual budget;
- Making sure members are aware of and follow SP's terms of reference and code of conduct;
- Summarising key points and decisions at meetings;
- Agreeing the meeting agenda with SLH;
- Keeping order at meetings.

Frequency & time of meetings

Members have agreed that SP meetings will be held monthly on the last Thursday of every month starting at 5.30pm and finishing no later than 7.30pm.

The time and frequency will be reviewed on annual basis to make sure that this continues to be acceptable to the majority of members



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An annual programme for SP will be agreed. Scrutiny of performance will support the annual programme and in particular support the panel to select service areas that they will review.

SP will complete a minimum of one service review per year. A service review can be triggered through the panel themselves identifying areas of concern through performance data but also through requests from EMT.

Service review timescales will be agreed in advance of the review starting. The Chair and Deputy Chair will support SLH to ensure these timescales are met and reports are delivered to EMT and Board on time.

Decision Making

Where SP need to make a decision, consensus should try to be achieved in the first instance however where this is proving difficult a vote will be used. Each SP member, with the exception of SLH officers, is entitled to vote. The majority vote will be carried. Where there is a split decision, the Chair will make the final decision.

A minimum of 50% of the Panel is required for the meeting to go ahead and make decisions.

Scrutiny Panel links to other forms of tenant review

The work of SP will support and be supported by the work undertaken by other formal structures within SLH. SP can commission work from other tenant bodies such as mystery shopping and focus groups as part of their service reviews.

Power to request information

It is important that SP is able to access and request information in order for it to be effective in its role. However, it is equally important that SP understand its responsibilities and ensures that requests for information are limited to the service review work it is undertaking.

Interface with Corporate Management/Governance

Each service review will be accompanied by a report compiled by the SP with the support of the secretariat. On behalf of SP, the Director of Business Assurance will present the report to EMT. This will enable members of EMT to provide a response to SP on the recommendations prior to submission to Board.

The response to the recommendations will take into account constitutional, legal and regulatory requirements in determining how SLH deal with the recommendations.



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Attendance at SLH Board

The Chair or in their absence the Deputy Chair will be invited to Board to present a service review paper. The Board will formally respond to the SP within one month of the report providing a timetable for actions and responses.

In addition to attendance for presentation of service reviews, other panel members will have the opportunity to observe at Board no more than once per year.



Conduct Becoming: A Code of Conduct for Individual Board and Committee Members, Colleagues and Involved Residents



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Conduct Becoming

A Code of Conduct for Individual Board and Committee Members, Colleagues and Involved Residents

Conduct Becoming is the model Code of Conduct for individuals – Board members, colleagues and involved residents. For the purposes of this Code, the Group Board has determined that the definition of an involved resident is someone who is an active member of a formal group within SLH's engagement structure. This definition may change over time.

Preamble

The Code of Conduct for members of the National Housing Federation requires that Federation members adopt and ensure compliance with a Code of Conduct for Board members, staff and involved residents to uphold the highest standards of probity and conduct.

This model code is issued as an accompanying resource to the Federation's Code of Conduct 2012 for member but does not form part of that code.

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INTRODUCTION

Conduct becoming defines the conduct required of all individuals directly involved in delivering the SLH Group (SLH's) business activities. Except where otherwise indicated, the code applies equally to board members, colleagues and involved residents.

It provides guidance on how to ensure that your actions and behaviour are consistent with SLH's values and the high standards of conduct required to maintain confidence in SLH and our work.

You must familiarise yourself with the contents of the code and act in accordance with its principles and provisions at all times. Failure to comply with the code may be an employment or governance disciplinary matter.

If board members or involved residents have any doubts or questions regarding the application of the code, or in relation to a specific issue, they should seek advice and guidance from the Company Secretary. Colleagues should seek advice and guidance from their line manager or the Company Secretary if they prefer.

The main principles of the code

- A General responsibilities:** You must fulfil your duties and obligations responsibly, acting at all times in good faith and in the best interests of SLH, its residents and other service users.
- B Conflicts of interests:** You must take all reasonable steps to ensure that no undeclared conflict arises, or could reasonably be perceived to arise, between your duties and your personal interests, financial or otherwise.
- C Bribery, gifts and hospitality:** You must not offer, seek or accept bribes or inducements to act improperly or corruptly. You must not seek or accept gifts, hospitality or other benefits from individuals or organisations that might reasonably be seen to compromise your judgement or integrity or place you under an obligation to those individuals or organisations.
- D Funds and resources:** You must not misuse the association's funds or resources.
- E Confidentiality:** You must handle information in accordance with the law and the association's policies and procedures.
- F Respect for others:** You must treat others with respect at all times.
- G Relationship between board members, colleagues and involved residents:** Board members, colleagues and involved residents must maintain a constructive, professional relationship based on a sound understanding of their respective roles.
- H Relationship with residents and other service users:** You must maintain high standards of professionalism, fairness and courtesy in all your dealings with residents and other service users.
- I Health, safety and security:** Your conduct must not endanger the health, safety or security of yourself or others.



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- J Conduct at meetings:** Your conduct at board and other meetings must meet a high standard of integrity, commitment and courtesy.
- K Representing the association:** In representing SLH at external events and in dealings with outside bodies, you must uphold and promote the association's values, objectives and policies.
- L Learning and development:** In partnership with SLH, you must take responsibility for your own learning and development, regularly updating and refreshing your skills and knowledge.
- M Reporting concerns:** You must report any reasonable and honest suspicions you may have about possible wrongdoing.

A: GENERAL RESPONSIBILITIES

Main principle

You must fulfil your duties and obligations responsibly, acting at all times in good faith and in the best interests of SLH, its residents and other service users.

Provisions

- A1 You must comply with the law, your terms of appointment and SLH's policies and procedures relating to your role.
- A2 You must not conduct yourself in a manner which could reasonably be regarded as bringing SLH into disrepute. This includes membership of, or participation in, activities organised by groups or organisations whose values are inconsistent with SLH (for instance, racist organisations) which could create reasonable doubt in your ability to comply with the association's values and this code.
- A3 You must not bring SLH's name into disrepute or affect its integrity by your actions or words, either within the organisation or outside. This includes the use of, or entries on, social networking sites (such as Facebook, Twitter, YouTube and others). This includes making derogatory comments about SLH, its residents or other service users, partners or services, either in person or in writing or via any web-based media such as a personal blog or other site. This also applies if you do not name SLH but where its identity can reasonably be inferred, or where you use a pseudonym but your identity can reasonably be inferred. If you have a genuine concern about possible wrongdoing, you must report it to the appropriate senior person within the organisation (see section M below).
- A4 You must not act in a way that unjustifiably favours or discriminates against particular individuals, groups or interests.
- A5 You must respect the appropriate channels for handling tenancy and service provision issues. You must not act outside SLH's established procedures in any matter concerning any resident or other service user.
- A6 You must not misuse your position, for example, by using information acquired in the course of your duties for your private interests or those of others.



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- A7 You must respect the principle of collective decision-making and corporate responsibility. This means that once the board has made a decision you must support that decision.
- A8 You must not engage in any political or campaigning activity that might compromise the position of SLH. Board members or involved residents intending to stand for political office must discuss the matter with the chair; colleagues with their line manager.

Board members

- A9 If you take up new employment or appointments during your term of office on the board, you must make any necessary declaration of interest. Any such work or position must not interfere with your role as a board member.

Colleagues

- A10 You must consult your manager before taking on any outside work or any position, paid or unpaid. Any such work or position must not interfere with your existing job or conflict with the interests of your job or SLH.

B: CONFLICTS OF INTERESTS

Main principle

You must take all reasonable steps to ensure that no undeclared conflict arises, or could reasonably be perceived to arise, between your duties and your personal interests, financial or otherwise.

Provisions

- B1 You must comply with SLH's policies and procedures for declaring, recording and handling conflicts of interest. Among other things, these require you to declare any private interests which may, or may be perceived to, conflict with the duties of your role.
- B2 You must ensure that your entry in SLH's register of interests is complete, accurate and up-to-date.
- B3 You must comply with SLH's policies and procedures relating to the application for employment or housing from colleagues, board members, involved residents or others to whom they are related or closely connected. (SLH's policies and procedures are designed to ensure, and to demonstrate, that no preferential consideration is given to any such application).
- B4 You must not be involved in the appointment of staff where you are related, or are closely connected, to an applicant. You must declare any such relationship to the appropriate person. You must not be involved in decisions relating to discipline, promotion, pay or benefits for any colleague to whom you are related or closely connected.
- B5 You must not be involved in the appointment of a contractor or supplier where you are related, or closely connected, to an organisation or individual applying or tendering for a contract. You must declare any such relationship to the appropriate person. You must not be involved in establishing the terms of a



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contract, or its ongoing monitoring and management, where you are related, or closely connected, to the contractor or supplier.

- B6 With the exception of areas in which the commercial market is dominated by a small number of suppliers (such as utilities), you must not use SLH's contractors and suppliers for private purposes. If you are in any doubt about whether use is permitted, you must seek prior approval from SLH.
- B7 You must not use, or attempt to use, your position to promote your personal interests or those of any connected person, business or other organisation.

C: BRIBERY, GIFTS AND HOSPITALITY

Main principle

You must not offer, seek or accept bribes or inducements to act improperly or corruptly. You must not seek or accept gifts, hospitality or other benefits from individuals or organisations that might reasonably be seen to compromise your judgement or integrity or place you under an obligation to those individuals or organisations.

Provisions

- C1 You must comply with the law and SLH's policies and procedures in relation to:
- Bribery and corruption; and
 - The giving, receipt, approval and recording of gifts and hospitality.
- C2 You must not canvass or seek gifts or hospitality or other benefits.
- C3 If you are offered gifts or hospitality, they should either be declined, or prior approval sought for their acceptance. The only exceptions are gifts of token value or modest hospitality given in connection with normal work meetings. SLH's policies give further guidance.

D: FUNDS AND RESOURCES

Main principle

You must not misuse SLH's funds or resources.

Provisions

- D1 You must comply with SLH's policies and procedures regarding the use of its funds and resources. 'Resources' includes colleagues, information, telephone, computer and other IT facilities, equipment, stationery and transport.
- D2 You must ensure that SLH funds and resources entrusted to you are used efficiently, economically and effectively.
- D3 You must comply with SLH's policies and procedures regarding procurement, ensuring value for money and fairness in decision-making.
- D4 You must take reasonable measures to protect SLH's funds, resources, property and assets from theft, damage and misuse.
- D5 You must comply with SLH's policies and procedures relating to the acceptable or unacceptable use of email, intranet, internet services and mobile devices. Among other things, these policies and procedures prohibit access to



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inappropriate and offensive material (e.g. material that is pornographic or racist), and the use of unauthorised or unlicensed software.

- D6 You must claim reimbursement only for expenditure that was properly and reasonably incurred in carrying out SLH's business. You must ensure that any expenses claim you make is accurate and complies with the SLH's policies and procedures.

E: CONFIDENTIALITY

Main principle

You must handle information in accordance with the law and SLH's policies and procedures.

Provisions

- E1 You must comply with the provisions of the Data Protection Act 1998 which governs the protection of personal data. All personal data held about residents and other service users, colleagues and others, whether on paper or electronically, is subject to the provisions of the Act. SLH's policies and procedures give further guidance.
- E2 You must not disclose without authority any confidential business information. This duty continues to apply after you have left SLH or relinquished your position.
- E3 You must not, without permission, pass or distribute to the press or media or any other external recipient(s) information or materials relating to SLH.
- E4 In your capacity as a board or colleague or involved resident, you must not, without prior authority:
- Appear to represent the views or position of SLH;
 - Write letters to the press or other recipient(s);
 - Write media articles, blog posts or tweets etc., about SLH and its activities;
 - Make comments or statements to the media – if approached you must pass the enquiry to the appropriate person.
- E5 You must not prevent another person from gaining access to information to which they are entitled by law.

F: RESPECT FOR OTHERS

Main principle

You must treat others with respect at all times.

Provisions

- F1 You must comply with the law and with SLH's policies and procedures relating to equality and diversity. The Equality Act 2010 prohibits discrimination on grounds including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation and imposes positive duties to eliminate unlawful discrimination and promote equality. SLH's policies give further guidance.



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- F2 You must not harass, bully or attempt to intimidate any person. SLH's policies give further guidance.
- F3 You must not display materials in the workplace which other people might reasonably find offensive or use language which board or work colleagues or customers might reasonably find offensive.

G: RELATIONSHIP BETWEEN BOARD MEMBERS, STAFF AND INVOLVED RESIDENTS

Main principle

Board members, colleagues and involved residents must maintain a constructive, professional relationship based on a sound understanding of their respective roles.

Provisions

Board members

- G1 You have a duty of loyalty and support towards SLH and this must be reflected in a constructive, professional relationship with colleagues.
- G2 You must not go beyond your role as a board member and become inappropriately involved in operational matters.
- G3 In your dealings with colleagues, formally and informally, you must set an example by demonstrating the highest standards of integrity and ethics and your alignment with the values, policies and objectives of SLH.

Board members and involved residents

- G4 Where it is necessary to raise issues of poor colleague performance at a formal meeting, these must be raised in a constructive way, aimed at getting things right in future, and not at criticising individuals. Any concerns about the performance of individuals must be discussed in confidence with the Chair of the Board, committee or panel, or with the Chief Executive.
- G5 You must not appear to undermine the authority of a senior officer in his or her dealings with a more junior colleague.
- G6 You must avoid inappropriate personal familiarity with colleagues.
- G7 You must not ask or encourage a colleague to act in any way which would conflict with compliance with this code or SLH's policies and procedures.

Involved residents

- G8 You must not seek to instruct or direct a colleague or contractor. The relevant manager or colleague must convey all instructions.

Colleagues

- G9 If your work brings you into contact with the board, a committee or residents'/service users' committee or panel, you must:
- Take direction from the board, or in accordance with any delegated authority of a committee or panel;
 - Respond constructively to questioning or challenge;



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- Respond willingly to requests for information.
- G10 You must avoid inappropriate personal familiarity with board members and involved residents.
- G11 You must not use informal channels to lobby or influence board members or involved residents on matters of the association's business.
- G12 You must not knowingly mislead the board or any of SLH's committees or panels. In presenting information you must set out the facts and relevant issues truthfully.

H: RELATIONSHIP WITH RESIDENTS AND OTHER SERVICE USERS

Main principle

You must maintain high standards of professionalism, fairness and courtesy in all your dealings with residents and other service users. SLH's policies give further guidance.

Provisions

- H1 You must treat all residents and other service users with courtesy and respect.
- H2 You must not allow any personal relationship with a resident or other service user to conflict with your role and responsibilities.
- H3 You (colleagues) must not give gifts or loans of money to, or receive loans or gifts of money from, residents or other service users.
- H4 You must take great care in handling residents' and other service users' money, ensuring that a receipt is completed for every transaction.
- H5 You must not invite or influence a resident or other service user to make a will or trust under which you are named as executor, trustee or beneficiary.
- H6 When handling information relating to residents and other service users, you must comply with the law and SLH's policies and procedures relating to the protection of personal data.



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I: HEALTH, SAFETY AND SECURITY

Main principle

Your conduct must not endanger the health, safety or security of yourself or others.

Provisions

- I1 You must comply with SLH's health and safety policies and procedures and bring to the attention of the appropriate person any risks to yourself or others. In particular:
- Where you are provided with protective clothing this must be worn; and
 - For your own safety, you must comply with SLH's policy and procedures relating to lone working.
- I2 You must comply with the law and SLH's policies on smoking and on the use of alcohol, illegal drugs and other substances.
- I3 You must comply with SLH's policies relating to the security of premises.

J: CONDUCT AT MEETINGS

Main principle

Your conduct at meetings must show respect for all, and comply with SLH's standards.

Provisions

- J1 You must be courteous to all other attendees, and respect the position of the meeting chair.
- J2 You must not use threatening or aggressive behaviour, or act in a disruptive way.
- J3 You must not attend meetings while intoxicated or under the influence of drugs.
- J4 Once a board, committee or panel meeting has properly reached a decision, you must share responsibility for that decision, even where you had not supported it.

K: REPRESENTING SLH

Main principle

In representing SLH at external events and in dealings with outside bodies, you are an ambassador for the association and must uphold and promote its values, objectives and policies.

Provisions

- K1 You must not become involved in, or be seen to endorse, any activity that may bring SLH into disrepute. This includes but is not limited to illegal, immoral, racist or other discriminatory activity.
- K2 In engaging in activities which promote the work of SLH to the outside world, you must demonstrate commitment to SLH and support for its values, policies and goals.



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- K3 In representing SLH at formal or informal events, you must be appropriately dressed for the occasion.

L: LEARNING AND DEVELOPMENT

Main principle

In partnership with SLH, you must take responsibility for your own learning and development, regularly updating and refreshing your skills and knowledge.

Provisions

- L1 You must play an active part in SLH's supervision and performance appraisal processes and welcome constructive feedback.
- L2 At the appropriate induction, appraisal or supervision meeting, you must make clear your personal training and development needs, so that they can be taken into account in the association's forward budgeting and planning.
- L3 Unless there are exceptional reasons, you must attend all learning and development events that have been arranged, either for you alone or as part of a group.

Board members

- L4 You must take responsibility for keeping your knowledge up to date and in line with SLH's skills matrix.

M: REPORTING CONCERNS

Main principle

You must report to the appropriate senior person within SLH any reasonable and honest suspicions you may have about possible wrongdoing.

Provisions

- M1 If you are aware of potentially dishonest or fraudulent activity, or material breaches of this code – by board members, colleagues or others – you must report it to the appropriate senior person within SLH. SLH's policies and procedures relating to fraud and confidential reporting (whistle-blowing) give further guidance.
- M2 If you believe that you are being required to act in a way which conflicts with this code, you must report it to the appropriate senior person within SLH.
- M3 You must not victimise any person who has used – or intends to use, or is suspected of having used – SLH's confidential reporting procedures to report the misconduct, or alleged misconduct, of others.



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A CODE OF CONDUCT FOR THE GROUP

SECTION 122 OF THE HOUSING AND REGENERATION ACT 2008

(122 PAYMENTS TO MEMBERS ETC.)

- 1 **This section restricts the making of gifts, and the payment of dividends and bonuses, by a non-profit registered provider to a:**
 - (a) Member or former member of the registered provider,
 - (b) Member of the family of a member or former member,
 - (c) Company which has as a director a person within para. (a) or (b).
- 2 A gift may be made, and a dividend or bonus may be paid, only if it falls within one of the following permitted classes.
- 3 **Class 1 is payments which:**
 - (a) Are in accordance with the constitution of the registered provider, and
 - (b) Are due as interest on capital lent to the provider or subscribed in its shares.
- 4 **Class 2 is payments which:**
 - (a) Are paid by a fully mutual housing association (within the meaning of section 1(2) of the Housing Associations Act 1985 (c. 69),
 - (b) Are paid to former members of the association, and
 - (c) Are due under
 - (i) Tenancy agreements with the association, or
 - (ii) Agreements under which the former members became members of the association.
- 5 **Class 3 is payments which:**
 - (a) Are in accordance with the constitution of the registered provider making the payment ('the payer'), and
 - (b) Are made to a registered provider which is a subsidiary or associate of the payer.
- 6 If a registered company or industrial and provident society contravenes this section:
 - (a) It may recover the wrongful gift or payment as a debt from the recipient, and
 - (b) The regulator may require it to take action to recover the gift or payment.



A CODE OF CONDUCT FOR THE GROUP

PRINCIPLES OF PUBLIC LIFE

Housing associations will inevitably face situations not directly addressed by the code. In such situations they should be guided by the seven principles of public life established by the **Committee on Standards in Public Life**.

Although housing associations are not public bodies, there is a general acceptance that those holding positions of leadership in associations should uphold the same values of **selflessness, integrity, objectivity, accountability, openness, honesty and leadership**.

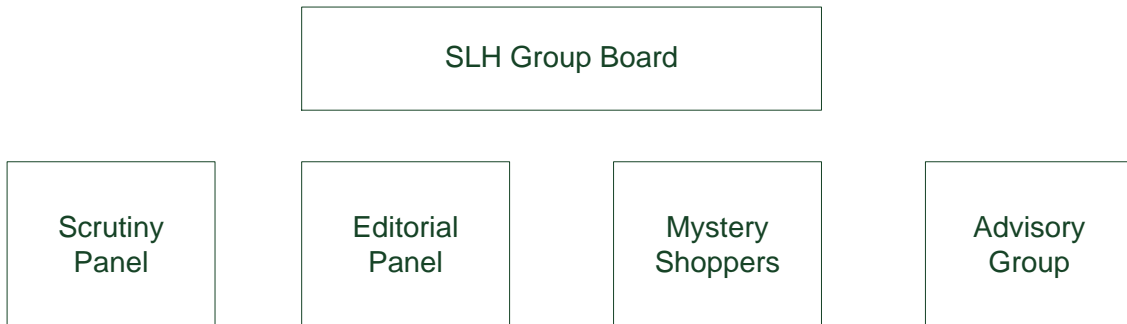
These are defined below.

- **Selflessness:** Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or friends.
- **Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- **Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- **Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- **Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership:** Holders of public office should support and promote these principles by leadership and example.



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SLH's Formal Engagement Structure



Breach of the Code of Conduct

The action that SLH take will depend on the nature and frequency of any breach but the ultimate action will be removal of membership from SP.

Any breach identified by SLH will be dealt with in a timely manner and in accordance with the Disciplinary Procedure. Any breaches identified by other panel members should be brought to the attention of Director of Business Assurance immediately so that the issue can be dealt with in a timely manner.