



**CODE OF CONDUCT
YMCA ST PAUL'S GROUP**

**Effective from:
OCTOBER 2026**

APPLICATION OF THIS POLICY

This Code sets out the standards of behaviour expected from everyone who represents YMCA St Paul's Group. It is intended to support a culture where people act with integrity, respect, accountability and compassion, and where everyone understands their responsibilities towards colleagues, residents, service users and communities.

This Code takes account the National Housing Federation's 2026 Code and incorporates additional elements so that the Charity's range of services and activities are fully embraced. The Policy applies to all legal entities within the Charity in respect of Trustees, Committee Members, Involved Service Users, Volunteers and Employees. Our Christian foundation calls us to demonstrate compassion, dignity, justice, humility and service in all that we do, while respecting and welcoming people of all faiths and none.

INTRODUCTION

1. It is vital for the reputation of the charity and social housing sector that everyone who works for, or represents, the Charity is held to the highest standards of conduct. It is expected that everyone will be able to go beyond the words on the page and become a living part of the Charity's mission.
2. The Code cannot aim to cover every situation in which people may find themselves as they perform their roles. You need to apply good judgement even where the Code does not contain specific requirements. It is always important to consider how any action taken or decision made aligns with the Charity's purpose and values, and what impact it may have upon service users and its reputation.
3. The application of this Code sits alongside other corporate policies which are available:
 - a. Trustees & Committee Members – on the Convene document library, and
 - b. Staff & volunteers – on the [Intranet policy pages](#).
4. Advice and guidance are available from the following sources:
 - a. Trustees & Committee Members – from the Chair, Committee Chair or Company Secretary,
 - b. Involved service users – from the lead Director,
 - c. Staff Members – from line managers or Human Resources.
 - d. Volunteers – from the person responsible for the volunteering activity.

GLOSSARY OF TERMS

5. This glossary explains key terms used within the YMCA SPG Code of Conduct. The definitions are intended to provide a common understanding and support consistent application of the Code across the organisation.

Resident	A Resident is a person who lives in accommodation provided, managed or supported by YMCA SPG. The term refers to a person in their capacity as a person living within YMCA accommodation and does not, by itself, describe their level of support or involvement with other YMCA services.
Service User	A Service User is any person who accesses, receives or is supported by a service provided by YMCA SPG or the Youth Project. This may include, for example, a person receiving accommodation, housing support, youth services, community services, wellbeing support, advice, activities or other forms of assistance from the Charity. A person may be both a Resident and a Service User, but not all Service Users will be Residents.
Customer	A Customer is a person or organisation who purchases, commissions, hires or otherwise receives a service, product or facility from YMCA SPG or the Youth Project. The term may be used where the relationship is primarily a customer or commercial relationship, rather than a support relationship. Depending on the service, an individual may be both a Customer and a Service User.
Involved Service User	An Involved Service User is a person who currently uses, or has previously used, YMCA services and who actively participates in the development, review, improvement or delivery of those services. This may include contributing to consultations, service reviews, recruitment, policy development, forums, focus groups, activities, committees or other opportunities through which the YMCA seeks the views and experiences of people who use its services. Being an Involved Service User does not give a person authority to make decisions on behalf of the YMCA unless this has been expressly agreed as part of their role.
Must	Must indicates a requirement that is mandatory. Where the Code of Conduct states that someone must do something, they are required to comply with that requirement unless there is a legitimate and clearly identified reason why it cannot be followed. Failure to comply with a must requirement may result in action being taken in accordance with the YMCA's relevant policies and procedures.
Should	Should indicates an expected standard of behaviour or practice. Where the Code states that someone should do something, this represents the behaviour or approach that the YMCA expects in normal circumstances. There may be situations where a different approach is reasonable or

	necessary, provided there is a clear and appropriate justification.
May	May indicates that something is permitted or is an available option, rather than a requirement. Where the Code states that someone may do something, this means they are allowed to do so where appropriate and in accordance with the Code and other relevant YMCA policies, procedures and legal requirements.
Professional Boundaries	Professional Boundaries are the appropriate limits and expectations that govern relationships between YMCA staff, volunteers, trustees, contractors and the people who use YMCA services. Professional boundaries help ensure that relationships remain safe, respectful, appropriate and focused on the person's wellbeing and the purpose of the role. This may include maintaining appropriate boundaries around communication, personal relationships, physical contact, gifts, money, social media, confidentiality, sharing personal information and contact outside of the YMCA. Professional boundaries apply regardless of whether a relationship is described as professional, supportive, voluntary or informal. Staff and others working on behalf of the YMCA are responsible for recognising and maintaining appropriate boundaries and seeking advice where they are uncertain.
Conflict of Interest	A Conflict of Interest occurs when a person's personal, financial, family, professional or other interests could influence, or could reasonably be perceived to influence, their ability to act objectively and in the best interests of the YMCA. A conflict does not necessarily mean that someone has acted improperly. However, actual, potential or perceived conflicts should be identified and appropriately declared and managed. Examples may include being involved in a YMCA decision that could benefit a family member or close friend, having a financial interest in an organisation that does business with the YMCA, or having another relationship that could affect - or appear to affect- someone's impartiality. Anyone covered by the Code of Conduct should declare relevant conflicts of interest promptly and follow the YMCA's procedures for managing them.

HOW THE CODE IS STRUCTURED

6. The Code is split into five main parts, each embodying a key theme arising from the mission and values of the Charity and housing sector.

1 Vision, mission and values	
All activities must be carried out in accordance with the Charity's mission, vision and values.	
2 - Acting in the best interests of the Charity and its service users You have a responsibility to carry out your role in line with the social purposes of the Charity.	3 - Behaving with integrity The reputation and good name of the Charity depends in part on compliance with this Code, and with the laws, policies and procedures that it refers to. The integrity of those involved needs to be beyond doubt, and seen so to be.
4 – Safeguarding, conducting yourself professionally and treating others well Professionalism, consideration and respect for others, and a commitment to the principles of equity, diversity and inclusion, are fundamental to the delivery of social purpose.	5 - Protecting yourself, others and the environment You have a responsibility while on the Charity's business to protect your own health, safety, security and wellbeing and that of others, and, where reasonable, to make the most positive possible environmental impact.

APPLYING THIS CODE / RAISING AND RESPONDING TO CONCERNS

Compliance with the Code

7. This Code sets out the standards of behaviour expected from everyone who works for, represents or is involved with YMCA St Paul's Group. Everyone has a responsibility to understand and follow the Code and to feel safe to raise concerns, admit mistakes, ask questions, and challenge decisions without fear of unfair treatment.
8. Failure to comply with this Code may result in action being taken under the relevant process. For employees, this may include action under the Charity's Disciplinary Policy. For trustees, committee members, volunteers and involved service users, this may include a review of their involvement, removal from specific responsibilities or other appropriate action.

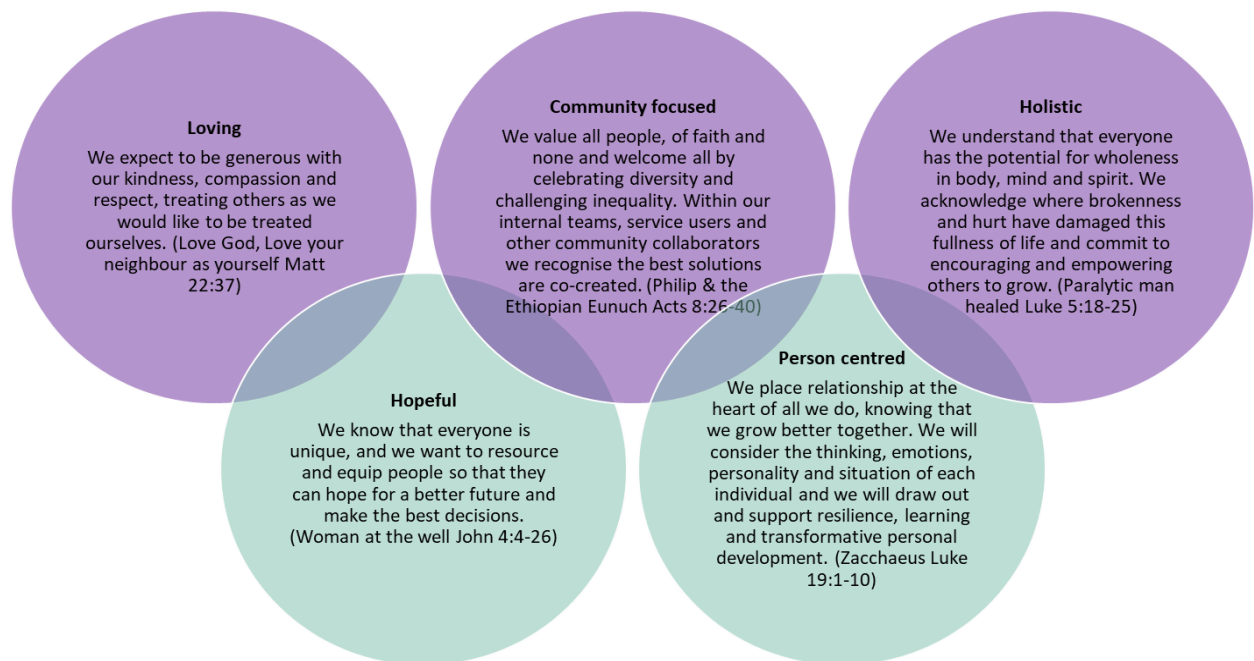
Responding to concerns

9. Concerns about conduct will be considered fairly, proportionately and in accordance with the relevant policies and procedures. The route for raising and managing concerns will depend on the role of the person involved.

<u>Person Involved</u>	<u>Initial point of contact</u>
Employee	Line manager or Human Resources
Volunteer	Volunteer lead or responsible manager
Involved service user	Relevant Director or nominated lead
Member	Chair / Committee Chair / CoSec
Contractor or supplier	Contract manager or relevant Director

PART ONE – VISION, MISSION AND VALUES

1. The Charity serves young people and communities across London and beyond. Its vision is of **"places where young people thrive and communities flourish"**. The Charity's mission is to be "an inclusive Christian Charity transforming communities so that all young people can belong, contribute and thrive".
2. You have a responsibility to live out the Charity's values in the work you do as this helps define the culture and distinctiveness of the services provided. The values are:



EQUITY DIVERSITY AND INCLUSION

3. Through its [Equity, Diversity & Inclusion Policy](#), the Charity is committed to providing equality of opportunity in employment and avoiding unlawful discrimination against colleagues, residents, service users and customers.
4. Compliance with this Code and the [Equity, Diversity & Inclusion Policy](#) enables everyone to live out high standards to ensure that employees do not commit unlawful acts of discrimination. The Charity is committed to promoting equality of opportunity and social inclusion, eliminating unlawful discrimination and promoting good relations between employees and communities of all backgrounds.

PERSONAL COMPLIANCE

5. You should always comply with the letter and spirit of this Code as it sets out the ethical and behavioural framework through which the Charity undertakes its work.
6. For employees, you should read the Code in conjunction with your Terms and Conditions of Employment, Staff Handbook and all other Charity policies that are available on the [Intranet](#). On a periodic basis, you will be asked to confirm that you have read and understood the Code and will always comply with it.

PART TWO – ACTING IN THE BEST INTERESTS OF THE CHARITY AND ITS SERVICE USERS

MEETING YOUR RESPONSIBILITIES

The principle

1. You must fulfil your duties and obligations responsibly, always acting in good faith and in the best interests of the Charity and for the delivery of its strategic objectives.

Expected of all

2. You must always try to fulfil the requirements of your role to the best of your ability. If any circumstances arise that limit your ability to meet your responsibilities, you must raise this through the appropriate channels.
3. In carrying out your role, you must always seek to further the Charity's strategic objectives, reflecting the Charity's values and desired culture.
4. You must not act in a way that discriminates against, or unjustifiably favours, particular individuals, groups or interests, including any protected characteristics they may have.
5. You must consider the impact of your actions on the safety and wellbeing of service users and those benefiting from our care and support.
6. You must comply with the Charity's [ICT & Digital Policies](#) and only use ICT equipment, applications & systems, the internet and network appropriately. You must be careful how you record information and undertake any electronic sharing so that service users including children, young people and vulnerable adults are properly protected.

Expected of trustees and committee members

7. You must respect the principle of collective decision-making and corporate responsibility.
8. You must ensure that you declare to the Charity any relevant personal relationships, employment and other appointments you hold, and that these do not interfere with your ability to perform or conflict with your role as a trustee or committee member.

Expected of staff members

9. You must ensure that your private and personal interests do not influence your decisions, and that you do not use your position to obtain personal gain in any way, either for yourself directly or for your family, friends or associates.
10. You must consult your manager before taking any other paid or voluntary work that may interfere with your existing job, or conflict with terms set out in your contract of employment. This includes taking additional work in other departments and sites within the Charity. If any employee receives payment for their other work outside of the Charity, then they will be expected to carry out such work in their own time.
11. Consent may be withheld if it is considered that the work will have a negative impact on your ability to carry out your work for the Charity. This includes if it is found that



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your working hours, when totalled, results in a breach of the Working Time Directive (e.g. in relation to regulated breaks, ability to take annual leave and number of average hours work allowable).

REPRESENTING THE CHARITY

The principle

12. When representing the Charity in any capacity, including through social media, you must act professionally and in accordance with its values, policies and objectives.

Expected of all

13. You must not conduct yourself in a manner that could reasonably be regarded as bringing the Charity into disrepute.
14. You must not make derogatory, false or otherwise damaging comments, in person or through any medium, about the Charity or any person, service or organisation connected with it.
15. You must not seek to officially represent the views or position of the Charity without prior authority.
16. When representing the Charity through any medium, including social media, you must always act with professionalism.
17. Where any personal social media accounts refer to your role with the Charity, you must make it clear in what capacity you are communicating. As a general rule, you should always avoid speaking about the Charity and its work on social media.
18. If you intend to engage in an activity, including political or campaigning activity, which may reasonably be regarded to affect the Charity, you must obtain prior consent. Such consent will not be unreasonably withheld unless your activity poses a material risk to the Charity.

PART THREE – BEHAVING WITH INTEGRITY

1. The reputation and good name of the Charity depends on compliance with this Code, and with the laws, policies and procedures that it refers to. The integrity of those involved needs to be beyond doubt, and seen so to be.

CONFLICTS OF INTEREST

The principle

2. You must take all reasonable steps to make sure that no conflict arises, or could reasonably be perceived to arise, between your duties to the Charity and your personal interests, other duties and relationships.

Expected of all

3. You must formally declare to the Charity, at the earliest opportunity, any interests which may, or may be perceived to, or may in the future, conflict with the duties of your role.
4. You must declare any known relationship with employees, trustees, volunteers, service users, contractors, suppliers, partner organisations or applicants where the relationship could create, or reasonably be perceived to create, a conflict of interest. You must not participate in decisions relating to those individuals or organisations.
5. Except where specifically permitted in the Charity's relevant policy, you must avoid using its contractors and suppliers for private purposes. You must not use your role or position to obtain personal benefit or secure preferential treatment for yourself or anyone connected to you.
6. You must not improperly seek to influence decisions by using personal relationships, authority, status or position.
7. On appointment and annually thereafter, you will be asked to complete a Declaration of interest form:
 - a. Staff, volunteers and Involved Service Users – these will be electronically issued by Human Resources (hrss@ymcaspq.org), and
 - b. Trustees and Committee Members – these will be issued by the Company Secretary (companysecretary@ymcaspq.org).
8. All Declarations of Interest will be reviewed as necessary for regulatory and good governance purposes. If you have any confidential disclosures to make, then you need to make that known at the time when you submit your form.

Expected of trustees and committee members

9. Individuals with a conflict should not take part in discussions and decisions relating to that conflict and should be prepared to resign if the conflict is material or long-standing, and in the opinion of the Board cannot be managed appropriately.

BRIBERY, GIFTS AND HOSPITALITY

The principle

10. In your role with the Charity, 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. You must not seek or accept preferential treatment in the provision of benefits such as housing accommodation or employment.

Expected of all

11. You are required to exercise high standards of honesty and probity in the course of your work to avoid corrupt practice. This Code of Conduct along with [Financial Regulations, the Anti-Bribery, Fraud and Corruption, and Whistleblowing Policies](#) set out the necessary standards along with practical advice to avoid inappropriate actions. The keeping of good records and audit trails are essential for demonstrating good and ethical decision making.
12. If you have concerns about bribery or other corrupt activities, you should seek advice from your line manager, the Group Finance Director or the Company Secretary.
13. You must not solicit or seek gifts or hospitality or other benefits. On occasions, a gift may be presented to an employee or a team which is of a low monetary value.
Gifts under £25: generally acceptable
Gifts £25-£50: declare
Gifts over £50: refuse unless approved.
14. You must not accept cash or personal gifts with a significant monetary value, e.g. more than £25.00 from contractors, suppliers or companies wishing to supply goods and services to the Charity. If you individually receive a gift, it must be declared and a Director or Head of Service will determine whether the item is retained, shared or passed on elsewhere. Items of nominal value such as promotional pens or calendars may be accepted. Gifts received from contractors or suppliers, e.g. a bottle of wine/spirits, box of chocolates etc by a team must be shared amongst the team or donated to the Charity as a prize for something.
15. Modest working meals and light refreshments received in the course of attending meetings, conferences and events may be accepted without making any declaration or obtaining written consent.
16. Any gifts or hospitality offered to or by you must be either declared or declined according to Financial Regulations and recorded as a [Declaration](#).
17. If you are offered a bribe, hospitality or a gift, which is or may be in return for expected preferential treatment, you must decline and declare this immediately to your line manager and the Company Secretary.

FUNDS, RESOURCES AND PERSONAL BENEFIT

The principle

18. You must not misuse the Charity's funds or resources or seek preferential treatment for your own personal benefit.

Expected of all

19. You must ensure that the Charity's funds and resources are used properly and efficiently. The Charity's rules are set out in [Financial Regulations](#) as well as operational procedures set out on the [Intranet](#).
20. You must take all reasonable measures to protect the Charity's funds, resources, property and assets from fraud, theft, damage and misuse.
21. If you claim reimbursement for any expenses incurred when carrying out your duties, you must do so in line with the Charity's [policies and procedures](#).
22. If you are entrusted with a corporate credit card:
 - a. You must use it in accordance with Financial Regulations and operational procedure. You must not use it for personal expenses, obtaining cash (either ATM or 'cash back') or where such use has not been approved by the Finance department.
 - b. You must submit a monthly return accounting for all payments made and support them with the necessary receipts, spending rationale and cost centre allocations.
 - c. You must take advice from the Finance department if you are in any doubt over the acceptable use of your corporate credit card. Such advice should be taken before using the card or undertaking an uncertain or questionable action.
23. Your procurement decisions must be guided by [Financial Regulations](#), the [Anti-Bribery, Fraud and Corruption Policy](#) and apply fairness in your decision-making in line with relevant law. When procuring services, supplies or works, you must follow the purchasing and tendering procedures set out in [Financial Regulations](#) and Procurement Policy. You must always exercise honesty and impartiality when dealing with suppliers, consultants, contractors, sub-contractors, partners and others. All spending, orders and contracts must be awarded on merit and by fair competition.

CONFIDENTIALITY

The principle

24. You must process information in accordance with the law as set out in the General Data Protection Regulations and the [Charity's policies and procedures](#).

Expected of all

25. You must not disclose, without the required permission and authority, any personal data about service users, staff or colleagues.
26. You must not disclose, without authority, any confidential or sensitive business information. This duty continues to apply after you have left the Charity or stepped down from your position.

27. You must refer any press, media or similar enquiries to the Communications Team who will respond as necessary. You must not, without authority, pass or distribute any information or materials to external recipients unless you either have: authority or are doing so in accordance with the Charity's [Whistleblowing Policy](#).
28. You must not prevent another person from gaining access to information to which they are entitled to by law. If you receive such a request, you must pass it to the Data Protection Officer (dataprotection@ymcaspg.org) who will review and manage it.

REPORTING CONCERNS AND WHISTLEBLOWING

The principle

29. Whistleblowing is the raising of a concern, either within the workplace or externally, about a danger, risk, malpractice or wrongdoing which affects others.
30. The Public Interest Disclosure Act sets out the framework where you can make a disclosure about certain categories of wrongdoing, if you reasonably believe it to be in the public interest to do so. The Charity's [Whistleblowing Policy](#) sets out the process that will be used to respond to any Whistleblowing disclosures and provides for the protection of employees from detriment for having made a 'protected disclosure'.
31. You must [report](#) to the appropriate person within the Charity (whistleblowing@ymcaspg.org), any reasonable suspicions you have about possible wrongdoing in line with the Charity's relevant policies and procedures.

Expected of all

32. If you have a concern about possible wrongdoing, you must immediately [report it](#) via the appropriate internal channel or external body. This includes becoming aware of potentially dishonest or fraudulent activity, and material breaches of this Code or relevant legislation including health and safety.
33. If you believe that you are being required to act in a way which conflicts with this Code or legislation, you must immediately report it via the appropriate channel.
34. You must not victimise or disadvantage any person who uses or intends to use the Charity's confidential reporting (whistleblowing) procedures to report actual or alleged wrongdoing.

PART FOUR – SAFEGUARDING, CONDUCTING YOURSELF PROFESSIONALLY AND TREATING OTHERS WELL

1. Professionalism, consideration and respect for others, and a commitment to the principles of safeguarding and equity, diversity and inclusion, are fundamental to the delivery of social purpose.

RESPECT FOR OTHERS

The principle

2. You must treat all others with dignity, respect and consideration. The Charity is committed to an environment which is free of harassment and bullying. This Code should be read alongside the [Equity, Diversity & Inclusion and Dignity at Work Policies](#) as well as the [Customer Involvement, Engagement & Empowerment Charter](#).

Expected of all

3. You must listen properly before responding, avoid making assumptions about what someone is trying to say, and treat feedback or challenge from residents and service users with respect.
4. You must treat everyone you meet in the performance of your role with dignity and respect; respect chosen identities; no bullying; and report discrimination.
5. You must show respect for individuals' chosen identities.
6. You must promote, through your own behaviours, an organisational culture that is welcoming, accepting and accommodating to people of all backgrounds, cultures and personal and protected characteristics.
7. You must not harass, bully or attempt to intimidate any person, or use threatening or aggressive behaviour or other discriminatory behaviours. You must seek to avoid microaggressions in your speech and behaviour.
8. You must not display materials in your workplace or use language in the performance of your role which other people might reasonably find offensive.
9. You must report through appropriate channels any instances of unfair or unequal treatment in the workplace and, where it is your role to do so, you must investigate any such reports thoroughly, with compassion and respecting confidentiality.

ORGANISATIONAL CULTURE

The Principle

10. You must contribute to a culture of openness, accountability, inclusion and continuous improvement. Everyone should feel able to speak up, contribute ideas, challenge constructively and raise concerns with fear of unfair treatment.

Expected of all

11. You must:
 - Encourage openness

Effective date: 09 October 2026
Approved: Trustee Board – 09 October 2026 resolution
Next review: Trustee Board – 09 October 2028

- Welcome constructive challenge
- Challenge inappropriate behaviour
- Consider how your behaviour influences culture.

SAFEGUARDING AND WORKING WITH RESIDENTS AND SERVICE USERS

The principle

12. You must be professional, fair and courteous in all your dealings with service users.
13. The Charity works with a range of people, including children, young people and adults at risk. You must not develop or maintain personal relationships with current service users where this could create a conflict of interest, compromise professional boundaries, create a safeguarding risk or affect your ability to act objectively. service users. You must always maintain a 'professional distance' so that your judgement cannot be called into question.
14. Safeguarding is everyone's responsibility. You do not need to be certain that abuse or neglect has occurred before raising a concern. You must live out the Charity's safeguarding responsibilities to high standards. The Charity works with countless Children, Young People and Adults at Risk (CYAR) and seeks to protect them. This includes protecting their health, wellbeing and human rights and enabling them to live free from harm, abuse and neglect. The Charity's requirements are set out in the [Safeguarding Policy](#).

Expected of all

15. When developing services, policies or making decisions that affect service users, you should seek and value their view where appropriate, explain decisions clearly, and treat complaints and feedback as opportunities for learning and service improvement.
16. You should have a collaborative and cooperative approach towards resolving complaints, working with colleagues across teams and departments; take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and act within the standards for engaging with complaints as set by our Complaints Policy.
17. You should be prepared to explain decisions that directly affect service users in a clear, respectful and accessible manner. Where a decision, rule or requirement directly affects a resident or service user, you should explain it clearly, including the reason for it, what it means in practice, and what the person can do if they disagree or need more information.
18. You must always act as an ambassador for the Charity and live out its values so that there is an atmosphere of professionalism, support, caring and transparency where good practice is shared, and concerns are raised and resolved.
19. When you carry out your work, you must ensure that you are professional in your conversations and conduct as well as dressing and presenting yourself appropriately when interacting with persons at risk.

20. You must take care not to discuss personal or sensitive information where others may overhear it. If someone is worried that their information has been shared inappropriately, you must take the concern seriously and make sure it is reported through the correct route.
21. You must keep proper boundaries in your dealings with service users (including children, young people and their parents / guardians). You must:
 - a. not disclose your home address or personal phone numbers,
 - b. not share information about your personal life or connect with them on social media networking sites, online messaging systems and the like,
 - c. not arrange to meet them socially,
 - d. not handle their money unless absolutely necessary and ensure that a receipt is obtained for every transaction,
 - e. not borrow money from them,
 - f. not carry out unofficial work for them,
 - g. not ask them to do paid or unpaid work for you,
 - h. not give personal gifts (items or money) or loans of money to them,
 - i. not make purchases for them using your own money,
 - j. not gamble with them, or
 - k. not engage in similar activities that could blur the boundaries or put your reputation in danger.
22. You must not have unofficial contact outside of normal working hours with service users with whom the Charity may be working, away from the Charity's sites or projects. If contact must be made outside of usual working arrangements, then you must get approval from an Executive Team member or Designated Safeguarding Officer (Head of Housing, Care & Support or Head of Children Youth & Families) before any such meeting takes place. If a chance encounter occurs, then you must report it without delay.
23. You must not invite or influence a service user unless they are a person who you are closely connected with, to make a will or trust under which you are named as executor, trustee or beneficiary. If you are left a legacy without your knowledge, then you must inform the Company Secretary so that the circumstances can be reviewed.
24. Where you are working with Children, Young People and Adults at Risk and you have a relationship with a former service user, then you must declare it to your line manager without delay. Transparency is very important to protect your own best interests and the reputation of the Charity.

Expected of Involved Service Users

25. As a general rule, the provisions set out in this section also apply to Involved Service Users. However, it is also acknowledged that there may need to be exceptions given the particular circumstances applying to that person as long as there is no potential to cause reputational damage to the Charity or its staff. If you require an exception to be considered, then you should consult your line manager, Human Resources or the Company Secretary for guidance at the earliest opportunity.

PROFESSIONAL RELATIONSHIPS

Effective date: 09 October 2026
Approved: Trustee Board – 09 October 2026 resolution
Next review: Trustee Board – 09 October 2028

The principle

26. Trustees and committee members, staff, volunteers and involved service users must maintain constructive and professional relationships with each other, based on a sound understanding of their respective roles.

Expected of all

27. You must not ask or encourage the commitment of wrongdoing, including any breach of this Code. In contrast, there is an expectation that everyone will act honestly.
28. You must not be critical of, or undermine, other trustees, committee members, employees or volunteers to residents, service users, customers, partners or others with whom the Charity has a professional relationship (eg. Social workers etc). If you have any criticisms or concerns, you should raise them with the appropriate line manager or escalation route.
29. The Charity values respectful challenge and constructive disagreement. Individuals should challenge decisions, proposals and behaviours in an open, professional and respectful manner whilst remaining committed to collective decision making once decisions have been reached.

Expected of trustees and committee members and involved service users

30. You must set an example by demonstrating the highest standards of integrity and ethics and your alignment with the values, policies and objectives of the Charity. You must behave honestly and professionally, raise concerns through appropriate channels, avoid undermining colleagues publicly, and express challenge respectfully while supporting collective decisions once made.
31. You must not undermine or appear to undermine the authority of a senior officer in their dealings with a more junior member of staff.
32. You must behave in a professional manner, always maintaining independence and integrity. This will include avoiding inappropriate personal familiarity with members of staff.
33. Unless you have specific and, where practicable, written delegated authority to do so, you must not individually give instruction or direction to any member of staff or contractor.
34. Trustees, Committee Members and Involved Service Users must remain mindful of the distinction between strategic governance and operational management. Unless specifically authorised:
 - You must not become involved in individual case management.
 - You must not seek to influence decisions concerning individual service users.
 - You must not direct employees outside formal delegated arrangements.
 - You must respect the roles, responsibilities and accountabilities established through the Charity's governance framework.

Expected of staff members

35. Personal relationships must be declared where they create, or could reasonably be perceived to create, a conflict of interest, safeguarding concern, power imbalance, risk to confidentiality, abuse of position or concern about impartial decision-making. Declared relationships will be considered fairly and managed appropriately.
36. You must not use informal channels to lobby or influence board, committee members or involved service users on matters of the Charity's business.
37. You must not knowingly mislead the trustee board or any of the Charity's committees or panels. In presenting information, you must set out the facts and relevant issues and risks truthfully.
38. The Charity recognises that, from time to time, close personal relationships may develop between colleagues. To ensure that potential problems are avoided, you must inform your line manager of the circumstances in a timely manner. You should be aware that the Charity reserves the right where such a relationship exists between employees, to ensure that the persons concerned are not employed in a situation where one would be managing the other or in making decisions together that affect the lives of other employees. Alternative mitigating measures may be introduced to ensure that appropriate reporting lines are in place.
39. The Charity will endeavour to avoid relatives (paid or unpaid) working in the same team although it is accepted that there may be occasions where this is impossible to avoid. When such circumstances arise, then the appropriate Head of Service must be consulted before any offer of work is offered and/or considered.

Expected of Executive and Senior Management Team members

40. The Charity does not support close personal relationships between Executive and Senior Management Team members. If a personal relationship develops, then the matter must be escalated to the Chief Executive or Chair of the Trustee Board to consider the best way forward.

LEARNING AND DEVELOPMENT

The principle

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

Expected of all

42. All employees who report to a line manager are expected to engage positively in regular line management and supervision as well as the performance review process. Collaborating with your manager helps the Charity to develop a mind-set and practice of continuous improvement and development.
43. You must play an active part in the Charity's line management supervision and performance appraisal processes as applying to you. This helps to ensure that your performance is effectively managed, monitored, reviewed and rewarded based on clear two-way discussions, objective setting and performance measurement.

44. You must offer open and constructive feedback to others and invite feedback about your own performance.
45. You must make your personal training and development needs relevant to your role known to the Charity. Unless there are exceptional reasons, you must attend learning and development events as required. You are expected to undertake all mandatory training relevant to your role and apply that learning in practice.

Expected of trustees and committee members

46. You must keep your knowledge up to date in those areas in which you are a specialist, as well as keeping abreast of any matters relating to your Charity and the wider housing and charity sector.
47. Trustees and Committee Members must maintain an understanding of:
 - housing regulation;
 - charity governance;
 - safeguarding;
 - risk management;
 - resident engagement; and emerging sector issues.

CONTINUOUS IMPROVEMENT

The principle

48. You must support a culture of learning, accountability and continuous improvement.

Expected of all

49. You must:
 - be open to learning from complaints, feedback and scrutiny;
 - acknowledge mistakes where they occur;
 - contribute to service improvement;
 - share learning and good practice;
 - support an environment where concerns can be identified and addressed early.

PART FIVE – PROTECTING YOURSELF, OTHER PEOPLE AND THE ENVIRONMENT

1. You have a responsibility while on the Charity's business to protect your own health, safety, security and wellbeing and that of others, and to minimise harmful environmental impacts.

HEALTH, SAFETY AND SECURITY

The principle

2. Your conduct, actions and decision making must promote the health, safety, security and wellbeing of yourself or others.

Expected of all

3. You must be aware of the [Health & Safety Policy](#) and complete required health and safety training, take reasonable care of your own and others' health, safety and wellbeing, and report hazards, accidents, incidents and near misses promptly.

4. You must not knowingly put your own or others' health, safety, security or wellbeing unnecessarily at risk.
5. If you have any concerns about the health, safety, security or wellbeing of yourself, another individual or a group of individuals connected with the Charity, you must report this immediately through the appropriate channels.

DIGITAL CONDUCT, CYBER SECURITY AND AI

The principle

6. You must ensure that digital systems, data and emerging technologies are used responsibly and in ways that safeguard service users, employees, volunteers, residents and the Charity.

Expected of all

7. You must:
 - Take all reasonable steps to protect confidential, personal and sensitive information from unauthorised access, disclosure, misuse or loss.
 - Only use digital systems, devices and applications in ways authorised by the Charity.
 - Promptly report any suspected cyber security incident, data breach, system vulnerability or digital risk.
 - Take care that any use of artificial intelligence or emerging technologies is lawful, proportionate, transparent and consistent with the Charity's values.
 - Maintain human judgement and accountability when using artificial intelligence assisted systems.
 - Avoid using digital technologies in ways that may cause harm, discrimination, bias or unfair outcomes.
 - Digital systems and AI must be used responsibly. You must not enter confidential, personal or sensitive resident information into public AI tools.

PROTECTING THE ENVIRONMENT

The principle

8. Within your role at the Charity, you must strive to avoid or reduce possible negative environmental impacts.

Expected of all

9. In carrying out actions or making decisions, you must consider environmental sustainability and seek, where reasonably practicable, to reduce waste, conserve energy, minimise resource consumption, reduce carbon emissions and support the Charity's environmental objectives. You should be familiar with the Charity's [Environment Policy](#) and contribute to achieving its environmental commitments.