



Rockdale Village

Senior living in the heart of Sevenoaks

HOUSING ASSOCIATION LTD - CENTRAL REGISTER DOCUMENT

Title	Code of Conduct for Board, Committee Members and Staff
Section	Governance
Number	1.4
Date of last revision	September 2026
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Introduction

This Code applies to all Board Members, Committee Members, Co-opted Members, employees, volunteers and any residents formally involved in governance or scrutiny activities. All individuals are expected to demonstrate behaviours consistent with Rockdale's values and behaviours and the principles set out in this policy.

Rockdale wishes to maintain high standards of probity and expects the highest standards of conduct from its Board & Committee Members and employees. The following principles (taken from the NHF Code of Conduct 2026) should be upheld:

- **Acting in the best interests of residents and Rockdale** – individuals have a responsibility to carry out their roles in a way that supports the long-term interests of current and future residents and in line with the purposes and values of Rockdale.
- **Behaving with Integrity** – By integrity, it means that individuals must act honestly, transparently and in line with the highest standards of ethical conduct. The reputation and good name of Rockdale depends on compliance with this policy, and the laws, codes and procedures it refers to.
- **Treating others fairly, with respect and empathy** – The way in which people behave towards each other is fundamentally important to the experience of residents and staff of Rockdale. Respectful, fair and empathetic behaviour is essential to building trust, maintaining effective relationships and supporting a healthy organisational culture.

- **Taking responsibility for the impact of your actions** – Individuals have a responsibility while on Rockdale's business to consider the immediate and longer-term impact of their actions and to be accountable to them.
- **Acting with diligence and care** – The diligence and care with which roles are performed has a significant impact upon the quality of decision making and services, and on the experience of residents and staff. This includes taking responsibility for your own performance and meeting relevant professional standards.

PART ONE – Acting in the best interests of our residents and Rockdale

Individuals must:

- Support the long-term interests of current and future residents.
- Consider the impact of decisions on resident safety and wellbeing.
- Act in a manner consistent with Rockdale's mission, values and strategic objectives.
- Ensure residents are treated fairly and without discrimination.
- Seek to understand resident views and experiences when making decisions.

Political Activity

It is important that the Association is seen to be politically neutral and must not be linked, directly or indirectly, to any political organisation. Members are free to join political groups and work and campaign on their behalf. However, Board & Committee members must ensure that Rockdale is not linked in any way with their individual political activities.

PART TWO – Behaving with Integrity

Conflicts of Interest

Individuals must declare any actual, potential or perceived conflicts of interest, including personal, family, social, financial, employment or business relationships. Individuals must not use their position to secure preferential treatment or advantage for themselves or others

- i. Details will be recorded in the Register of Declarations of Interests.
- ii. Guidance is provided on the declarations of interest form on what constitutes a conflict of interest. Any interests will be reported to the Board, who will decide whether it is proper for the Association to continue to use that contractor or supplier. A list of contractors and suppliers can be provided on request. Details will be recorded in the Register of Declared Interests.
- iii. Members must withdraw from any discussion at any meeting at which the member could be regarded as having an interest.

Gifts and Hospitality

- i. Gifts, hospitality or other benefits must never influence, or be perceived to influence, decision-making.
- ii. All gifts and hospitality must be declared or declined in accordance with the Association's Gifts and Hospitality Policy.
- iii. Individuals must never solicit gifts, hospitality or favourable treatment.
- iv. Board & Committee Members may not give or receive extravagant hospitality. With prior written consent from the Chair, Members may accept hospitality where:
 - v. The event is clearly part of the life of the community or where the Association should be seen to be represented
 - vi. The hospitality concerns attendance at a relevant conference or course where it is clear the hospitality is corporate rather than personal
 - vii. Details will be recorded in the Register of Gifts and Hospitality.
 - viii. There will be occasions on the retirement of Board or Committee Members when the Association wishes to recognise their service. Any presentation to a member in such a case must be modest and will be recorded in the Gifts and Hospitality Register.

Registers

The Head of HR and Governance will maintain a Gift and Hospitality Register, and a Register of Declared Interests, which will be available for inspection.

Confidentiality

The Association is committed to open conduct of its business. However, there will be times when high levels of confidentiality should be maintained:

- iv. Any information about an individual resident, member of staff, Board member or committee member which has been gained as a result of being on the Board or committee must not be disclosed to third parties without the consent of the individual concerned.
- v. Confidential business information should not be disclosed to external parties. This includes matters relating to the Association's finances, future plans, future development programmes, discussions with potential partners and contract proposals. Some information in these areas will already be public. If in doubt, members should seek guidance from the Chair.

Reporting and Whistleblowing

Individuals have a responsibility to report concerns about:

- Fraud
- Corruption
- Misconduct
- Safeguarding
- Health and Safety
- Breaches of this policy

No individual will suffer detriment for raising concerns in good faith through the appropriate channels. More details can be found in our Whistleblowing policy.

PART THREE – Treating others fairly, with respect and empathy

Individuals must:

- Treat others with dignity, courtesy, respect and empathy.
- Promote an inclusive environment where people feel able to contribute and raise concerns.
- Not bully, harass, intimidate, victimise or discriminate, intimidate or use offensive or inappropriate language.
- Respect protected characteristics and diverse lived experiences.
- Challenge inappropriate behaviour when encountered.

Professional Relationships

Individuals must:

- maintain constructive and professional relationships with residents, colleagues, Board Members and stakeholders.
- Individuals must not use their position to improperly influence decisions or seek personal advantage.
- Board Members must not direct staff outside agreed governance structures.

Equal Opportunities

Individuals must uphold Rockdale's Equal Opportunities Policy on all occasions when they are involved in the work of the Association.

PART FOUR – Taking responsibility for the impact of our actions

Resident Experience

Individuals should consider how their conduct, decisions and actions affect residents and the wider community.

Employees should:

- Provide clear explanations for decisions affecting residents.
- Respond positively to feedback and complaints.
- Use learning from complaints to improve services.

Health, Safety and Wellbeing

All individuals must:

- Prioritise health, safety and wellbeing.
- Avoid knowingly placing themselves or others at unnecessary risk.
- Report concerns immediately.
- Support a culture of safety and safeguarding.

Sustainability and Environment

Individuals should:

- Consider environmental impacts when making decisions.
- Reduce waste where practicable.
- Support the Association's sustainability objectives

Digital systems, Data and Artificial Intelligence

Individuals must:

- Protect confidential and personal information.
- Use digital systems only in accordance with Association policies.
- Report data breaches and cyber security concerns immediately.
- Use artificial intelligence tools responsibly and maintain human oversight of decisions, communications and outputs.

Representation and Social Media

Individuals must:

- Act professionally whenever representing Rockdale.
- Not make false, misleading or defamatory comments about the Association, residents, colleagues or stakeholders.
- Not claim to speak on behalf of the Association unless authorised.
- Ensure personal social media accounts clearly distinguish personal opinions from those of Rockdale.
- Avoid behaviour that could bring the Association into disrepute.

PART FIVE – Acting with Diligence and Care

Learning and Continuous Improvement

Individuals will:

- Undertake mandatory training.
- Maintain professional knowledge relevant to their role.
- Participate in appraisal and development processes.
- Learn from complaints, feedback and resident scrutiny.
- Support a culture of openness and continuous improvement.

Acting with Care and Diligence

Individuals must:

- Understand the requirements of their role.
- Prepare appropriately for meetings and decisions.
- Escalate concerns and risks promptly.
- Comply with legal, regulatory and policy requirements.
- Not ignore, conceal or minimise issues affecting residents, staff or Rockdale.

Compliance with the Code

All individuals covered by this Code must:

- Read and understand the Code.
- Comply with its requirements.
- Confirm compliance when requested.
- Co-operate with any investigation into alleged breaches.

Alleged breaches will be investigated under the relevant governance, complaints, disciplinary or whistleblowing procedures.

The Board will review this Code at least every three years, or earlier where legislation, regulation or NHF guidance changes.