



Code of Conduct

Effective from 1 July 2026

POPLAR **HARCA**

Purpose

This Code of Conduct sets out the minimum standards of behaviour and judgement expected from anyone working for or on behalf of Poplar HARCA, to ensure we deliver safe, respectful and high-quality services for residents.

Who this code applies to

This Code applies to everyone working for or on behalf of Poplar HARCA, including:

- colleagues (permanent, fixed-term, temporary)
- contractors, consultants, suppliers, and anyone delivering services for us
- Board and Committee members and co-optees
- involved residents who represent Poplar HARCA in a formal role

When this Code says “you”, it means everyone listed above. If you are employed by a third party, these expectations apply through your contract and how we manage our relationship with you.

Our Resident Engagement Strategy

This Code of Conduct sets the minimum standards expected. It should be read alongside Poplar HARCA’s Resident Engagement Strategy, which sets out in more detail how we listen to residents, communicate clearly, act on feedback and work with residents to improve services and outcomes.



Our values

The Poplar HARCA Way sets out how we behave. It underpins this Code of Conduct and explains how standards of competence and conduct should be reflected in our everyday decisions and actions.

The Poplar HARCA Way means we are:



Resident focussed

We put residents at the heart of our work: we act in residents' best interests and residents guide our decisions.



Outcome focussed

We focus on making a meaningful difference and we work with others to deliver lasting outcomes.



Accountable

We are clear about our responsibilities and the impact of our actions.



Inclusive

We value difference and make space for all voices.



Innovative

We challenge old models to deliver real change.



Resilient

We act with integrity and professionalism, even under pressure.

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Delivering services to residents

You must:

- Put residents first, acting in their best interests and letting their needs guide decisions
- Communicate clearly and honestly, including explaining decisions and limits
- Listen actively and check understanding, especially in complex or sensitive situations
- Follow through on commitments, or explain promptly if plans change
- Take concerns, complaints and feedback seriously and use them to improve outcomes
- Escalate risks, safety concerns or service failures affecting residents without delay

Treating people with respect

You must:

- Treat residents, colleagues, partners and contractors with dignity and respect.
- Listen, take concerns seriously, and communicate clearly and honestly.
- Be mindful of vulnerability and support needs and follow safeguarding processes.
- Provide services without discrimination and in line with our equality and inclusion expectations.

You must not:

- Harass, bully, intimidate or use aggressive behaviour.
- Use offensive language or display offensive material.
- Abuse your position or treat residents differently based on personal preference.

Professional judgement & boundaries

You must:

- Do your job competently, responsibly and within your role responsibilities.
- Make decisions based on evidence, policy and the impact on residents and risk.
- Be honest about what you know and don't know, and ask for help early.
- Keep appropriate professional boundaries with residents and customers.
- Work constructively with colleagues and partners, even when you disagree.

You must not:

- Mislead residents, colleagues, leadership, or governance bodies.
- Allow personal relationships to compromise your judgement (declare potential conflicts).
- Engage in any conduct, whether inside or outside of working hours, that brings Poplar HARCA into disrepute

Safety, safeguarding and wellbeing

Safety is everyone's responsibility.

You must:

- Take reasonable care of your own health and safety and that of others.
- Follow safety rules and safe systems of work.
- Raise safety risks immediately (including access, fire safety, hazards, violence/abuse, and unsafe contractor activity).
- Follow safeguarding procedures and escalate concerns promptly.

You must not:

- Ignore, downplay or "work around" serious safety risks.
- Put yourself or others at unnecessary risk through shortcuts or poor judgement.
- Work under the influence of alcohol, illegal drugs or other intoxicating substances

Use of Poplar HARCA resources and money

You must:

- Use Poplar HARCA money, systems, equipment and time responsibly.
- Follow procurement rules and ensure value for money and fairness.
- Claim expenses only where properly incurred and in line with policy.

You must not:

- Misuse organisational funds, assets, vehicles, data or equipment.
- Use your role to obtain benefits for yourself or others.

Confidentiality, information and data protection

You must:

- Handle personal and confidential information lawfully and carefully.
- Only access information you need for your role.
- Keep information secure and follow data protection requirements.
- Tell your manager, Director or ELT member if you are aware of a data protection breach.

You must not:

- Share confidential information without authority (internally or externally).
- Store sensitive data in unapproved locations or systems.
- Discuss resident or business matters in a way that could identify individuals improperly.

Integrity (conflicts, gifts & personal benefit)

A conflict can be actual or perceived. Both matter.

You must:

- Declare conflicts of interest promptly (e.g. close relationships, outside interests, supplier use).
- Remove yourself from decisions where you have a conflict.
- Follow our gifts and hospitality rules and declare anything that could reasonably influence your judgement.

You must not:

- Offer, seek or accept bribes, inducements or preferential treatment.
- Use your position for personal advantage, or to benefit others (including in housing decisions, employment, procurement or contractor matters).

Communications, press and social media

When representing Poplar HARCA publicly, you are an ambassador for the organisation.

You must:

- Follow Poplar HARCA communications guidance and policies.
- Refer press or media enquiries to the Comms team (or your manager).
- Use social media responsibly and in line with our communications guidance.

You must not:

- Speak to the media or make public statements on behalf of Poplar HARCA without permission and appropriate briefing.
- Post or share content that could reasonably bring Poplar HARCA into disrepute.

Speaking up and raising concerns

We want people to raise concerns early so we can act.

You must:

- Challenge unacceptable behaviour safely and report concerns where conduct falls below this Code.
- Report suspected wrongdoing, unsafe practice, poor conduct, fraud, or serious service failure through the appropriate route (for example your manager or the PaD Team)
- Use whistleblowing channels where relevant.

You will be supported to:

- Raise genuine concerns without fear of victimisation, discrimination or disadvantage.



Leadership

Leaders must:

- lead by example, modelling the behaviour expected of others.
- set clear expectations and hold people to account for behaviour and decisions.
- act promptly on poor conduct, addressing issues early and fairly.
- use evidence, policy and risk to guide decisions and challenge poor practice.
- take reported concerns seriously and act on them appropriately.

How this Code is used

This Code is not just a document. It is part of day-to-day management and accountability.

Managers are expected to:

- discuss expectations in induction and quarterly check ins
- address conduct issues early and fairly
- use supervision, feedback and performance management to support good conduct
- escalate serious issues promptly and follow HR processes consistently

Breaches of this Code

Breaches of this Code are taken seriously.

- For employees, breaches may lead to action under disciplinary procedures.
- For contractors or service providers, breaches may lead to contract action, removal from site, or termination.
- For governance members, breaches may lead to action under governance procedures.

If you are asked to act in a way that conflicts with this Code, you must raise it with your manager or an appropriate senior colleague.



Related policies and guidance

All relevant Poplar HARCA policies and procedures are available centrally on HARCAnet and Convene under “Policies and Procedures”. If you are unsure, speak to your manager or the PaD team.

Third-party suppliers can access relevant policies via the Poplar HARCA website or by speaking to their contract manager.

