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Charity Leadership Scotland: Code of Conduct

Last updated: August 2026

Purpose

This Code of Conduct sets out the standards of behaviour and values that guide everyone connected with Charity Leadership Scotland.

It explains what we expect of our staff, members, trustees, volunteers, partners and event participants, and how we can each contribute to creating a respectful, safe and inclusive community.

This code is built on Charity Leadership Scotland's values:

- Courageous
- Collaborative
- Inclusive
- Authentic
- Open to Challenge

This means treating people with respect, holding ourselves accountable, and being willing to learn when things go wrong.

Scope

This Code applies to everyone who represents or engages with Charity Leadership Scotland, including:

- Staff, trustees and volunteers
- Members and strategic partners
- Event attendees, speakers and exhibitors
- Suppliers, contractors and consultants

It covers all settings in which Charity Leadership Scotland operates – in person, online, and through our networks, services and communications.

Our Commitment

We are dedicated to creating an environment where everyone feels safe, welcome and valued.

Every person who comes into contact with us deserves to be treated with dignity and respect.

Charity Leadership Scotland actively invests in and works to create cultures of reciprocal

respect and will not tolerate injustice, discrimination, harassment or bullying in any form. This includes discrimination based on age, disability, gender identity, marital or civil partnership status, pregnancy or maternity, race, religion or belief, sex, sexual orientation or socio-economic background.

When concerns are raised, we will respond promptly, fairly and appropriately.

Our Culture and Values

Inclusion at Charity Leadership Scotland goes beyond meeting legal obligations – it's about how we live our values every day:

- Courageous – we act when it matters and address harmful behaviour.
- Collaborative – we work together to build understanding and solutions.
- Inclusive – we ensure every voice is heard and every person can participate safely.
- Authentic – we are open, honest and accountable.
- Open to challenge – we welcome constructive feedback and learn from it.

We promote wellbeing and mental health across our team, members and wider community, and encourage everyone to care for their own and others' welfare.

Preventing Harm

We recognise that harm can take many forms – some visible, others not.

We are committed to learning when harm occurs, supporting those affected, and taking meaningful steps to prevent it from happening again.

We will promote open communication and education around difficult issues, and where harm is intentional or targeted, we will take firm action.

Our definition of racism means negative beliefs about people based on their actual or perceived race, colour, nationality or ethnic background. This includes harm experienced by people of African, Caribbean, East Asian, Arab and South Asian heritage, as well as Jewish people and Gypsy, Roma and Traveller+ communities and people from other minority ethnic communities.

Our definition of inclusion extends to all individuals who experience inequity, oppression or injustice based on any personal characteristic, including sexuality, gender identity, disability, faith or belief.

The safety and wellbeing of all who engage with us is our highest priority.

Our Organisational Responsibilities

Charity Leadership Scotland will:

- Stand firmly against any abuse of power, including bullying, harassment, intimidation, discrimination or victimisation.
- Create a culture where concerns can be raised safely and are dealt with seriously and fairly.
- Ensure that everyone who works with or for us understands our expectations and receives appropriate training.
- Provide access to support and advice for anyone who:
 - experiences or witnesses unacceptable behaviour,
 - raises a concern or allegation, or
 - feels unsafe or excluded while engaging with us.

Our Shared Responsibilities

We ask all Charity Leadership Scotland stakeholders to:

- Communicate respectfully and recognise that personal boundaries differ for everyone.
- Express personal beliefs considerately and professionally.
- Ensure that any physical contact is consensual and appropriate.
- Speak up if you feel uncomfortable, or if you notice someone else may be.
- Listen with openness and curiosity when others raise concerns.
- Act with integrity, honesty and kindness in all interactions.

Reporting breaches of the Code

If you experience a breach of the Code, please report this immediately, or if you are made aware that someone else may have experienced a breach, you should contact the organisation.

All reports will remain confidential and investigated in accordance with Charity Leadership Scotland's disciplinary and complaints procedures.

Reports of any breach of this Code can be made by emailing Lucinda Godfrey, Charity Leadership Scotland CEO at lucinda@charityleadership.scot.

If the breach is in relation to the Senior Leadership Team your complaint will be redirected to the Board of Trustees.

Anyone who experiences harassment may also seek help from other relevant authorities, such as the police, or other legal or support services.

All individuals who have complaints made against them will have a fair opportunity to

represent themselves.

Review

This Code will be reviewed annually, or sooner if required, to ensure it continues to reflect best practice and the values of Charity Leadership Scotland.

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- secure
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- any loss or damage caused by civil wrongs ('tort', including negligence), breach of contract or otherwise
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This applies **if** the loss or damage was foreseeable, arose in the normal course of things or you advised us that **it** might happen. This includes (but is not limited to) the loss of your:

- income or revenue
- salary, benefits or other payments
- business
- profits or contracts
- opportunity
- anticipated savings
- data
- goodwill or reputation
- tangible property
- intangible property, including loss, corruption or damage to data or any computer system
- wasted management or office time

It is a feature of this website that much of the information is contributed by many different third parties and Charity Leadership Scotland does not control those parties or their information and has no responsibility for any information they contribute.

Opinions expressed within the information contained in this website are those of the authors and do not necessarily represent the opinion of Charity Leadership Scotland.

Governing law and legal enforcement

We are situated in Scotland and the law of Scotland shall govern any interpretation of these Terms and Conditions. The Scottish Courts shall decide any disputes between us.

We fully co-operate with the police in identifying those who use our service for illegal activities. We reserve the right to report to the police any activities that we reasonably believe to be unlawful.

Commenting

We offer users the option to "comment" on some content. We reserve the right to review these from time to time and delete any messages or text which we, in our sole discretion, decide are inappropriate.

If you comment you grant us the right to use and display any material which you post to or publish on this site.

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We collect information about you in accordance with our **privacy policy** and our **cookie policy**. By using the Charity Leadership Scotland website, you agree to us collecting this information and confirm that any data you provide is accurate.

Safeguarding Policy: Protecting Children and Vulnerable Adults

Introduction

Charity Leadership Scotland is committed to safeguarding the welfare of all individuals who come into contact with our organisation, including members, staff, volunteers, and trustees. We aim to create a safe and inclusive environment where everyone feels respected, protected, and empowered to speak up.

Scope

This policy applies to trustees, staff, volunteers, and contractors or consultants working on behalf of the organisation, and anyone else when they are interacting with the organisation. It applies to both in-person and online activities, including events, communications and social media.

This policy should be read in conjunction with other Charity Leadership Scotland policies, particularly:

- Recruitment
- Induction
- Whistleblowing
- Anti-Bullying and Anti-Harassment
- Data Protection
- Health and Safety
- Grievance and Disciplinary
- Volunteer
- Intern

Safeguarding within Charity Leadership Scotland also includes preventing abuse of power, bullying, harassment, or exploitation in relationships between staff, Trustees, volunteers, members, and beneficiaries.

Charity Leadership Scotland welcomes complaints from external sources such as members of the public, partners and official bodies. These should be made using the Complaints Policy.

Organisation context

Charity Leadership Scotland is a membership organisation supporting leaders across Scotland's voluntary sector.

We recognise that:

- we do not routinely work directly with children or adults at risk
- contact, where it occurs, is incidental and usually supervised
- our primary safeguarding role is:
- ensuring safe organisational practice
- responding appropriately to concerns
- modelling and promoting good safeguarding practice across the sector

Legal and regulatory framework

This policy is informed by Scottish legislation and guidance, including, but not limited to:

- Office of the Scottish Charity Regulator guidance
- Adult Support and Protection (Scotland) Act 2007
- Children and Young People (Scotland) Act 2014
- Protection of Vulnerable Groups (Scotland) Act 2007
- Disclosure (Scotland) Act 2020
- Data Protection Act 2018

Procedures and guidance

Definitions

Child

- Any person under the age of 18.

Adult

- A protected adult is defined as **16 and Over:** The legislation focuses on adults at risk, which specifically includes people aged 16 or older.
- **16-18 Year Olds:** Young people aged 16 to 18 may be protected under either adult or child protection legislation depending on the circumstances.

Adults at risk of harm

The Adult Support and Protection (Scotland) Act 2007 defines an adult at risk as any person aged 16 and over who is:

- unable to safeguard their own wellbeing, property, rights, or other interests;
- at risk of harm;
- affected by disability, mental disorder, illness, physical or mental infirmity such that they are more vulnerable to being harmed than adults not so affected.

We refer to the NHS information on abuse and neglect of adults at risk: [Abuse and neglect of adults at risk \(safeguarding\) – Social care and support guide – NHS](#)

We refer to the NSPCC information on abuse and neglect of children: [Child abuse and neglect | NSPCC Learning](#)

Safeguarding principles

Charity Leadership Scotland adopts a rights-based approach and is committed to dignity, equality, and inclusion. Safeguarding is everyone's responsibility and concerns will be responded to proportionately and without delay.

We act fairly and with compassion when we respond to reported disclosures, concerns or allegations. We treat all those involved with respect and sensitivity.

We will:

- Protect people from harm.
- Ensure concerns can be raised safely.
- Respond appropriately to allegations or incidents.
- Report concerns to relevant authorities if appropriate to do so.
- Promote a culture of safety and accountability.

Responsibilities

All Trustees, staff, and volunteers have a personal responsibility for applying this **policy**. They should follow all relevant procedures and guidance, especially those relating to standards of behaviour and reporting of incidents, allegations, and concerns.

All concerns, regardless of perceived severity, should be reported. All Trustees, staff and volunteers must:

- Act on any safeguarding concern without delay
- Prioritise the safety and wellbeing of the individual
- Follow reporting procedures set out in this policy Some individuals have additional roles and responsibilities.

a) Trustees

The overall responsibility for implementing this policy lies with the Board of Trustees, who may delegate responsibility to an appropriate member of staff.

Trustees will ensure safeguarding is incorporated into organisational risk management and reviewed regularly.

b) Designated Officer

The CEO, Lucinda Godfrey, has designated responsibility for implementing, promoting and

maintaining oversight of this.

In addition to the implementation, promotion and maintenance of this policy, the Designated Officer will also be responsible for:

- Ensuring that appropriate information, advice and training on handling children and protected adults is available;
- Being the contact point for allegations or concerns about the treatment of children or protected adults;
- Maintaining confidential records of allegations of abuse of children or protected adults and actions taken;
- Establishing and maintaining contacts with external organisations (e.g. the police, social services);
- Liaising with Chair/Office Bearers/Trustees if appropriate.

The Designated Officer will not conduct investigations into allegations where this is the responsibility of external statutory agencies but will make referrals as appropriate.

c) Managers

The role of managers is to:

- Ensure that all staff are knowledgeable of their responsibilities under this policy;
- Ensure that staff undertake appropriate training;
- Advise the Designated Officer in advance of any special circumstances in which there will be contact with children or protected adults;
- Promptly report any incidents, allegations, or concerns

d) Senior Leadership

The role of Senior Leadership is to:

- Oversee the operation of the reporting and monitoring of incidents, allegations, and concerns raised under this policy;
- Provide advice and develop, implement, and monitor procedures and guidance relevant to this policy;
- Ensure that appropriate training is provided to those who require it;
- Monitor legislative and best practice developments and update the policy accordingly.

Training

All Trustees, Staff, and Volunteers will be introduced to this policy during induction, including how to report incidents, allegations, and concerns.

Charity Leadership Scotland will ensure staff and volunteers are trained to identify potential harm and know what action to take.

Responding to a Disclosure

If a child or protected adult discloses abuse, Staff, Trustees or volunteers should:

- Listen carefully and remain calm
- Take the disclosure seriously
- Reassure the individual they have done the right thing
- Record what was said as soon as possible

They should not:

- Promise confidentiality
- Ask leading or investigative questions
- Attempt to investigate the matter themselves

All disclosures must be reported to the Designated Officer as soon as possible.

If a child or protected adult is in immediate danger, staff or volunteers should contact emergency services e.g. the police or the relevant local authority social work department immediately before informing the Designated Officer.

Reporting procedures for disclosures, concerns or allegations made by Third Parties

It is highly unlikely given the nature of our role, that a disclosure, concern, or allegation regarding abuse/harm could come to the attention of staff/board members through direct observation. However, it is possible that this could be raised by a staff member or volunteer from a member organisation or a third party in the form of a phone call, online meeting, email, or face-to-face contact.

Regardless of how this comes to the Staff/Board members' attention, they will immediately record the matter, outlining the details and any action that has already been taken and any other relevant information. The report should be recorded objectively, using the words of the person making the disclosure. This record should then be shared securely and confidentiality with the Designated Officer.

Reporting and managing incidents, allegations and concerns

Reports of incidents, allegations and concerns should be made to the Designated Officer. A report to the Designated Officer must be made where:

- A child or protected adult discloses abuse.
- A third party raises a concern or allegation of abuse
- A person makes an allegation of abuse about a Charity Leadership Scotland employee, trustee or volunteer.
- There are suspicions or indicators that a child or protected adult is being abused; for

example, where there are observable changes in a child or protected adult's behaviour that may be related to abuse; or

- The behaviour of any person towards a child or protected adult causes concern or there is suspicion that a child or protected adult is being harmed.

If a concern involves the Designated Officer, it should be reported directly to the Convenor/Chair of the Board of Trustees.

Investigating incidents, allegations and concerns

Where a concern or allegation is reported, the Designated Officer will assess the information and determine whether it should be referred to the police, social work services, or another appropriate external agency.

Charity Leadership Scotland will not carry out internal investigations that could interfere with any external investigation.

Once an allegation has been assessed the Designated Officer may:

- Take no further action.
- Put in place measures to ensure the safety of the child(ren)/protected adult(s).
- Refer the matter to be dealt with under the relevant internal procedure, including but not limited to the Employee Disciplinary Procedures.
- Refer the matter to the Convenor/Office Bearers and/or wider Trustees
- Make a referral to a relevant external agency e.g. police/social service.
- Refer an individual to Disclosure Scotland for consideration for inclusion on the Children's List and/or Adults' List; or
- Take any such further action as is necessary in the circumstances.

The Designated Officer will keep records of complaints or allegations and their outcomes. Records shall be held securely in accordance with data protection regulations and in line with the Records Retention Schedule.

When Charity Leadership Scotland is asked to provide information about an allegation in respect of a child or protected adult any information must be shared in a manner consistent with the Data Protection Act 2018. The Designated Officer should be consulted before information is provided to an external organisation.

Support

The Chief Executive will ensure that Trustees, staff, and volunteers are fully aware of this policy and the mechanisms by which they can raise concerns, or report incidents or allegations. This will include signposting to appropriate external support agencies.

The Chief Executive will also ensure that Trustees, staff, and volunteers are properly supported when reporting incidents, concerns, or allegations to ensure that all issues are reported timeously.

Safer Recruitment

Charity Leadership Scotland is committed to safer recruitment practices. This includes:

- Appropriate references
- Background checks
- PVG Scheme membership where regulated work is undertaken

Monitoring and review

This policy will be reviewed annually or sooner if there are changes in legislation, guidance, or following a safeguarding incident.