Darwen Asylum Refugee Enterprise

Trustee Code of Conduct

As a board, collectively and individually, we:

- **Create a safe space** – in which everyone is encouraged and feels able to speak.
- **Positively challenge** – each other, but avoid being confrontational - saying 'no', 'that won't work'. Instead, we ask open questions that will help us work together to explore/test an idea, or suggestion - who, what, when and how, but not why, which can come across as accusatory).
- **Think, then speak** – what can I say succinctly that will most help the Board?
- **Feel able to ask the questions that need to be** – there is no elephant in the room or, if there is, we're all working together to get it out.
- **Act strategically** – by thinking externally and longer term.
- **Understand that operational delivery is the remit of the CEO** - by recognising that it's not our role to manage operations, but to ensure these are led and managed well.
- **Focus on solutions** – by talking about the past, only to learn from it, avoid talking about what we can't do and, instead, focus on what we could do.
- **Welcome differing viewpoints** - respect each other's right to hold a different opinion and recognise our own right to do so too.
- **Don't make assumptions** – about who someone is, but rather respond based on the facts/content of what he/she said.
- **All contribute** - the contribution of the young, old, or those with lived experience is different to that of the professionals, but isn't less than.
    - Everyone has something to give and something to learn.
    - And no one person is allowed to dominate the conversation to the exclusion of others.
- **Are slow to take offence** – and quick to apologise, always.
- **Give permission** – to everyone else to remind us when we inadvertently stray from the above.
- **Accept our responsibility** – for ensuring that everyone is treated fairly, with respect and kept safe from harm.

Version Control - Approval and Review

Version No	Approved By	Approval Date	Main Changes	Review Period
1.0	Trustees		Initial draft approved	Annually