



SNAP PARENT CARER FORUM

CENTRAL BEDFORDSHIRE

SNAP Parent Carer Forum CIC

We Support → Listen → Influence → Improve

Code of Conduct

Policy Owner: Chief Executive Officer

Approved by: Company Director(s)

Effective Date: September 2026

Review Date: September 2029, or sooner if required.

1. Introduction

SNAP Parent Carer Forum (SNAP PCF) is committed to acting with integrity, respect, honesty, openness, and accountability.

This Code of Conduct sets out the standards of behaviour expected from people carrying out governance, representative, employment or other authorised responsibilities on behalf of SNAP PCF.

SNAP PCF is a parent-carer-led organisation. We recognise that people involved in SNAP PCF will have different experiences, views, and circumstances. Disagreement and constructive challenge are part of effective parent-carer participation.

The purpose of this Code is not to require people to agree with each other or to prevent people expressing personal views. It is to ensure that people representing SNAP PCF act responsibly and distinguish their personal activities and opinions from those of the organisation.

This Code should be read alongside SNAP PCF's other policies and governance arrangements.

2. Who the Code Applies To

This Code applies to people carrying out work or governance responsibilities on behalf of SNAP PCF, including:

- Company Director(s);
- Chief Executive Officer;
- Steering Group Committee Members;
- Parent Representatives;
- employees; and
- contractors or agency workers engaged by SNAP PCF.

Parent Representatives are covered whether they volunteer their time or invoice SNAP PCF for agreed work.

The standards will be applied proportionately according to the individual's role and responsibilities.

3. Our Standards

Everyone covered by this Code is expected to:

- act honestly and with integrity;
- treat others with dignity, courtesy, and respect;
- listen to different experiences and viewpoints;
- communicate constructively;
- maintain appropriate boundaries;
- respect confidentiality;
- use SNAP PCF resources responsibly;
- declare relevant conflicts of interest;
- comply with policies relevant to their role; and
- act in a way that supports confidence in SNAP PCF.

SNAP PCF recognises that people may disagree strongly about SEND services and priorities. Strong disagreement, challenge, or criticism is not automatically inappropriate behaviour. The concern arises where communication or behaviour becomes abusive, threatening, discriminatory, harassing, deliberately misleading or otherwise incompatible with the individual's responsibilities to SNAP PCF.

4. Nolan Principles

SNAP PCF adopts the Seven Principles of Public Life, commonly known as the Nolan Principles.

Those representing SNAP PCF are expected to demonstrate:

Selflessness – act in the interests of SNAP PCF and the families it represents rather than for personal gain.

Integrity – act honestly and avoid obligations or relationships that could improperly influence their responsibilities.

Objectivity – consider information and views fairly and use evidence appropriately where decision-making responsibility applies.

Accountability – accept responsibility for actions and decisions within their role.

Openness – communicate openly and appropriately while respecting confidentiality.

Honesty – be truthful and declare relevant interests.

Leadership – promote these principles through personal example.

5. SNAP PCF's Vision, Mission, and Values

SNAP PCF's Vision is:

A community where every child and young person with SEND and their family is heard, valued and able to thrive.

Our Mission is:

We listen to parent carers, turn their experiences into a collective voice, and use evidence to influence and improve local services.

Our Values are:

- We Listen
- We Speak Up
- We Are Independent
- We Include
- We Work Together
- We Make Change Happen

People representing SNAP PCF are not expected to agree on every issue. They are expected to:

- listen respectfully to different perspectives;
- contribute constructively;
- represent parent-carer experiences fairly;
- distinguish personal views from SNAP PCF's agreed position; and
- act consistently with SNAP PCF's Vision, Mission, and Values.

Where SNAP PCF has an agreed organisational position, representatives must not knowingly present their personal view as the organisation's position.

6. Conflicts of Interest

Individuals must keep personal matters separate from their SNAP PCF role. They must not use their SNAP PCF position, organisational resources, contacts or working relationships to pursue their own or their family's personal circumstances or to seek preferential access, information or treatment.

This includes using SNAP PCF meetings, email accounts or relationships with partner organisations to pursue a personal matter. Personal matters should be raised through the normal route available to the individual as a parent or service user.

Relevant family or household relationships with organisations with which SNAP PCF works must also be declared where they could create an actual, potential or perceived conflict. Any such conflict will be considered and managed in accordance with the Conflict-of-Interest Policy.

Failure to declare a relevant conflict may be a breach of this Code.

SNAP PCF will assess and manage conflicts according to its own governance arrangements and proportionate risk appetite, taking account of the circumstances and the individual's role.

Where a conflict exists, SNAP PCF will seek to manage it fairly and proportionately.

Personal experience of SEND services, including experience relating to an individual's own child, is not automatically a conflict of interest.

A conflict of interest does not automatically mean that someone has done something wrong or cannot continue in their role.

Individuals must declare an actual, potential, or perceived conflict of interest where a personal, professional, financial, or family interest could affect, or reasonably appear to affect, their responsibilities to SNAP PCF.

Everyone covered by this Code must comply with the SNAP PCF Conflict of Interest Policy.

7. Strategic Influencing, Advocacy and Campaigning

7.1 SNAP PCF's Role

SNAP PCF is an independent, parent-carer-led organisation.

SNAP PCF seeks to influence improvements through:

- parent-carer participation;
- co-production;
- consultation;
- surveys and evidence gathering;

- research;
- sharing parent-carer experiences;
- reports and agreed position statements;
- responding to consultations;
- strategic discussions with decision makers and service providers; and
- constructive challenge where improvements are needed.

SNAP PCF's approach should be evidence-led, constructive and focused on improving outcomes for children, young people, and their families.

7.2 Political Neutrality

SNAP PCF is independent and non-party political.

SNAP PCF does not support or oppose political parties or individual political candidates. People representing

SNAP PCF may hold and express personal political views but must make clear when they are speaking personally rather than on behalf of SNAP PCF.

SNAP PCF resources, branding, and communication channels must not be used for personal political activity without authorisation.

7.3 Organisational Advocacy and Constructive Challenge

SNAP PCF may communicate publicly about evidence and parent-carer views where this forms part of its legitimate role.

This may include:

- publishing survey findings;
- publishing agreed position statements;
- responding to consultations;
- raising concerns with statutory partners;
- highlighting areas where services could improve; and
- contributing to local or national SEND discussions.
- Public statements made on behalf of SNAP PCF should:
 - be based on evidence where appropriate;
 - reflect parent-carer experiences as far as reasonably possible;
 - align with SNAP PCF's Vision, Mission, and Values; and
 - be authorised through SNAP PCF's governance arrangements.

This may include presenting evidence and constructive challenge publicly through democratic, scrutiny, consultation, inspection, or other formal accountability processes.

7.4 Personal Campaigning and Public Debate

SNAP PCF will not automatically exclude someone from a role because they have expressed a personal view, supported a campaign, participated in a protest or petition, or undertaken other lawful public debate.

Where a conflict is identified, the appropriate measures will be determined in accordance with SNAP PCF's Conflict of Interest Policy and may include clarification of roles, recusal from specific discussions or decisions, or other proportionate measures.

Where an individual is, or could reasonably be identified as, associated with SNAP PCF, they should:

- declare any actual, potential, or perceived conflict of interest.
- protect confidential information obtained through their SNAP role; and
- not present their personal views as the position of SNAP PCF;
- make clear when they are expressing a personal view;

Taking part in such activity does not automatically create a conflict of interest or prevent someone from holding a role within SNAP PCF. Where a potential conflict arises, it will be declared, assessed, and managed proportionately through SNAP PCF's governance arrangements.

SNAP PCF recognises that people involved with SNAP PCF have the right to express their personal views and participate in lawful public debate, campaigning, protest, petitioning, and campaign groups in a personal capacity.

7.5 External Campaigns

Campaigning is not a core function of SNAP PCF.

SNAP PCF may share information about an external campaign where it is relevant to parent carers and consistent with SNAP PCF's purpose and independence.

Sharing information does not necessarily mean that SNAP PCF endorses, supports, or represents the campaign. Where information is shared, SNAP PCF will make its position clear.

SNAP PCF will not use DfE grant funding for campaigning or lobbying where this is prohibited by the applicable grant conditions.

8. Personal Legal Action and Complaints

The individual may continue to undertake SNAP PCF activities unless the conflict requires proportionate measures to be taken.

However, where an individual's personal legal action or complaint overlaps with their SNAP PCF responsibilities, they should consider whether an actual, potential, or perceived conflict of interest exists and declare it in accordance with the Conflict-of-Interest Policy.

Taking such action does not automatically prevent someone from being involved with SNAP PCF. This may include:

- other lawful processes.
- Judicial Review; or
- statutory complaints procedures;
- complaints to an Ombudsman;
- SEND Tribunal proceedings;

SNAP PCF recognises that parent carers may need to use formal complaints or legal processes in relation to their own child's education, health, or social care.

9. Social Media and Public Communications

SNAP PCF recognises the importance of social media and digital communication in sharing information and engaging with parent carers.

Everyone representing SNAP PCF must use social media responsibly and comply with the Social Media & Communications Policy.

9.1 Personal Use

Representatives may express personal views and participate in lawful public debate.

Where they could reasonably be identified as being associated with SNAP PCF, they should make clear when they are expressing a personal view rather than speaking on behalf of SNAP PCF.

Personal activity that creates an actual, potential, or perceived conflict with SNAP PCF responsibilities must be declared in accordance with the Conflict-of-Interest Policy.

9.2 Professional Standards

Representatives must not:

- disclose confidential or sensitive information;
- deliberately publish information they know to be false or misleading;
- present personal views as official SNAP PCF positions;
- use SNAP PCF branding or communication channels for unauthorised purposes;
- engage in abusive, threatening, discriminatory or harassing behaviour; or

- disclose information about families or individuals without appropriate authority.

9.3 Official Communications

Only authorised individuals may make official statements or communications on behalf of SNAP PCF.

Official organisational positions, statements, consultation responses, and media communications must be authorised through SNAP PCF's governance arrangements.

9.4 SNAP PCF Social Media Platforms

SNAP PCF's social media platforms are primarily used for information sharing and structured engagement, rather than unrestricted public debate.

SNAP PCF aims to provide respectful and constructive opportunities for parent carers to engage.

SNAP PCF may:

- moderate comments and posts;
- remove content that breaches its community standards;
- disable comments where this supports the purpose of the communication or safeguarding; and
- restrict access where an individual repeatedly breaches the relevant standards.
- Disabling comments does not prevent parent carers from sharing their views with SNAP PCF.

Other opportunities for engagement include surveys, consultations, events, focus groups, direct contact, and formal feedback processes.

10. Equality, Diversity, and Inclusion

SNAP PCF is committed to treating everyone fairly, with dignity and respect.

Everyone covered by this Code must comply with the Equality, Diversity & Inclusion Policy.

Discrimination, bullying, harassment, and victimisation will not be tolerated.

Differences in experience, opinion, background, disability, communication style, and personal circumstances should be respected.

Disagreement is acceptable. Personal attacks are not.

11. Confidentiality

Individuals must respect confidential information obtained through their role with SNAP PCF.

Confidential information must only be used for authorised purposes and must not be shared without appropriate authority.

This may include information relating to:

- children, young people, and families;
- staff;
- Parent Representatives;
- partner organisations;
- commissioning discussions;
- recruitment;
- governance;
- financial matters; and
- personal or sensitive information.

Information must be handled securely in accordance with the GDPR & Data Protection Policy.

Confidentiality continues after an individual's involvement with SNAP PCF ends.

12. Gifts and Hospitality

Individuals must not seek or accept gifts, hospitality, or other benefits where these could influence, or reasonably appear to influence, their judgement or responsibilities.

Reasonable hospitality associated with legitimate meetings or events may be accepted.

Significant or unusual gifts or hospitality should be declared.

Cash gifts must not be accepted.

13. Use of SNAP PCF Resources

SNAP PCF equipment, systems, information, branding, and other resources must only be used for authorised purposes.

Individuals must:

- protect SNAP PCF property and information;
- use systems responsibly;
- comply with data protection requirements;
- not use SNAP PCF resources for unauthorised personal, political, or campaigning activity; and
- report suspected misuse, loss, or security concerns.

14. Safeguarding

Everyone representing SNAP PCF has a responsibility to support the safeguarding of children, young people, and vulnerable adults.

Safeguarding concerns must be reported in accordance with SNAP PCF's safeguarding procedures.

Representatives must maintain appropriate boundaries when working with families and children.

15. Raising Concerns About Conduct

SNAP PCF aims to deal with concerns about conduct fairly, consistently, and proportionately.

When considering a concern, SNAP PCF will take account of:

- the nature and seriousness of the concern;
- the individual's role;
- the circumstances;
- whether the individual was acting personally or on behalf of SNAP PCF;
- any relevant conflict of interest;
- the impact on others and SNAP PCF; and
- whether guidance, support or training may resolve the issue.

Where appropriate, an individual may be asked to temporarily step back from particular duties while a concern is considered.

Temporary standing down is not, in itself, a finding of wrongdoing.

16. Breaches of the Code

A breach of this Code will be considered in proportion to the circumstances and the individual's role and responsibilities.

Depending on the circumstances, action may include:

- informal guidance;
- clarification of expectations;
- training or support;
- changes to responsibilities;
- temporary suspension from particular duties;
- removal from a Parent Representative or other voluntary role; or

- disciplinary action where the individual is an employee, in accordance with the relevant employment procedures.

For Parent Representatives, any action will be taken in accordance with their Parent Representative Agreement, relevant SNAP PCF policies, and governance arrangements.

For Steering Group Committee Members, any action will be taken in accordance with the Steering Group Terms of Reference and governance arrangements.

For Company Directors, any action will be taken in accordance with the Articles of Association, company law, and applicable governance procedures.

For employees, any action will be taken in accordance with their employment contract, relevant employment policies, and applicable employment procedures.

Any action taken will be fair, proportionate, and consistent with relevant SNAP PCF policies.

No action will be taken solely because an individual has exercised a lawful right to express a personal view, participate in public debate, campaign, protest or pursue a complaint or legal remedy. Any action must relate to the individual's conduct, responsibilities, an actual or appropriately assessed conflict, or another legitimate governance concern.

17. Roles and Responsibilities

Company Director(s)

The Company Director(s) are responsible for ensuring that appropriate governance arrangements are in place and that this Code is maintained and reviewed.

Chief Executive Officer

The Chief Executive Officer is responsible for implementing the Code in day-to-day operations and ensuring that employees and representatives understand the standards relevant to their roles.

The Chief Executive Officer is also responsible for addressing conduct matters involving employees within their delegated authority and in accordance with relevant employment policies.

Employees

Employees are responsible for:

- understanding and following this Code;
- complying with the policies and procedures relevant to their role;
- carrying out their duties professionally and within their delegated authority;
- raising concerns where they are unsure about a requirement or instruction;

- declaring relevant conflicts of interest; and
- raising concerns about inappropriate behaviour or breaches of this Code through the appropriate procedure.

Employees remain subject to their employment contract and relevant employment policies. Where a concern relates to an employee's conduct, SNAP PCF will follow the appropriate employment or disciplinary procedure where necessary.

Steering Group Committee

The Steering Group provides parent-carer insight, oversight, and constructive challenge within its agreed role.

Steering Group members are responsible for complying with this Code and the Steering Group Terms of Reference.

Parent Representatives

Parent Representatives are responsible for:

- representing parent-carer experiences and views appropriately;
- distinguishing personal views from SNAP PCF's agreed position;
- complying with this Code and relevant SNAP PCF policies;
- declaring relevant conflicts of interest; and
- carrying out agreed responsibilities appropriately.

This applies whether a Parent Representative is volunteering their time or undertaking agreed paid work for which they invoice SNAP PCF.

Contractors and Other Workers

Contractors, consultants, and agency workers are responsible for complying with the standards in this Code that are relevant to the work they undertake.

Their contractual arrangements determine their specific responsibilities and authority.

18. Related Policies and Documents

This Code should be read alongside:

- Articles of Association;
- Governance Framework / Scheme of Delegation;
- Steering Group Terms of Reference;
- Conflict of Interest Policy;
- Equality, Diversity & Inclusion Policy;
- Social Media & Communications Policy;
- GDPR & Data Protection Policy;

- Feedback, Compliments, Concerns & Complaints Policy;
- Whistleblowing Policy;
- Safeguarding Policies;
- Financial Regulations; and
- relevant employment policies.

Declaration

I confirm that I have read and understood the SNAP PCF Code of Conduct and agree to comply with the standards and responsibilities relevant to my role.

Name: _____

Role: _____

Signature: _____

Date: _____