

Member Code of Professional Conduct

Professional Standards

1. Demonstrate competence in making places the best they can be, both now and for the future;
2. Work with integrity and high ethical standards;
3. Balance the needs of place stakeholders and seek outcomes that benefit the most people;
4. Exercise professional judgement, make decisions, and take action based upon evidence. Be accountable for all judgements, actions and decisions;
5. Work through partnership and collaborate with other professions in the interests of better places;
6. Respect diversity in, and reduce inequality for, people and places;
7. Behave with openness, honesty, trust and support for each other;
8. Lead by example and be prepared to challenge poor place management and leadership, wherever it occurs;
9. Maintain professional proficiency through regularly updating skills and knowledge;
10. Enhance the standing and reputation of the place management profession and the Institute of Place Management

Introduction

The Institute of Place Management (IPM) is the professional body for people that serve places. Part of Manchester Metropolitan University, the IPM is constituted to support professionals make places the best they can be, for the benefit of the most people, both now and in the future.

Place management and leadership is central to any place meeting the needs of its communities. It is complex, often involves managing conflict and is achieved through collaboration, partnership working and consensus building. Whilst place managers and leaders may hold public office, they may also not – they can be employed by the private sector or may be volunteers. Regardless, society expects high standards of integrity and ethics, accountability, professional knowledge, and leadership from the people who take responsibility for places.

Purpose of the Code of Conduct

This document sets out the standards of professional conduct that all members are expected to meet, be they practitioners, academics, students or policy makers. It covers all levels of membership and is applicable to both paid professionals and volunteer professionals. By setting high standards in place management and leadership, the IPM and its members will make better places, and build trust and confidence in the profession.

Standards of Professional Conduct

In all their professional activities members of the IPM, of whatever grade, must:

Demonstrate competence in making places the best they can be, both now and for the future

You must be competent in whatever role you play in making places the best they can be. You are expected to be cognisant of future demands on places and this includes accepting and addressing global challenges, such as climate change in your practice. You should work at the level at which you have professional status and not undertake activity in areas where your knowledge and ability is limited, without adequate preparation, or supervision. You should perform your work with due skill, care and diligence, and, so far as is reasonably practicable, in accordance with agreed time scales.

Work with integrity and high ethical standards

You should not be party to any judgement, decision or action which is contrary to your professional opinion, or which you know to be misleading, or unfair to others, or otherwise discreditable to the profession. You are expected to conduct yourself in an appropriate professional manner with all persons with whom you come into contact and in accordance with the law. Your practice should build confidence and trust with the people you work with. You must respect the need for confidentiality when this is expected, not disclosing or using such information for the advantage of yourself or others. You should work within the governance structures that oversee your role and comply with organisational policies and procedures as expected by your employer, partnerships or funders, etc.

Balance the needs of place stakeholders and seek outcomes that benefit the most people

You should respect the beliefs and opinions of other people, recognise social diversity and treat everyone fairly. Consensus is not always possible (or desirable) but the judgements, decisions and actions you make should benefit a diverse majority, and not just serve a narrow range of interests. You should reflect on your own personal interests and recognise when these are in conflict with the interests of a place, places, or the place management profession (as appropriate) and, if so, take immediate action. Similarly, you should encourage others to identify conflicts of interests as well as help them understand the perspectives of other place stakeholders.

Exercise professional judgement, make decisions, and take action based upon evidence. Be accountable for all judgements, actions and decisions

You should exercise impartial and independent professional judgement to the best of your ability and understanding, and at a level congruent with your professional status. The decisions you make and the action you take should always be based upon the best available evidence – and it should be clear to others how you have made judgements or decisions, including the decisions that underpin courses of action.

Work through partnerships and collaborate with others in the interests of better places

As a member of the Institute you recognise that the nature of place management and leadership is collaborative, and that place betterment depends on partnerships that represent government, business and wider community interests.

You are willing, and have the skills to communicate, coordinate, cooperate, and collaborate across sectors and respect the knowledge, skills and experience others, including other professionals, can bring.

Respect diversity in, and reduce inequality for, people and places

You should not discriminate because of disability, age, gender, sexual orientation, ethnicity or any other inappropriate consideration. However, IPM members should do more – and actively seek out and value diversity so that your practice represents the rich diversity of people that make and use places. In the same way people are different, places are too – and IPM members are expected to recognise the importance of, and promote, place uniqueness as well as recognising and reducing place inequalities (income, health, environment, employment, education, crime, and housing).

Behave with openness, honesty, trust and support for each other

IPM members come from many backgrounds and work in an environment that is highly contested and multidisciplinary. However, as all members want to make places the best they can be and agree to uphold the same professional standards, it is easier to behave with openness, honesty, trust and support for each other. Where there is conflict or disagreement, either in particular places, or across the profession, it is expected that IPM members will be open, honest, trusting and supportive of each other, in the interests of a better outcome for a place, places and the profession.

IPM Members are expected to voluntarily attend a mediation meeting, of one hour, to resolve any place management conflict or disagreement, at the request of the Chair. If the conflict or disagreement is not resolved then parties will be required to enter into the IPM mediation process, for which a charge is made. Failure to enter into mediation or failing to follow the recommendations of the mediator will be treated as a potential breach of professional standards and investigated through the complaints procedure.

Lead by example and be prepared to challenge poor place management and leadership, wherever it occurs

Members of the IPM must lead by example, acting as ambassadors for professional place management and leadership by upholding all the professional standards through their own practice as well as supporting other members to achieve them. When necessary, members should be willing to challenge poor place management and leadership, and this may include identifying weak or inappropriate governance arrangements.

It is the responsibility of every member, subject to any restrictions imposed by law or the courts, to report to the Institute any alleged breach of this Code of Professional Conduct upon becoming aware of it, and to then assist the Institute in its investigations.

Maintain professional proficiency through regularly updating skills and knowledge

Places are subject to many forces of change therefore it is expected that members keep abreast of developments in theory and practice and frequently update your skills and knowledge through Continuing Professional Development as well as regular reflection on your own practice and development needs. Members are expected to be fully compliant with the Institute's CPD requirements.

Enhance the standing and reputation of the place management profession and the Institute of Place Management

You are expected to enhance the standing and reputation of place management as a valued profession. Place management and leadership is a collegiate endeavour and members are expected to share their knowledge and experience in support of other members, informally or through mentoring, contributing to the development of IPM CPD, serving on IPM committees, groups, panels or boards, responding to surveys or requests for interviews, speaking at IPM events, etc.

You should not be party to any action or statement that is likely to bring the profession into disrepute. In addition to complying with legislation, you should not be party to any communication that is likely to be construed as defamatory by the profession, the public or others, or which may be considered discriminatory in any form.

Complaints

It is the responsibility of every member, subject to any restrictions imposed by law or the courts, to report to the Institute any alleged breach of this Code of Professional Conduct upon becoming aware of it, and to then assist the Institute in its investigations.

Any complaint regarding member conduct must be made in writing, and addressed to the Secretary of the IPM at secretary@placemanagement.org. It should be marked "confidential". Such communications should clearly set out the name and contact details of the person bringing the complaint, the basis for the complaint and detail the relationship, if any, between the complainant and the member concerned. The Secretary will investigate all complaints in a timely manner and establish whether a prima facie case has been made. Where the Secretary concludes that a prima facie case has not been made, he/she will so advise the complainant in writing. A complainant may then challenge such a decision by requesting, in writing to the Secretary, a re-examination of the evidence by the Chair of the IPM. The Chair will consider only evidence already submitted in writing, the review undertaken by the Secretary and written representations from the complainant and the member concerned. The Chair's decision on whether a case has been made will be final and binding.

If the Secretary concludes on initial examination, or following an appeal to the Chair, that such a case has been made, then they shall formally notify the member concerned and request a written response within 28 days of the date of sending the notification. It is the duty of any member who is in receipt of such notification to assist the IPM in its investigations. Upon receipt of the response from the member concerned, or at the conclusion of 28 days, whichever is sooner, the Secretary will refer the complaint to the Chair and he/she will request the formation of a Disciplinary Panel.

Disciplinary panel

A Disciplinary Panel will comprise of three Senior Fellows selected by the Chair. Each of them will hold one vote. The Secretary of the IPM, or another person nominated by them, will Chair the Panel but will not have a vote.

A date and time for the holding of the Disciplinary Panel will be agreed within 14 days of the Secretary receiving a response from the member concerned or from the conclusion of the 28 day period requesting a response from the member concerned. At least 28 days' notice of the date and time of the Panel meeting will be provided to the complainant and the member concerned.

At least 14 days before the meeting of the Panel, the Panel must provide a written statement of the case being made to the member concerned and all other concerned parties. The member concerned is entitled to be present at the Panel in person and to bring witnesses and introduce any relevant evidence they may consider appropriate. The complainant will normally be required to appear before the Panel. If the parties agree, the hearing can take place in the absence of one or both of the parties if the Panel concludes there is no alternative way to proceed. The Panel may make such further enquiries as it thinks fit, including calling additional witnesses. In such circumstances the Panel may be adjourned until a suitable time.

The Disciplinary Panel will determine the decision having considered all available submissions. The Panel will determine its decision through a simple majority. The Chair of the Panel will not hold a casting vote. If no majority is reached, the complaint shall be regarded as dismissed.

If a case is found not to be substantiated the complaint will be dismissed. If a complaint is upheld, the Disciplinary Panel can:

1. warn the member as to their future conduct
2. reprimand a member
3. suspend the member from membership of the Institute for such period as the Panel determine
4. terminate the member's membership

In each case the Panel can make recommendations to the Chair of the Institute regarding the publication of the decision.

The Secretary shall inform the complainant and the member concerned of the decision of the Panel in writing. The decision of the Disciplinary Panel shall be final and binding.

Readmittance

Any member who has had their membership terminated following a Disciplinary Panel hearing will not normally be eligible for readmittance for a period of 10 years.

Amendment

This Code of Professional Conduct may from time to time be amended. Members will be notified when such changes occur. A current copy of the Code will at all times be available on the Institute website or by request from the Secretary of the Institute.