

# **Greater Grimsby Board**

**Tuesday 29<sup>th</sup> September 2020  
Virtual Meeting via Teams**

**1.30 p.m.**

## **Agenda**

**1. Welcome and Introductions**

**2. Apologies for Absence**

**3. Declarations of Interest**

**4. Minutes**

To receive the minutes of the Great Grimsby Project Board meeting held on 15<sup>th</sup> July, 2020 (copy attached).

**5. Governance Framework**

To consider a report on the above (copy to follow).

**6. Skills**

To receive a presentation and to further discuss the above.

**7. Low Carbon / Energy**

To receive presentations on the following:

- a. Velocys
- b. Offshore Renewable Energy Catapult Centre of Excellence
- c. Green Hub
- d. Offshore Wind Prospectus

**8. Grimsby Town Centre Masterplan**

To receive a presentation and further discuss the development of the Grimsby Town Centre Masterplan.

**9. Town Investment Plan**

To receive a presentation and further discuss the above.

**10. Any Other Business**

**11. Date and time of next meeting**



**Greater Grimsby Board**  
***DRAFT* - Assurance Framework**  
**2020**

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# 1. INTRODUCTION

## What is the Assurance Framework?

- 1.1 This 2020 Assurance Framework sets out the governance and decision-making structure of the Greater Grimsby Board (GGB) in relation to the Towns Fund. Its purpose is to:
  - Enable accountable decision making
  - Ensure value for money
  - Provide for effective monitoring and evaluation
- 1.2 The Framework is underpinned by a suite of documents, including terms of reference, policies and procedures which apply to all the activities in which the Greater Grimsby Board are involved.
- 1.3 The GGB works closely with North East Lincolnshire Council (NELC) as the Accountable Body for the Grimsby Towns Fund Programme in fulfilling its Assurance Framework.
- 1.4 The Framework is divided into five parts:
  - Section 1 - Introduction
  - Section 2 – Greater Grimsby Board
  - Section 3 – Governance Arrangements
  - Section 4 - Policies
  - Section 5 - Appendices
- 1.5 This Framework will be reviewed annually and will be approved by the Accountable Body, NELC's Section 151 Officer. Any in-year changes will be made within one calendar month or following the next Board meeting if changes require Board approval.

## 2. GREATER GRIMSBY BOARD

### 2.1 Greater Grimsby Board Role

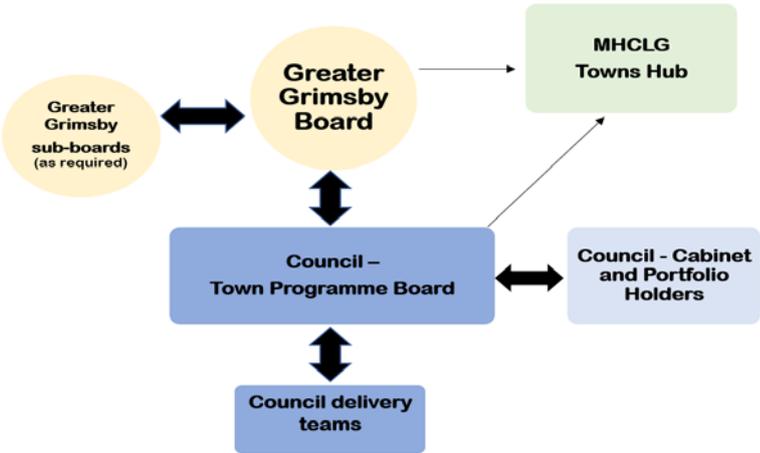
2.1.1 The Greater Grimsby Board (GGB) will adopt the role of a senior strategic advisory body working in partnership with North East Lincolnshire Council. It will steer and provide strategic advice to the development and implementation of the Towns Fund programme for Grimsby.

2.1.2 Specifically, it will be the vehicle through which the vision and strategy for the town is defined. It will produce a Town Investment Plan (TIP) to drive long-term transformative change and inform the Town Deal, including the amount of investment secured through the Towns Fund. The Board will sign off each stage of a Town Investment Plan and Town Deal ensuring diversity in its engagement with local communities and businesses.

2.1.3 The Town Programme Board, a Council board consisting of the Council's CEO and/or Director of Economy and Growth, the Assistant Director of Economy and Growth, Section 151 Officer and relevant project managers will report to the GGB, managing information and activity between the GGB, its sub-groups and panels and the Council delivery teams, Portfolio Holders and the Council's Cabinet. The Council delivery teams who carry out the Towns Fund activity will report to the Town Programme Board.

2.1.4 Overarching responsibility for steering and overseeing Grimsby's pre-existing Town Deal and the 2020 Towns Fund programme lies with the Greater Grimsby Board however as the Towns Fund progresses some of the detailed work may be delegated to specific sub-boards or panels. These sub-boards will be chaired by a member of the Greater Grimsby Board who will report to the main Board on the sub-board activity.

2.1.5 The organogram below describes the board structure and relationship between the GGB and the Council.



## 2.2 Membership

2.2.1 The Board membership will comprise of a private sector chair and representatives from local government for North East Lincolnshire, local MP's, the Local Enterprise Partnership, local businesses and investors, community and local voluntary community sector representatives and relevant local organisations like the FE colleges.

2.2.2 The current membership of the Greater Grimsby Board is listed below:

NAME	ORGANISATION
Beatrice Andrews	Dept for Business, Energy and Industrial Strategy (BEIS)
Simon Bird	Associated British Ports
Louise Brennan	Historic England
Peter Campey	Cities and Local Growth Unit
Ruth Carver	Greater Lincolnshire LEP
Neale Coleman	London Legacy Development Corporation
Darren Cunningham	Phillips66
Pat Doody	Greater Lincolnshire LEP
Julian Free	University of Lincoln
Cllr Philip Jackson	North East Lincolnshire Council
Lord Kerslake	House of Lords
Lord Lamont of Lerwick	House of Lords
Susan Lea	University of Hull
Lia Nici MP	Member of Parliament
Stephen Parnaby	Humber LEP
David Ross	<b>CHAIR</b> David Ross Foundation
Martin Smithurst	Engie
Kishor Tailor	Humber LEP
David Talbot	Catch
Emma Toulson	Orsted
Martin Vickers MP	Member of Parliament
Julie Walmsley	Voluntary, Community & Social Enterprise Alliance
Rob Walsh	North East Lincolnshire Council

## 2.3 Role of the Board Chair

2.3.1 The role of the Chair of the Board will be to:

- provide high quality strategic leadership to the town's economic regeneration predominantly the development and implementation of Grimsby's Towns Fund programme
- to build and manage national and local business and political relationships to facilitate collaborative working towards the achievement of the town's economic plans
- provide leadership and direction to the Board, ensuring the Board is run in a transparent and equitable manner, upholding the Seven Principles of Public Life (the Nolan Principles)
- leading the Board in achieving its objectives, maintaining an overview of activity, and championing and supporting partnership working
- signing the Head of Terms Agreement with government, acting alongside the Accountable Body

- ensuring that decisions are made by the Board in accordance with good governance principles

## **2.4 Responsibilities of the Board**

### **2.4.1 The Board is responsible for:**

- upholding the Seven Principles of Public Life
- providing strategic direction to the development of the Town Investment Plan (TIP)
- establishing a clear programme of interventions for the town's development
- endorsing the final TIP
- ensuring communities' voices are involved in shaping design and decision making at each phase of the development of the TIP
- coordinating resources and engaging stakeholders
- overseeing each step of agreeing a Town Deal, and overseeing compliance with the Heads of Terms Agreement with government
- overseeing the:
  - o development of agreed TIP projects
  - o regular submission of monitoring reports to the Towns Hub
  - o accounting for the Town's funding allocation
  - o monitoring and evaluation of the delivery of individual Towns Fund projects

## **2.4 Role of the Accountable Body (NELC)**

### **2.4.1 The Council will:**

- uphold the Seven Principles of Public Life
- develop a delivery team, delivery arrangements and agreements
- ensure decisions made by the board are made in accordance with good governance principles
- ensure transparency requirements are met through publication of information on their website
- develop agreed projects in detail and undertaking any necessary feasibility studies
- undertaking any required Environmental Impact Assessments or Public Sector Equalities Duties
- develop detailed business cases for projects
- liaise with potential private investors in identifying local projects
- sign the Heads of Terms Agreement with government
- lead and manage the delivery of public sector projects within the TIP
- work with partners on the delivery of joint private and public sector projects
- monitor and evaluate the delivery of individual projects
- submit regular monitoring reports on all TIP projects to the Towns Hub
- receive and account for any project funding including Towns Fund monies

## **2.5 Member Conduct**

- 2.5.1 All Members of the Greater Grimsby Board, sub-board or Panel or any other Group will be required to sign up to and act in accordance with the GGB Members Code of Conduct, which incorporates the Nolan Principles, described on page 13.
- 2.5.2 If any Member's conduct falls short of the standards set in the Member's Code of Conduct they may be dismissed from any or all, of their roles by a majority vote of the Board. The member in question will not be allowed to participate in this vote. This will also apply if there has been any proven misconduct in a non-Town Deal role or illegal activity that may bring the Town's Fund activity into disrepute.

## **2.6. Communication and Engagement**

- 2.6.1 The Board will operate in a transparent and objective way for the benefit of Grimsby and its communities. In doing so it will publish its membership, governance arrangements, meeting documents, decisions and programme performance on a designated Towns Fund webpage on North East Lincolnshire Councils website, this can be found at [Greater Grimsby Board](#).
- 2.6.2 Communities and organisations will be able to access regular updates on the Towns Fund, published on the webpage and a newsletter will be circulated to consultation participants who registered an interest in receiving Towns Fund news. The Grimsby Towns Fund - Stakeholder Engagement Plan, developed to support the Town Investment Plan describes a programme of engagement which will be supported by the Council Communication Team. It outlines the methods of engagement the Board and the Council delivery teams plan to use to engage with communities and organisations to maintain a regular two-way flow of communication during the delivery of the Towns Fund programme. It explains how information will be shared and how further consultation exercises and events will be scheduled to take place across the lifetime of the programme.
- 2.6.3 The Stakeholder Engagement Plan will be reviewed on an annual basis by the Board.

## **2.7 Data Protection and Information Governance**

- 2.7.1 The Greater Grimsby Board Assurance Framework will comply with the Council's Information Governance Framework which is aligned to requirements of the General Protection Data Regulation (GDPR) 2015 and Data Protection Act 2018. The Council's Data Protection Officer will support the Board in dealing with any data protection questions. The Council framework can be found at: [Information Governance & Data Protection](#).

## **2.8 Whistleblowing**

- 2.8.1 If a Board member considers any suspicion of any fraudulent or corrupt act this should be reported in line with the Councils' whistleblowing policy found at – [Whistleblowing Policy](#)

### **3. GOVERNANCE ARRANGEMENTS**

#### **3.1. Managing Public Money**

The accountable body for the Towns Fund activity is North East Lincolnshire Council. The Council will work in partnership with the Greater Grimsby Board (GGB) in developing and implementing economic regeneration plans for the town, with the Board acting as a strategic advisory body, offering advice and direction to development plans. The Council will take receipt of and defray any programme funds and will provide the executive who will support the Board and any sub-boards or panels. The Council will also provide the programme delivery teams along with the services of its legal, human resource, and financial departments, in the development and implementation of the proposals within the Town Investment Plan. The Council staff adhere to the Council's policies and procedures and the Council's Section 151 Officer will take responsibility for ensuring the Board adhere to the Greater Grimsby Board Assurance Framework. To ensure compliance and day to day support for good governance and practice, the Council will attend all the GGB meetings.

3.1.2. The Council will ensure proper management of any public money relating to the Towns Fund. These considerations include:

- All funding decisions being made on merit taking into account all the relevant information available at the time
- State Aid implications
- Overseeing the development and application of any procurement process
- Ensuring any funding agreements reflect the conditions that need to be in place and that these are upheld
- Retaining copies of all relevant documentation as required
- Ensuring transparency of quarterly and annual accounts
- Maintaining the official record of the GGB proceedings and documents
- Reviewing GGB decisions are lawful and follow the correct procedures.

#### **3.2 Delivery**

3.2.1 Delivery of Towns Fund projects will be the responsibility of the Council, with the Greater Grimsby Board having oversight. The Council, with their regeneration partner Engie, have a long and proven track record of delivering large, complex multi-million-pound government funded programmes. They have delivered large scale Public Realm and Infrastructure projects as well as a number of regional grant funded programmes. The Council has a skilled in-house Programme Delivery Team (PDT) with considerable knowledge and experience of project managing both Council and public/private partnership-based projects, monitoring performance and financial expenditure in order to achieve required outputs. The PDT draws upon the support of specialist colleagues from other relevant services areas such as legal, finance, risk and procurement to ensure that programmes follow the Green Book methodology and are State Aid Compliant.

#### **3.3 Performance Management and Monitoring**

3.3.1 **The PDT's key responsibilities**, in relation to the Towns Fund programme, will be to:

- work with their regeneration partner Engie to co-ordinate and support the administration of the Towns Fund programme
- take responsibility for overseeing the delivery of all TIP projects
- ensure that projects remain state aid compliant
- oversee appropriate due diligence (whether internal or external)
- draft and issue funding agreement letters/contracts (approved by NELC's legal department)
- communicate as required with private sector partners and any individual grant beneficiaries
- performance manage each grant award, monitoring milestones, outputs and the terms and conditions
- claim, drawdown, defray and account for funds from MHCLG
- liaise with MHCLG/Towns Fund Team to ensure that they receive monitoring updates and progress reports as required
- support 3rd party project teams in their delivery of Towns Fund projects, monitoring progress where appropriate through a grant agreement
- report on Towns Fund progress to the Council's Town Programme Board who will provide information to the Greater Grimsby Board

### **3.4 Financial Regulations**

- 3.4.1 The Council must conduct its business efficiently and ensure it has sound financial management policies in place, including arrangements to monitor compliance. The Council's statutory Section 151 Officer is also charged with ensuring that proper financial management processes are in place. NELC's financial regulations provide clarity about the financial accountability of individuals. The regulations identify responsibilities of individuals across all levels. Written records are a requirement where decision making has been delegated to members of staff in order to give assurance that tasks or decisions have been performed in accordance with the Financial Regulations.
- 3.4.2 A scheme for further delegations will be put in place by the Accountable Body with specific reference to the delegation of authority for the Towns Fund programme. This proposal will ensure the most efficient and timely management of the programme, in the context of the tight delivery timeframes.

### **3.5 Risk Management**

- 3.5.1 Risk management is an important part of how NELC achieves its priorities. The Council proactively manages its risks, and this allows us not only to manage current priorities but meet future challenges. Risk management is noted as one of the key pillars of good decision making and therefore a crucial element of good governance. NELC continually develops their risk management processes and the 'Risk and Opportunities Management Policy' defines how risks will be managed by the authority and provides guidance on the processes, procedures, roles and responsibilities for risk and sets the context on how risks are managed.
- 3.5.2 A programme delivery risk assessment will be completed and reviewed quarterly at the Council Town Programme Board as part of the monitoring process ensuring that

identified risks are minimised where possible and do not impact negatively on us achieving our priorities, outputs and outcomes.

### **3.6 Risk Register**

- 3.6.1 The Council Risk Register will record the Towns Fund programme and will be updated on a regular basis recording a list of any significant risks which may prevent the programme from achieving its priorities, outputs and outcomes. It will hold both strategic and operational risks. The Register identifies the lead individual to manage the risk, identify the controls or mitigation that needs to be in place to continually monitor the risk and record the outcome of any audit review.
- 3.6.2 The register is used for reporting and monitoring of risks at a variety of levels and is configured in risk groups aligned to the directorate structure of the Council. It is overseen by the Audit and Risk section, who will also maintain evaluations of Council wide and confidential risks. Key risks are also recorded in the NELC's electronic risk register and are escalated to the Strategic Risk Management Board chaired by the Chief Executive and to the Audit Committee if the risk reaches a defined level.

### **3.7 Procurement**

- 3.7.1 As a public sector body, NELC employs rigorous procurement processes which fully comply with the European and HM Treasury regulation on tendering and procurement and is a 'contracting authority' under the Public Contracts Regulations. Any procurement carried out as part of the Towns Fund programme will follow the Council's procurement procedures which can be found at: [Joint Procurement Strategy](#)

## 4. POLICIES

### Terms of Reference - Greater Grimsby Board

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#### 1. Objectives:

- 1.1 The Greater Grimsby Board will adopt the role of a senior strategic advisory body working in partnership with North East Lincolnshire Council. It will steer and provide strategic advice to the development and implementation of the Towns Fund for Grimsby.
- 1.2 Specifically, it will lead on Grimsby's Town Fund and will be the vehicle through which the vision and strategy for the town is defined. It will produce a Town Investment Plan (TIP) to drive long-term transformative change and inform the Town Deal, including the amount of investment secured through the Towns Fund. The Town Deal Board will sign off each stage of a Town Investment Plan and Town Deal ensuring diversity in its engagement with local communities and businesses.
- 1.3 Key activity for 2020/21 will be to:
  - develop and agree an evidenced based Town Investment Plan
  - develop a clear programme of interventions for the town
  - coordinate resources and influence stakeholders

#### 2. Membership will include:

- Senior Member and Officer representatives from the Council
  - Members of Parliament
  - Representatives from the Humber and Greater Lincolnshire Local Enterprise Partnerships (LEP)
  - Local businesses and investors
  - Community representatives
  - Senior representatives from MHCLG and BEIS
  - Representatives from relevant statutory agencies e.g. Homes England, Historic England, Environment Agency.
- 2.1 The Board will be supported and advised by representatives of North East Lincolnshire Council and independent experts as needed.

#### 3. Conduct:

- There will be a non-executive Chair from the private sector, with a Vice Chair elected from the Board's membership
- The Vice Chair will chair meetings in the Chair's absence
- The Board will make their governance structure, profiles on key stakeholders, meeting agendas and minutes and any supporting documents publicly available.
- The Board's governance standards and policies will be aligned to those of the North East Lincolnshire Council and have been collated into the Greater Grimsby Board Assurance Framework Board which members will adhere to.

- Meeting documentation will be recorded and published as described in the Assurance Framework
- Members will conduct themselves according to the 'Nolan Principles' [Nolan Principles](#)
- The Board will meet quarterly, with the proviso that more frequent meetings may be scheduled when business needs require it
- Declarations of interest in any agenda items of a personal, commercial or financial interest must be declared at the beginning of the meeting and recorded in the meeting minutes. Members declaring an interest will be asked not to participate in discussion on the relevant agenda items.
- Meetings are confined to Board members and advisors except for external presenters and observers which have been agreed with the Chair in advance.

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## Code of Conduct

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### 1. Purpose

This Code of Conduct sets out the standards members of the Greater Grimsby Board and sub-groups and panels are required to meet.

### 2. Definitions

2.1 The definitions used in this code of conduct for pecuniary interest and those of a 'sensitive interest' are being taken from the [Localism Act 2011](#) and the nonpecuniary interests as listed in the [Schedule to The Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012 \(No.1464\)](#).

2.2 Member means a member of the Greater Grimsby Board or any sub-boards, panel, group or committee established under the Greater Grimsby Board.

### 3. Code of Conduct

3.1 All members shall have regard to the Seven Principles of Public Life agreed by the Nolan Committee – selflessness, integrity, objectivity, accountability, openness, honesty and leadership – in their conduct at all times. These are summarised in Appendix 1.

3.2 Accordingly, when acting in your capacity as a Member:

- You must act in a manner consistent with the Greater Grimsby Board's commitment to equality and diversity and treat your fellow board/group members, members of staff and others you come into contact with when performing your role with respect and courtesy at all times.
- You must act solely in the public interest and should never improperly confer an advantage or disadvantage on any person or act to gain financial or other material benefits for yourself, your family, a friend or close associate.
- You must not place yourself under a financial or other obligation to outside individuals or organisations that might be reasonably regarded to influence you in the performance of your Greater Grimsby Board role.
- When carrying out your Greater Grimsby Board role you must make all choices based on evidence.
- You are accountable for your decisions and you must co-operate fully with whatever scrutiny is appropriate to your position. You must be as open as possible about both your decisions and actions and the decisions and actions of the Greater Grimsby Board. In addition, you should be prepared to give reasons for those decisions and actions.
- You must declare any private interests, both pecuniary and nonpecuniary, including membership of any Trade Union, political party, business or professional membership organisation or local authority that relates to your LEP duties. Furthermore, you must take steps to resolve any conflicts arising in a way that protects the public interest. This includes registering and declaring interests in a manner conforming with the procedures set out in the section "*Registering and declaring pecuniary and non-pecuniary interests*".
- You must, when using or authorising the use by others of the resources of the town's programmes, ensure that such resources are not used improperly for

- political or personal purposes (including party political purposes).
- You must promote and support high standards of conduct when serving in your Greater Grimsby Board role, in particular as characterised by the above requirements, by leadership and example.

#### **4. Registering and declaring pecuniary and non-pecuniary interests**

- 4.1 The Council will provide a Register of Interests pro forma for members to complete and return. These must be returned within 28 days of joining the board/group. The pro-forma must also be updated annually when requested by the Council.
- 4.2 Members should review their individual register of interest before each meeting. If an interest has not been entered onto the register, then the member must disclose the interest at any meeting of the Greater Grimsby Board at which they are present, where they have a disclosable interest in any matter being considered and where the matter is not a 'sensitive interest'. Following any disclosure of an interest not on the register or the subject of pending notification, you must return an updated pro forma within 28 days beginning with the date of disclosure. The Council's Section 151 Officer will sign the form to confirm receipt.

#### **5. Declaring an Interest**

- 5.1 While in attendance at Board meetings, members should consider whether they have a pecuniary or nonpecuniary interest in the matter under discussion, regardless of whether or not a decision is expected to be made. Unless the interest is 'sensitive' a declaration should be made promptly before the item is discussed, or discussed any further. A declaration must be made regardless of whether or not the interest has previously been registered.
- 5.2 Whenever a conflict of interest, or potential conflict of interest, arises, you will not be:
- entitled to participate in the discussion of that matter
  - entitled to remain in the room for the discussion of that matter
  - counted in the quorum for that part of the meeting
  - entitled to vote on the matter
- 5.3 Notwithstanding the above, at the discretion of the Chair you may be allowed to remain present for the applicable part of the meeting so long as the interest is declared and you do not participate in the vote on the matter.
- 5.4 Where decisions or recommendations are made by written procedure, any member with a conflict of interest or potential conflict of interest should immediately notify the Board Executive and take no part in the voting or discussion. The Board Executive will record this.
- 5.5 The Board executive officer for the group will be able to advise on the policy and whether or not an interest should be declared. Where there is doubt, the presumption should be in favour of declaring the interest.

## **Conflicts of Interest Policy**

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### **1. Introduction**

- 1.1 This policy exists to ensure that any conflicts of interest which may arise in the Greater Grimsby Board (GGB) decision making processes are managed and recorded properly. It offers stakeholders confidence in the Board decision making and protects the reputation of the members of the Board and the Accountable Body for the programme, North East Lincolnshire Council.
- 1.2 Additionally, members of this Board, sub-boards, and Panels are required to abide by a Code of Conduct which incorporates the Seven Principles of Public Life (“the Nolan Principles”).

### **2. Conflicts of Interest Policy**

- 2.1 The Greater Grimsby Board will manage any conflicts of interest that do arrive by recording any interests their members have so as not to affect the decision-making process.

### **3. Maintaining records**

- 3.1 The GGB executive will maintain a Register of Interests.
- 3.2 Upon joining the Member will complete a form declaring their interests. They will be asked to update this yearly.
- 3.3 The Members will be asked to update their forms within 28 days of any new interests arise during the year.
- 3.4 The Register of Interests will be signed by Members and NELC’s Section 151 Officer to confirm receipt.
- 3.5 The GGB Executive will publish an up-to-date Register of Interest on the Council’s Towns Fund webpage.
- 3.6 Additionally a register of gifts and/hospitality provided to individual Board Members or the Board as a whole, will be maintained by the Board’s executive.

### **4. Managing potential conflicts of interest**

- 4.1 Potential conflicts of interest, including perceived conflicts of interest, may arise for members when participating in the GGB decision-making processes.
- 4.2 “Declarations of Interest’ will be a standing item at the beginning of the agenda for every GGB, sub-group or Panel meeting. The Board Executive will ask Members to declare any potential conflicts of interest (pecuniary or nonpecuniary) for the meeting at this point, and again when the relevant item is reached on the agenda, regardless of whether this is included in the Register of Interests.

- 4.3 Such declarations will be recorded in the minutes of the meeting along with the actions taken.
- 4.4 Whenever the conflict of interest, or potential conflict of interest, arises, the Member will not be:
- Allowed to remain in the room during the discussion on this matter
  - Allowed to participate in the discussion on this matter
  - Counted in the quorum for that part of the meeting
  - Allowed to vote on the matter
- 4.5 Notwithstanding the above, at the discretion of the Chair of the Member may be allowed to remain present for the applicable part of the meeting so long as the interest is declared and they do not participate in the vote on the matter.
- 4.6 If on occasion decisions are made by written procedure any Member with a conflict of interest or potential conflict of interest should immediately notify the Board Executive and take no part in the voting. This will be recorded.
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## **5. Policy for Members of the GGB Executive**

- 5.1 Members of the GGB Executive employed by North East Lincolnshire Council are required to abide by the Council's Code of Conduct.

## **Appendix 1 - Nolan Principles: The Seven Principles of Public Life**

The following principles have been set out by the Committee on Standards in Public Life

### **Selflessness**

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

### **Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

### **Objectivity**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

### **Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

### **Openness**

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

### **Honesty**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

### **Leadership**

Holders of public office should promote and support these principles by leadership and example.