

**Holme on Spalding Moor Primary School**

**STANDING ORDERS AND CODE  
OF CONDUCT  
FOR THE GOVERNING BODY**

**Approved by the Governing Body  
29th February 2016**

<b>Contents</b>	<b>Page No</b>
<b>Introduction</b>	2
<b>Principles</b>	2
<b>Standing Orders</b>	3-8
Meetings of the Governing Body	3
Committee Meetings	3
Chair and Vice Chair – Term of Office	3
Election of Chair and Vice Chair	3
Election Procedure	4
Annual Calendar of Meetings	4
Notice of Meetings and Agenda	4
Agenda Items	5
Quorum	5
Voting	5
Confidential Minutes	6
Minutes of Meetings	6
Record of Attendance	6
Apologies for non-attendance	6
Disqualification for non-attendance	6
Records of the Governing Body	7
Register of Business Interests	7
Conduct	7
Declarations of Interest	7
Urgent action by the Chair / Vice-Chair	7
Variation and Revocation of Standing Orders	8
Interpretation of Standing Orders	8
Associate Members	8
<b>Code of Conduct</b>	9-15
Rationale	9
Aims and Standards	9
Roles and Responsibilities – Individual Governors	10
Roles and Responsibilities – the Governing Body	10
Confidentiality	11
Visiting the School	12
Governing Body Meetings	13
Committee Meetings	13
Implementation of the Code of Conduct	14
Appendix 1: Principles	15

## INTRODUCTION

As governors of a school you need to know how your school is structured, what is in the curriculum, how policies are decided and implemented and who is responsible for what. It's a very demanding and responsible job but it is important to remember that no individual governor is expected to know everything about a school – you all work as members of a team. The ability of a governing body to work as an effective team for the good of their school depends essentially on trust and an understanding of common purpose. Current legislation gives governing bodies flexibility to decide upon their own procedures for conducting their business, unless there is a specific legislative requirement to operate in a particular way.

Whilst many governing bodies prefer to conduct business in a relatively informal manner, there is much benefit to be gained from having a framework in place to formalise the business of the governing body. Governing bodies should, therefore, consider adopting a Code of Conduct, which ensures that all members of the team are aware of what is expected of them. It also acts as a valuable guide for prospective new governors. This booklet is intended to provide advice and guidance for governing bodies in preparing their Code of Conduct.

## PRINCIPLES

A good place to start when considering your Code of Conduct is what principles you would like to adopt. Governors hold a public office and so must be expected to abide by the principles laid down for all who work in public life. These are the *Principles of Public Life (from the second report of the committee on standards in public life or the 'Nolan Committee' (1996))*:

- **Selflessness** – holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other materials 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 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, holder 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

These principles underpin the work and operation of the governing body and are included in the Code of Conduct.

# STANDING ORDERS

Standing Orders are procedures and conventions accepted as good practice and adopted by the governing body. Those points shown in ***bold italics*** are statutory requirements.

## 1. Meetings of the Governing Body

The governing body shall meet at least three times each school year.

***(Governing bodies are legally required to meet at least 3 times per school year).***

## 2. Committee Meetings

Committees are convened to discuss in detail important aspects of the life of the school such as finance, curriculum, human resources and safeguarding. They meet on a more regular basis, decided by the governing body, and at times when tasks have to be carried out such as for the appointment of new staff. Committees are the ‘engine room’ of the work of governing bodies and they feed back the outcomes of their meetings to full governing body meetings so that time in these is not expended in discussing minute detail. Some committees are afforded ‘delegated powers’ which means that they can make decisions independently of the full governing body (e.g. deciding whom they wish to appoint to a job or whether to authorise expenditure on particular items). It is very important that all governors are given the opportunity to serve on at least one committee as it is through these that important elements of the school’s work become better understood.

## 3. Chair and Vice Chair – Term of Office

The Chair and Vice Chair shall have a term of office of between one and four years. The terms of office shall be agreed by the governing body prior to the election to each office. The term shall begin at the first governing body meeting of the autumn term at which the chair and vice chair are normally elected and shall end at the first meeting following the anniversary of their election. In the event of the chair and/or ceasing to occupy their post(s) part way through their respective terms(s) of office then their successor(s) shall be elected for a new term of office.

## 4. Election of Chair and Vice Chair

The clerk shall take the chair for the item dealing with the election of the Chair and, in the event of a failure to elect a Chair, for the item dealing with the election of the Vice Chair. In the event of the governing body failing to elect either a Chair or Vice Chair the governing body shall elect a Chair for the meeting. In the event of the governing body failing to elect a Chair for the meeting then the meeting shall stand adjourned and the clerk, acting in consultation with the immediate past Chair and the headteacher, shall convene a further meeting within 28 days of the adjournment.

## 5. Election of Chair and Vice Chair – Procedure

The following procedure shall apply to the election of the Chair and Vice Chair:

- Prior to the election taking place, the governing body shall decide whether to elect by show of hands or secret ballot - the decision to be made by a show of hands.
- The clerk shall invite nominations from the meeting. A governor may nominate him/herself.
- If only one candidate is nominated that candidate must withdraw from the meeting whilst the remaining governors vote by a show of hands/secret ballot on whether to accept or reject the nominated candidate. In the event of a tie, the clerk ***does not*** have a casting vote and a “no decision” shall be recorded in the minutes.

- The clerk shall then invite further nominations from the meeting. If a further candidate is nominated but the result is the same, or the candidate is rejected, the clerk shall move on to the election of the Vice Chair. The election of the Chair shall then be placed as an item on the agenda for the next meeting of the governing body.
- If two candidates are nominated, both nominated candidates shall withdraw from the meeting whilst a show of hands/secret ballot takes place. The Chair shall be elected by a simple majority of the votes cast. In the event of each candidate polling the same number of votes then the successful candidate shall be decided by the toss of a coin.
- If three or more candidates are nominated and none of the candidates achieves a simple majority of the votes cast (e.g. 5.3.3) then there shall be a second show of hands/secret ballot to try to achieve a candidate with a simple majority (e.g. 6.3.2) or, failing that, the candidate with the fewest votes (e.g. 5.4.2) shall be eliminated.
- The unsuccessful candidate may then return to the meeting and a further show of hands/secret ballot takes place between the two remaining candidates.
- Following his/her election the Chair shall take over the meeting immediately and conduct the election of the Vice Chair using the same procedure.
- If the governing body fails to elect a Chair or a Vice Chair it shall elect a Chair for the meeting.
- If the meeting fails to elect a Chair for the meeting then the meeting shall stand adjourned and shall be re-convened within a maximum of **28 days**.

## 6. Annual calendar of meetings and business

At the first meeting of the autumn term, the governing body shall approve membership of all committees and agree a calendar of governing body meetings for the forthcoming year. Committees will normally meet on at least a termly basis with dates being agreed at least two weeks in advance. It should be noted that some committees may need to meet more frequently in order to address unexpected events e.g. pupil suspensions, staff appointments or premises defects.

## 7. Notice of meetings and agenda

Every member of the governing body shall receive the following ***at least seven clear days in advance of a meeting:***

- ***Written notice of the meeting.***
- ***A copy of the agenda for the meeting.***
- ***A copy of any reports or papers to be considered at the meeting.***

This standing order shall not apply where the Chair of the governing body so determines on the ground that there are matters demanding urgent consideration. In that case, the written notice of the meeting shall state that fact and the agenda, reports and other papers to be considered at the meeting are received within such a shorter period as the Chair shall direct.

## 8. Agenda Items

With the agreement of the Chair of the Governing Body or of the relevant committee, any member of the governing body shall be entitled to include on the agenda for any governing body or committee meeting, item(s) on any particular issue provided that written notice thereof is given, as appropriate, to the Chair of the Governing Body, or of the relevant committee and to the clerk at least 14 days prior to the meeting taking place.

## 9. Quorum

- *The quorum for a meeting of the governing body shall be not less than 50% of the number of governors in post at the time of the meeting* or such other number as may be determined from time to time by regulations issued by the Department for Education.
- *The quorum for a meeting of each committee of the governing body* shall be agreed at the autumn term meeting of the full governing body but ***will be at least three (3) governors who are members of that committee***
- *Associate members shall not be included in the calculation for quorum purposes.*

## 10. Voting

- Every proposition shall be seconded prior to the vote being taken.
- Every proposition shall be determined by a show of hands or at the discretion of the Chair of the meeting, by general consensus.
- Only those governors at the meeting and present in the room at the time of the proposition being put by the chair shall be entitled to vote.
- In the event of a tied vote, the Chair shall have a second or casting vote.
- After a proposition is put from the Chair, but before the vote is taken, any two governors by show of hands may require that the voting be recorded in the minutes of the meeting to show whether each governor present gave his/her vote for or against the proposition or abstained from voting.
- After a proposition is put from the Chair, but before the vote is taken, any two governors by show of hands may require that the voting shall be by secret ballot.
- In the event of requisitions for both a secret ballot and a recorded vote then the requisition for the secret ballot shall take precedence and no action shall be taken on the requisition for a recorded vote.

## 11. Confidential Minutes

Prior to the consideration of or discussion on any matter on any agenda for a meeting of the governing body or of any committee, consideration shall be given as to whether the matter includes confidential information and the governing body or committee shall determine whether the public or any other person, not being a member of the governing body, should be excluded from the meeting during the consideration of the matter. Normally any items have been pre-identified as confidential and included under Part B of the agenda.

In the event of any matter being deemed to be confidential, then the minutes of the discussion and decision ***shall be excluded*** from the minutes of the meeting to be made available for public inspection (Part B Minutes). This standing order is additional to the requirement for governors to withdraw from a meeting and take no part in the consideration or voting on any item in which they have a declarable interest as required by standing order 19.

## 12. Minutes of Meetings

The draft minutes of all governing body and committee meetings shall be approved by the chair of the meeting within 21 days of the meeting having taken place. Thereafter the approved draft governing body minutes shall be circulated to all members of the governing body with the agenda for the next meeting of the governing body/committee. The minutes of committee meetings shall be circulated with the agenda for the next succeeding governing body meeting.

*All non-confidential minutes shall be made available for public inspection only after they have been submitted for approval to the next succeeding meeting or the governing body or committee, as appropriate.*

### **13. Record of Attendance**

Every governor attending a meeting of the full governing body shall sign her/his name on the attendance sheet provided for the purpose. Attendance at committee meetings will be recorded in the minutes of the meeting.

### **14. Apologies for non-attendance at meetings of the Governing Body**

All apologies together with the reason(s) for non-attendance at a meeting of the governing body shall be submitted to the clerk or to the Chair not later than the commencement of the meeting.

*The governing body shall then determine whether such absence(s) should be treated as a 'consented' or 'non-consented' absence(s) and recorded as such in the minutes of the meeting.* The failure to submit an apology shall be deemed to be a 'non-consented' absence and recorded as such in the minutes of the meeting.

### **15. Disqualification for non-attendance**

*Any governor, with the exception of the headteacher, who fails to attend any meeting of the governing body for a consecutive period of 6 months without the approval of the governing body, and such approval being recorded in the minutes, shall be automatically disqualified from serving as a governor.*

*The period of 6 months shall begin from the date of the first meeting missed by the governor.*

*Foundation (but not ex-officio foundation) governors, community governors, partnership governors or sponsor governors so disqualified shall not be eligible for nomination, election or re-appointment as a governor of any category for a period of 12 months immediately following his/her disqualification.*

*Parent or staff governors are eligible for nomination and election (or appointment in the case of parent governors) immediately following their disqualification.*

### **16. Records of the Governing Body**

The clerk to the governing body shall be responsible for maintaining and keeping up to date the records of the governing body which for the purpose of this standing order shall comprise the following:

- The minutes of the meetings of the governing body and its committees
- The record of attendance
- Copies of acceptance forms and self-declaration forms to confirm that governors are not disqualified for any of the criteria listed
- Any such other records as may be determined from time to time by formal resolution of the governing body

## **17. Register of Business Interests**

Every governor shall complete the register of business interests within one month of their election/appointment as a governor. Entries in the register shall be updated as and when necessary and in any event annually. In the event of any governor having no registerable business interests then a NIL return shall be recorded for that governor(s).

## **18. Conduct**

All members of the governing body shall abide by the Nolan Principles on Public Life (1996) as outlined on page 2 of this document.

## **19. Declarations of Interest**

*If any member of the governing body has any interest, whether pecuniary or otherwise, in any items on the agenda for any meeting at which they are present, they shall declare such interest prior to the consideration of that item and shall immediately leave the room and take no part in the consideration of or voting on that item.*

## **20. Urgent action by the Chair/Vice Chair of the Governing Body**

*Where it is not reasonably practical to hold a meeting of the governing body (or of the relevant committee that has the delegated authority to deal with any matter) or where the relevant 7 days notice of the meeting cannot be given and there will be a delay that would be seriously harmful to the school or to any pupil or member of staff if the matter is not dealt with then the chair (or in his/her absence vice chair) shall have authority to take such action as is deemed appropriate in the circumstances to deal with the matter. Such action must be reported to the next available meeting of the governing body or committee.*

## **21. Variation and Revocation of Standing Orders**

Any motion to add to, vary or revoke these standing orders unless appearing in full on the agenda for the meeting shall when proposed and seconded stand adjourned without discussion to the next ordinary meeting of the governing body. Any decision to add to, vary or revoke standing orders shall take effect when specified in the resolution or immediately in default of a time and date being specified.

## **22. Interpretation of Standing Orders**

The ruling of the Chair as to the construction or application of any of these standing orders, or as to any proceedings of the governing body, shall be final and shall not be challenged at any meeting of the governing body or committee.

## **23. Associate Members**

Any reference in these standing orders to a governor shall, where the context so admits, include associate members. Standing Orders cannot replace regulations or statutory guidance but are additional and supplementary to them.

# CODE OF CONDUCT

## 1. Rationale

- 1.1 Principles contained in this Code of Conduct are based on the Nolan Report and the Principles of Standard in Public Life (1996). These are contained in Appendix 1.
- 1.2 The purpose of this Code of Conduct is to help promote best practice in the governance of Holme on Spalding Moor Primary School. The governing body aims to make a significant contribution to our school's performance, working as a team and involving ourselves in the life of the school.
- 1.3 All members of the Governing Body are expected to conduct themselves in a manner and to a standard of behaviour that is acceptable. This Code of Conduct seeks to express those expectations.
- 1.4 This Code of Conduct will be reviewed on a bi-annual basis at the autumn term meeting of the full governing body.

## 2. Aims and Standards

- 2.1 The governing body will help our school provide the best possible education for each of its pupils and to enable them to reach the highest standards of achievement and attainment. In doing so we accept accountability to those who fund the school, to those who inspect the school and to parents and carers, their children and the wider community for the way in which our school carries out its functions.
- 2.3 All members of the governing body are expected to contribute to the development of our school. They will do this by helping to establish and maintain the strategic framework within which our school operates and determining the character, aims, ethos and values and policies of our school.
- 2.4 Governors are expected to act as 'critical friends' to our school at all times. This includes monitoring and evaluating the work of the school, offering support, providing constructive advice, acting as a sounding board for ideas, offering a second opinion on proposals and offering help where needed. This will also include asking challenging questions of the headteacher and senior leaders.
- 2.6 The governing body will act at all times in accordance with the requirements laid down by Acts of Parliament and associated Regulations.

## 3. Roles and Responsibilities – Individual Governors

- 3.1 Governors will acknowledge that the office of governor involves commitment of time and energy beyond attendance at termly meetings. Governors are expected to be actively involved in the work of the governing body, attending meetings regularly and accepting a fair share of responsibility, including serving on committees, working in groups and visiting the school.
- 3.2 Governors are elected or appointed to the governing body by different groups. These are parents, co-opted, staff, and East Riding of Yorkshire Council. Although chosen by different groups, each of our governors has a responsibility to make his/her own mind up about issues

that are considered by the governing body and not necessarily in accordance with the views of the body through which they were elected. Once decisions are made by the governing body (or under delegated authority of the governing body for example by a committee), individual governors are bound by them and are expected to support and abide by them.

- 3.4 Our governing body respects the right of individual governors to be able to express their ideas openly in meetings and have them heard. Governors will accept that others may not share their views and may strongly disagree with them. However, governors will show respect for each other and be courteous when there are differences of opinion. Individual governors will accept that all governing body decisions are made collectively and will accept majority decisions made.
- 3.5 Governors will accept the necessity of addressing individual and collective needs for training and development and will corporately monitor and evaluate the effectiveness of the governing body on a regular basis.
- 3.6 Governors have a responsibility to maintain and develop the ethos and reputation of our school. Their actions and behaviours within the school and the wider community should reflect this. It is expected that all governors will demonstrate allegiance to the school and not proffer individual views or opinions to any third party that may be construed as views of the governing body.
- 3.7 In responding to criticism or complaints about any aspect of the school, governors will refer the complainant to the school's Complaints Procedure for the correct procedure to be followed. No individual governor will be expected to respond to criticism or complaint.

#### **4. Roles and Responsibilities – the Governing Body**

- 4.1 All governors will understand that the headteacher is responsible for the day to day management and operation of the school, the implementation of policy and delivery of the curriculum. The governing body will have responsibility for determining, monitoring and keeping under review the policies, plans and procedures within which the school operates.
- 4.2 Our governing body is a corporate entity and acts as a group. No one category of governor or individual governor has any right to act individually, except when the governing body has given delegated authority to do so (or when the Chair has to take urgent action).
- 4.3 The strength of our governing body lies in the talents and commitment of its members and in their ability to work together as a team for the good of the school. Every governor will have an equal right to participate and to state his or her own views. No governor has the right to expect preferential treatment because of his or her status as a governor on this or any other body or group.
- 4.4 Our governors will support the headteacher with his/her responsibilities for the day-to-day internal organisation, management and control of the school and for advising on and implementing the governing body's strategic framework.
- 4.5 Our governors will have a responsibility to act fairly and without prejudice at all times.
- 4.6 Our governing body will always carefully consider how the outcomes of decisions made might affect other schools.

- 4.7 The governing body will fulfil all that is expected of a good employer. Concerns about individual members of staff will be dealt with through the headteacher in accordance with school policy and where necessary referral made to the Resources committee. Concerns shared with any governor will not be aired publicly.
- 4.8 Our governors have a duty to get to know the school and are encouraged to involve themselves in school activities. Particular responsibilities will be allocated to individual or groups of governors to meet the particular needs of the school. Any such governors will report to both the relevant governor committee and the full governing body on their area of responsibility on a regular basis. Visits to school will be undertaken within the framework established by the governing body and agreed with the headteacher. (See paragraph 6 below).
- 4.9 Our governors will seek to develop effective working relationships with the headteacher and leadership team, staff, parents, the local authority and other relevant agencies based in the wider community.
- 4.10 Our governing body will be inclusive in its approach to school governance. All groups within the school community will be made welcome and encouraged to contribute to the work of the governing body. Needs of governors who require extra support to fulfil their role will be addressed, including physical accessibility to meeting rooms, timing of meetings to take into account governors' working hours or caring responsibilities and access to IT. Governors without e-mail addresses will be provided with hard copies of materials.

## **5. Confidentiality**

- 5.1 All discussions that take place in our full governing body and committee meetings will be minuted and made available to parents and any other interested party. The governing body will decide if an item for discussion is confidential and all governors are expected to abide by that decision.

All items of a confidential nature will be considered under Part B of each full governing body agenda. Individual governors are expected to respect this confidentiality and not disclose information deemed as confidential in any other forum.

All discussions in reaching a decision will remain confidential to those present at the meeting and the minutes of these discussions will not be made available to the general public.

- 5.2 Reports made to the governing body and its committees are public documents after the meeting has considered them and will be available at the school to anyone wishing to view them unless the governing body decides that they should remain confidential.
- 5.3 Only those governors specifically authorised to do so will speak or act on behalf of the governing body.
- 5.4 Governors will exercise the highest degree of prudence should discussions of potentially contentious issues arise outside the governing body. Individual governors will not express a personal view of any contentious issue and will refer comments made to them by external parties back to the governing body.

## **6. Visiting the School**

6.1 All governors will recognise that they do not have an automatic right to enter the school but will have the opportunity to arrange visits in order to see school policies in action and to understand how the school works.

6.2 The protocol for visits by governors to school is as follows:

- The date and timing of each visit will be arranged in advance with the headteacher and other staff involved.
- If a governor is going to spend time in a classroom, this will be discussed with the class teacher so that both are clear how long the governor is coming for, what they are going to look at and what they are going to do.
- Governors will understand that their visits do not replace professional inspections or the monitoring role of the headteacher. Governors will not make judgements about the effectiveness of the teaching that they see. If a governor is concerned about any aspect of what they have seen, this will be passed to and discussed with the headteacher.
- After each visit or series of connected visits, the governor will report back either verbally or in writing to the governing body. Written reports provide a valuable evidence base which helps the governing body in undertaking our monitoring responsibilities. However, if a written report is to be produced, the content will be discussed with the headteacher before it is considered at a governing body meeting.

## **7. Governing Body Meetings**

7.1 All our governors will recognise that individually they do not have any authority in our school and that it is the collective decisions of the governing body that carry authority. If that authority is to be respected and our governing body is to carry out its functions well, the way it conducts its meetings is crucial.

7.2 With regard to scheduled meetings, as a governor you can expect:

- An agenda and relevant documents to reach you at least seven days before a meeting is due to take place
- An agenda that makes clear the purpose of each item
- A Chair who will keep to the agenda, pace meetings so that time is given to each matter in proportion to its importance, draw upon all members for contributions and keep discussions to the point
- Your contribution in meetings to be heard
- To receive minutes of meetings that summarise views succinctly and record decisions accurately

7.3 It is expected that as a governor you will:

- Attend meetings regularly and be punctual
- Read the agenda, minutes and other papers before the meeting and note items you wish to say something about

- Bring all papers with you to the meeting
- Make relevant and positive contributions
- Ask questions to clarify and enable your own understanding
- Not audio record any or all parts of a governors meeting
- Listen to and consider what other people have to say
- Support new and inexperienced governors to enable their participation and understanding
- Accept your share of collective responsibility, even for decisions made with which you do not personally agree.

## 8. Committee Meetings

8.1 The expectations of governors described in paragraph 7.3 apply also to committee meetings. However, it must be remembered that committees are responsible for either presenting decisions made to the full governing body or recommending particular actions to be taken. It is very important to remember that as a committee member you will also need to:

- Develop a good understanding of the committee's field of interest (e.g. finance, curriculum etc)
- Be open to new ideas
- Ensure that you don't let any personal opinions or grievances or cloud your views
- Involve yourself fully. A committee does not simply 'rubber stamp' any policy or procedure set before it
- Willingly volunteer to undertake any tasks required by the committee (e.g. researching policy models, seeking views of those who may be involved in carrying out policies made by the committee)
- Be prepared to explain at full governing body meetings how the committee's decisions were reached

## 9. Implementation of this Code of Conduct

9.1 Governors will understand that any allegation of a material breach of this Code of Conduct by any governor shall be raised at a meeting of the governing body and, if agreed and substantiated by a majority of governors, shall be minuted.

9.2 Governors will understand that any governor whose conduct is minuted twice in a period twelve months shall be suspended for a period of six months from the date of the second minute.

9.3 Governors will be aware of the provisions of regulation 15(1) of the School Governance (Procedure) (England) Regulations 2003, which pertain to qualification and disqualification for the role of school governor and grounds for suspension (held as a separate document).

**The Governing Body of Holme on Spalding Moor Primary School adopted this Code of Conduct on 29th February 2016**

Signed:



(Chair of the Governing Body)

## Appendix 1

### **PRINCIPLES OF PUBLIC LIFE** *(from the second report of the committee on standards in public life or the 'Nolan Committee (1996)*

These are the principles upon which our code of conduct are built. All governors are expected to abide by them at all times.

- **Integrity** – holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might 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, holder 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