



Meeting of the Curve Community Centre Interim Board of Governors
Thursday 25th January, 1830-2030
The Curve Community Centre, 10 Bard Road, North Kensington, W10 6TP

Attendees:

Interim Board of Governors	Curve Officers
<ul style="list-style-type: none"> • Revd Dr Michael Long, Notting Hill Methodist Church • Abderrahman Elguerbouzi, Making Communities Work and Grow (MCWG) • Fatai ('Abdul') Towolawi, Healthwatch Central West London • Fatima Elguenuni, NHS and mother of a resident of Grenfell Tower • Abdurahman Sayed, Al Manaar • Sid-Ali Atmani, Resident of Grenfell Tower 	<ul style="list-style-type: none"> • Callum Wilson, Head of Service – Assistance Centres (Chair) • RBKC Curve Minute Taker

Agenda:

Item	Key Supporting Document(s)	Key Discussion Point(s)	Key Decision(s) Required	Who	Time
Welcome and Introductions	<ul style="list-style-type: none"> • Curve Welcome Pack 	<ul style="list-style-type: none"> • Introductions by each of the attendees • One Minute Silence • Reference to the Curve Consultation 'You Said, We Will' Infographic 	<ul style="list-style-type: none"> • N/A 	Callum	15 mins
Overview of the Interim Board of Governors	<ul style="list-style-type: none"> • Overview of the Interim Board of Governors • Terms of Reference for the Board of Governors 	<ul style="list-style-type: none"> • Presentation of the overview, aims and objectives of the Interim Board of Governors with an opportunity to raise any questions or issues which 	<ul style="list-style-type: none"> • Decision to ratify the 3 Month Plan including all key timelines, milestones and decisions required by the Interim Board of Governors (pending 	Callum	55 mins



Item	Key Supporting Document(s)	Key Discussion Point(s)	Key Decision(s) Required	Who	Time
		require further clarification or amendment <ul style="list-style-type: none"> • Discussion of the initial actions for the first two weeks of the project plan • Raise any questions or issues with regards to the Terms of Reference for further clarification or amendment 	amendments which will be circulated in the minutes) <ul style="list-style-type: none"> • Decision to ratify the Terms of Reference for the Board of Governors (pending amendments which will be circulated in the minutes) 		
Appointing the Chair of the Interim Board of Governors	<ul style="list-style-type: none"> • Role Description for the Chair of the Interim Board of Governors • Overview of the Interim Board of Governors 	<ul style="list-style-type: none"> • Recap of the procedures for electing the Chair • Short presentation (5 mins) by those Governors that would like to apply to become the Chair • Vote to decide the Chair 	<ul style="list-style-type: none"> • Decision on the appointed Chair of the Interim Board of Governors 	All	30 mins
Future Meetings of the Interim Board of Governors	<ul style="list-style-type: none"> • Overview of the Interim Board of Governors 		<ul style="list-style-type: none"> • Decision on the future occurrence and dates of meetings of the Interim Board of Governors • Decision on the agenda for the next meeting 	Callum	5 mins
AOB				All	15 mins



Key Supporting Papers:

Curve Welcome Pack

- Curve Team Structure
- Curve Project Plan
- Curve Consultation Infographic

25th Jan Meeting Pack

- Agenda (pp 1-3)
- Overview of the Interim Board of Governors (pp 4-8)
- Terms of Reference for the Board Governors (pp 9-16)
- Governance Structure for the Curve (pp 17-18)
- Role Description for the Chair of the Interim Board of Governors (pp 19-22)



The Curve Community Centre - Interim Board of Governors Overview

Overview

The Curve Community Centre must be directed by the needs and wishes of the North Kensington community ensuring that local people's voices are at the centre of its operations. To ensure that this happens, two governance groups will be established: The **Board of Governors** and the **Residents' Steering Group**.

To ensure the rapid set-up and effective delivery of these groups, an interim Board of Governors has been appointed by a shortlist of individuals generated by the Curve Management Team. The purpose of this document is to set out the proposed programme of work for this group. The role of the Interim Board of Governors will be to review, approve and oversee the implementation of the proposal outlined below. The members of this group are:

Name	Association
Revd Dr Michael Long	Notting Hill Methodist Church
Abderrahman Elguerbouzi	Making Communities Work and Grow (MCWG)
Fatai ('Abdul') Towolawi	Healthwatch Central West London
Fatima Elguenuni	NHS and mother of a resident of Grenfell Tower
Abdurahman Sayed	Al Manaar
Sid-Ali Atmani	Resident of Grenfell Tower

To aid the Interim Board of Governors, a dedicated group of Curve officers will be tasked with supporting the Board to complete the objectives set out below. This is until the Community Secretariat is recruited and in post.

It is recommended that the Interim Board of Governors **meets fortnightly** to ensure that the progress of these objectives is managed effectively and efficiently. The full list of proposed milestones are available in the Project Plan set out below.



Aims & Objectives

The aims and objectives of the Interim Board of Governors can be split into three areas:

1. Appointing a Chair of the Interim Board of Governors
2. Ratifying the Terms of Reference for the Board of Governors
3. Establishing a permanent Board of Governors as well as agreeing and delivering a 3 month plan

1. Appointing a Chair of the Interim Board of Governors (Deadline: 25th January)

The Interim Board of Governors will be presented with a decision at the first scheduled meeting (25th January 2018) to appoint a Chair. A Role Description for the Chair is enclosed below and an agenda item will be designated for any Governor to come forward to present their interest to be the Chair. The process followed will be:

1. All interested Governors will be invited to bring forward a short presentation for why they should become the Chair
2. All Governors will be invited to vote for their preferred Chair nomination
3. If a Majority is not reached, a further discussion will prevail until the Board has reached a consensus

2. Ratifying the Terms of Reference for the Board of Governors (Deadline: 31st January)

The Interim Board of Governors will also be presented with a decision to ratify their Terms of Reference (enclosed below). The first meeting (25th January 2018) will give the opportunity for Governors to raise any issues or questions to be clarified with the opportunity to make amendments which will be circulated with the first set of minutes.

3. Establishing a permanent Board of Governors as well as agreeing and delivering a 3 month plan (Deadline: 30th March)

The Interim Board of Governors will be presented with a decision to ratify a 3 month plan which lists the key activities, milestones, decisions and success criteria required to be delivered before the transition to a permanent Board. The 3 month plan below has identified three main objectives which will be delivered by the Curve Officer working group and overseen by the Interim Board of Governors:

1. Oversee the set-up of the permanent Board of Governors

- a) Sign off the Terms of Reference
- b) Agree the number, demographic quota and skills required for the permanent Board of Governors
- c) Agree Job Descriptions with defined roles and responsibilities for each of the roles for the permanent Board of Governors
- d) Agree and oversee the selection process
- e) Oversee the recruitment of a Community Secretariat
- f) Oversee the transition between the interim and permanent Board of Governors

2. Oversee the set-up of the Residents' Steering Group

- a) Sign off the Terms of Reference
- b) Agree the approach for setting up the Residents' Steering Group



- c) Agree and oversee the selection process for the permanent Residents' Steering Group

3. Review and make recommendations to improve the structures for reporting and monitoring feedback for services, activities and events delivered at the Curve

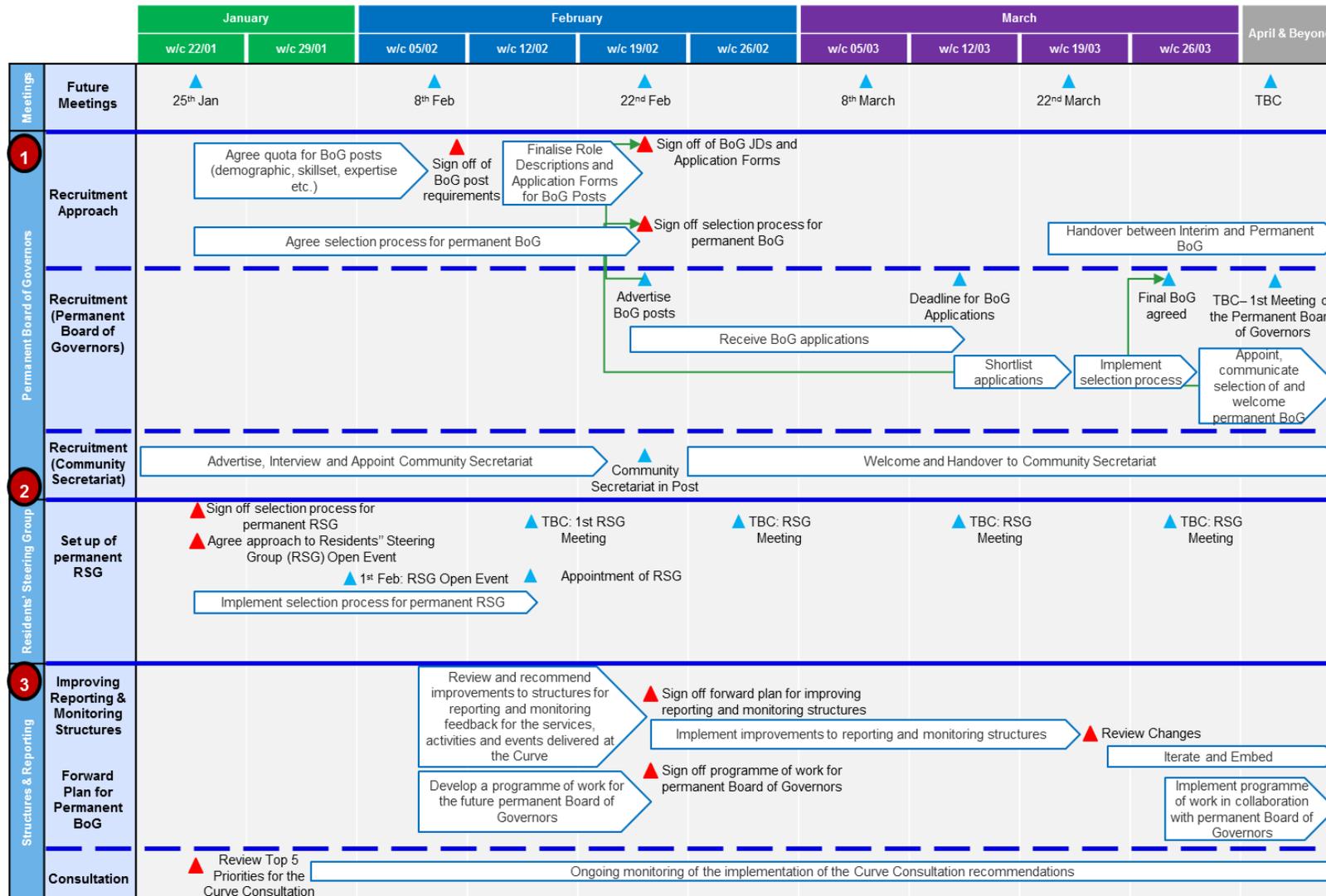
- a) Review, make recommendations and oversee the improvement of all internal and external reporting structures
- b) Review, make recommendations and oversee the improvement of all structures for monitoring feedback for monitoring the services, activities and events delivered at the Curve
- c) Develop and agree a programme of work for the future permanent Board of Governors
- d) Review and monitor the progress of delivering the recommendations set out in the Curve Consultation

It is anticipated that there will be overlaps and key dependencies between each of the workstreams listed above. It is therefore vital that clear communication is proactively managed. It will be the responsibility of the working group of the Curve officers to ensure that this takes place either at the fortnightly meetings of the Interim of Board of Governors or over email or telephone as required.



Project Plan on a Page

Interim Board of Governors (BoG)







The Curve Community Centre

Terms of Reference for the Curve's Board of Governors

Date: 18th January 2018

1. Introduction

- 1.1 The Curve, Community Centre ('the Curve') has been set up as part of the Humanitarian Response to the Grenfell Tower Fire.
- 1.2 The purpose of this document is to set out the terms of reference for the Curve's Board of Governors.
- 1.3 The purpose of the Curve's Board of Governors is to agree the Curve's priorities with the Curve's management team, and to ensure that the services delivered through Curve meet local needs and contribute to improving outcomes for Grenfell community residents.
- 1.4 The Curve's Board of Governors shall meet monthly.
- 1.5 The Curve's Interim Board of Governors will be established by 31st January 2018 and its membership shall be drawn from the local Grenfell community.
- 1.6 The Curve's Interim Board of Governors shall remain in place until the permanent Board of Governors has been set up and the Acting Chair deems that the handover to the permanent Board has been satisfactorily completed.
- 1.7 The Curve's Interim Board of Governors shall meet fortnightly.
- 1.8 The Curve's permanent Board of Governors shall meet monthly
- 1.9 The Curve's Board of Governors shall remain in place for as long as the Curve remains operational.

2. Role of the Curve's Interim Board of Governors

- 2.1 The role of the Curve's Interim Board of Governors is twofold:
 - 2.1.1 Oversee the establishment of a permanent Board of Governors and handover the roles and responsibilities of Interim Governors to the permanent Board of Governors;
 - 2.1.2 Oversee the establishment of a Residents' Steering Group for the Curve ("RSG").



- 2.1.3 Review and finalise the reporting structures between the Curve's various governance groups (Residents' Steering Group, Service Planning & Quality Working Group and the Curve's Management Team) and wider governance groups (Grenfell Recovery Scrutiny Committee, Grenfell Response Programme Board, the Task Force and the VCS community forum).

3. Role of the Curve's Board of Governors

- 3.1 The role of the Curve's Board of Governors is to serve as the mechanism to:
 - 3.1.1 Support the Curve to understand the impact of services provided to the Grenfell community, by sharing and reviewing local intelligence and data;
 - 3.1.2 Provide advice, assistance and support to the Curve's management team relevant to the remit of the Board of Governors;
 - 3.1.3 Through engaging in effective consultation, assist the Curve's management team to identify key priorities for the planning and delivery of services through Curve;
 - 3.1.4 Review and make recommendations on the Curve's services and plans for delivery of these services;
 - 3.1.5 Monitor services through the planning, implementation, and delivery phases, and track performance outcomes; furthermore work with the Curve's management team to drive continuous improvement in the Curve's centre operations;
 - 3.1.6 Review the Curve's budgets and monitor the Curve's financial performance;
 - 3.1.7 Review and monitor the impact of service delivery for Grenfell community residents;
 - 3.1.8 Support the Curve's management team in its obligation to adhere to relevant legislation and regulatory requirements relevant to the Curve's operations and the delivery of its Services;
 - 3.1.9 Monitor, review and recommend amendments to the Curve's policies and procedures, as necessary to promote quality assurance and the achievement of best practice;
 - 3.1.10 Work with the Curve's management team and in consultation with the Residents' Steering Group to resolve any issues or problems experienced by residents which have been escalated to the Curve's Board of Governors by the Residents' Steering Group;



- 3.1.11 Work with the Curve's management team and in consultation with its Service Planning & Quality (SP&Q) Working Group to resolve any service planning or quality issues or problems which have been escalated to the Curve's Board of Governors by the SP&Q working group;
- 3.1.12 Work with the Curve management team and in consultation with the VCS community forum to resolve any strategic concerns, operational risks or issues, or problems arising from VCS service provision which have been escalated to the Curve's Board of Governors by the Curve's management team;
- 3.1.13 Hold the Curve's management team to account and ensure they are delivering services that residents need and want;
- 3.1.14 Ensure that the Curve maximises its social dividend and community benefit to local people;
- 3.1.15 Provide an independent quarterly report on the Curve's activities to the Grenfell Response Board, the Grenfell Scrutiny Committee and the Task Force.

4. Establishment

- 4.1 The Curve's Interim Board of Governors will be established by 31st January 2018.
- 4.2 The Interim Board will transition to a permanent Board of Governors in Q1 2018 and will continue in place for as long as the Curve remains operational.

5. The Chair

- 5.1 The Curve's Interim Board of Governors will be constituted on an interim basis commencing in January 2018, from a shortlist developed by the Curve's management team.
- 5.2 The Interim Board shall oversee nominations for and subsequently appoint an Acting Chair of the Curve's Interim Board of Governors. The term that the Acting Chair shall serve in first instance will be determined as part of the Interim Board's initial governance responsibilities.
- 5.3 The Acting Chair will lead the appointment of the permanent Board of Governors, and shall oversee the Interim Board's appointment of a Chair for the Curve's permanent Board of Governors. The term the Chair shall serve shall be determined as part of permanent governance arrangements.



- 5.4 The nominations process and appointment of the permanent Chair and the permanent Board of Governors shall be facilitated by a Community Secretariat post holder, to be recruited in Q1 2018.
- 5.5 The Chair shall:
- 5.5.1 Ensure the Curve's Board of Governors delivers its purpose as set out in these Terms of Reference;
- 5.5.2 Ensure that meetings are productive and effective and that opportunity is provided for the views of all Governors to be expressed and considered, and:
- 5.5.3 Seek to reach consensus and ensure that decisions are properly put to a vote when agreement cannot be reached.

6. Appointment of Governors

- 6.1 The number of Governors serving on the Curve Board of Governors at any one time, shall be limited to **nine (9)** members of the Grenfell community (excluding their delegates) to ensure effectiveness of the decision-making framework set out in the Governance section below. The Board of Governors may, at its discretion, amend the cap on the total number of Governors.
- 6.2 The Interim Board of Governors for the Curve is shown below as of 18th January 2018:

Governor	Organisation	Role
Fatima Elguenuni	NHS and mother of a resident of Grenfell Tower	Acting Chair
Revd Dr Michael Long	Notting Hill Methodist Church	Interim Governor
Abderrahman Elguerbouzi	Making Communities Work and Grow (MCWG)	Interim Governor
Fatai ('Abdul')Towolawi	Healthwatch Central West London	Interim Governor
Abdurahman Sayed	Al Manaar	Interim Governor
Sid-Ali Atmani	Resident of Grenfell Tower	Interim Governor

- 6.3 The Curve's Management Team will review the constitution of the Curve's Board of Governors at least quarterly, recognising the evolutionary nature of the Curve.



- 6.4 Additional attendees to Board meetings may be invited on an ad hoc basis as and when required e.g. to provide updates, information, or to respond to queries.
- 6.5 The Board of Governors will be supported by officers who will provide project management support and a secretariat function to the Curve's management team. These officers will ensure the Board has access to all relevant information its members require, and will assist in facilitating Board decisions, administration, and governance.

7. Board Meetings – Notice, Agendas, Minutes, Timings and Location

- 7.1 The Chair shall give five (5) days' written notice of every Board meeting, by email, to all Governors.
- 7.2 The Curve's Board of Governors will meet on a monthly basis. This frequency will be subject to review as the Curve's remit develops. Additional meetings may sometimes be called outside this schedule, for the purpose of progressing activity. These meetings will be arranged on a reasonable ad hoc basis.
- 7.3 An Agenda will be prepared and circulated to all invitees at least 24 hours in advance of each Board meeting.
- 7.4 Minutes will be taken during the meeting by the Community Secretariat post holder or by a nominated Board member (or their delegate). These Minutes will comprise the official documented record of each Board meeting.
- 7.5 Minutes will be circulated to all Board members within 72 hours following a Board meeting. Supplementary information and additional documents may also be circulated to Governors with the prior consent of the Chair.
- 7.6 Minutes will include the actions agreed during each Board meeting and will document the accountable lead assigned to each action, and the timeline for completion.
- 7.7 The Community Secretariat or minute-taker will circulate the Minutes of all Board meetings to the Residents' steering group, the SP&Q working group and the Curve's management team. The minute-taker will also circulate Board meeting Minutes to additional external stakeholders as requested from time to time by the Chair of the Board of Governors (e.g. to any Voluntary & Community Services forum set up in due course, and to RBKC committees and programme boards as requested from time to time).
- 7.8 All Governors agree to exercise reasonable diligence and time-management skills in progressing their assigned actions which they will



use their professional judgement to complete. Accountable leads (or their delegates) will report their progress against outstanding actions at following Board meetings, in accordance with the circulated Agenda.

- 7.9 The Curve's Management Team agrees to provide reasonable assistance to Governors in order to assist each in completing their agreed actions in a timely manner and to a professional standard.

8. Decision making

- 8.1 The decisions of the Curve's Board of Governors (insofar as is possible) will be reached by consensus and recorded in the minutes of the meeting.
- 8.2 The decisions of the Curve's Board of Governors shall adopt and adhere to the Governance framework set out in section 8 (Governance) of these Terms of Reference.
- 8.3 Once operational, the Curve's Board of Governors will determine and ratify the remit, structure and decisions taken by the Residents' Steering Group in accordance with the Board of Governors' governance procedures and with the escalation and interface procedures set out in the Governance section below.
- 8.4 Until the Curve's Board of Governors is operational, the Interim Arrangements for approval or escalation of decisions made by the Curve's steering and working groups are as set out in the Governance section below.

9. Governance

- 9.1 The Curve's Interim Board of Governors will be established by end of January 2018 and the Board's purpose will be to provide oversight of the Curve management team's delivery of agreed services to the Grenfell community; to provide advice to Curve management on the future direction of the Curve; and to provide oversight of and advice to the Curve's steering and working groups. The Board will be independent and formed of local people.
- 9.2 The Curve's Board of Governors will ratify the decisions made through the Curve's steering groups.
- 9.3 The Governance framework for both the Residents' Steering Group and SP&Q working groups will follow an 'inform, consent and consult' approach for decision-making, with escalation and reporting to the Curve's Board of Governors. This approach is set out as follows:
- 9.3.1 For all day to day operational decisions that are non-contentious, or for operational spend within the pre-defined limit, the Curve's steering and



working groups will adopt and adhere to the **Inform** process to be set out in the Curve's Governance Implementation Process;

- 9.3.2 For all day to day operational decisions that are potentially contentious, or for operational spend above the pre-defined limit for the Inform process, the Curve's steering and working groups will adopt and adhere to the **Consent** process to be set out in the Curve's Governance Implementation Process;
- 9.3.3 For all longer term operational decisions that are likely to affect the experience of residents who use the centre, or for operational spend above the pre-defined limit for the Consent process, the Curve's steering and working groups will adopt and adhere to the **Consult** process to be set out in the Curve's Governance Implementation Process.

10. Delegated Responsibilities of Governors

- 10.1 Represent and provide a conduit between the Curve, the local community, and Grenfell residents;
- 10.2 Make recommendations for allocation of budgets against agreed service delivery plans;
- 10.3 Promote partnership working between the Curve's Board of Governors, management team, steering and working groups, and the local community;
- 10.4 Support the Curve's adherence to the requirements of relevant legislation;
- 10.5 Through fostering effective consultation, work with the Curve's management team to identify key service priorities;
- 10.6 Review and offer considered advice by making recommendations relevant to the Curve's strategic objectives and delivery plans;
- 10.7 Review progress against milestones, with reference to papers submitted to the Board;
- 10.8 Support the Curve's management team to deliver services that meet local needs;
- 10.9 Contribute to improving outcomes and assist the Curve in measuring impact of services;



- 10.10 Provide feedback to the Curve's management team and its steering groups on areas within the Board's remit.

11. Review of Terms of Reference

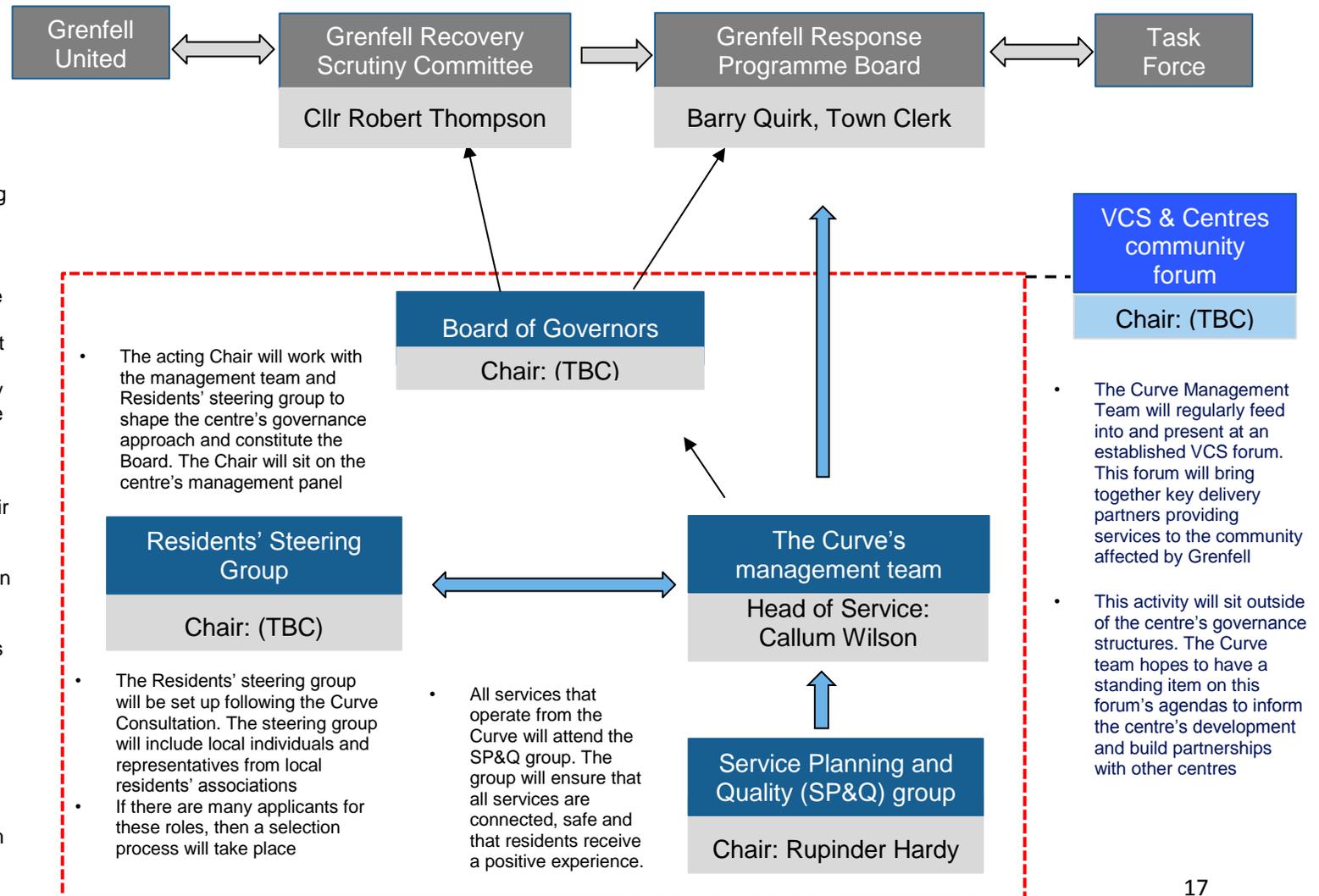
- 11.1 These Terms of Reference for the Curve Board of Governors shall be reviewed on a quarterly basis or at a point in the future deemed appropriate by the Chair in recognition of the evolving remit of the Curve.



The Curve Community Centre - Governance Structure

The Curve must be directed by the needs and wishes of those affected by the Grenfell Tower fire. To ensure this happens, we want to put local people's voices at the centre of the governance arrangements by establishing a Board of Governors and a Resident's Steering Group.

- **The Board of Governors** will be formed of local people. It will make recommendations to the centre's management team about how best to allocate Council resources. The Board will also produce a quarterly review of the centre's performance against its objectives. This report will include whether the management team has listened to the residents and delivered on their requests.
- The Board of Governors will provide oversight and an escalation point for any issues submitted for its attention by the Residents' Steering Group and/or the centre's management team
- **The Resident's Steering Group** will represent local people and survivors and make recommendations on the future of the Curve. They will be consulted on key decisions and will work closely with the management team and its working groups to deliver quality services.







The Curve

Date: 19th January 2018

The Role of Chair of the Board of Governors

The Chair of the Board of Governors is appointed by the Independent Members of the Board and from amongst their number to fulfil the following role:

1. To observe, and ensure the observance by colleague Governors, the Seven Principles of Public Life drawn up by the Committee on Standards in Public Life.
2. To support and encourage the Board, the Head of Service (Assistance Centres), and the Curve management team in carrying out the vision, mission and values of the Curve.
3. To ensure the proper conduct of Board Business by acting as Chair of meetings of the Board of Governors.
4. With the support of the Head of Service (Assistance Centres) and the Curve management team:
 - 4.1 Ensure the composition of the Board and the promotion and action of its business and general operating effectiveness;
 - 4.2 Ensure that all steering groups, working groups, and any Board Committees are properly established, composed and operated and attend these as a member or observer as appropriate and as the Chair of the respective group sees fit;
 - 4.3 Ensure that the distinction in responsibilities between the Board and the Curve management team is agreed, understood and adhered to by Board members and the Curve management team on the basis of achieving the right balance from the Board of challenge to the Curve management team (critical friend) and non-interference in management team responsibilities (stated non-Executive nature of Governors' roles);
 - 4.4 Ensure that the Terms of Reference for the Board of Governors are adhered to by the Board;
 - 4.5 Ensure the continuing professional development of all Governors through arranging and/or leading Away Days and ad hoc Governance workshops, as appropriate.
5. To consult with the Curve management team on matters that are within the remit of the Board of Governors and to plan the strategic, annual basis of the business of the Board specifically:



- 5.1 Lead the Board in the determination of its strategy and achievement of its objectives;
- 5.2 Ensure that the Board has accurate and clear visibility of results achieved towards targets/objectives and future trends;
- 5.3 Facilitate an open and effective working relationship between the Board and the Curve management team.
6. To support the Head of Service (Assistance Centres) in his/her role as Head of the Curve.
7. To ensure that a quarterly review of Curve operations is produced and disseminated to the Community & People Programme, which transparently sets out the Curve's performance against agreed success criteria, including whether the Curve management team has listened to the local residents and delivered on their requests for services and support.
8. To ensure that the auditing function of the Board of Governors is met, i.e. that all requested information, reports and data are provided to the Grenfell Scrutiny Committee and the Grenfell Response Programme Board as appropriate.
9. To ensure that the Board of Governors receives and reviews Minutes from the Curve Residents' Steering Group via the Curve management team, and assigns any further actions required of the Curve management team as appropriate.
10. To make an active contribution to the Grenfell Scrutiny Committee and, in this and other wider roles.
11. To contribute or give evidence to any relevant Council sub-committees (e.g. any 'Task and Finish' committee) as agreed with the Head of Service (Assistance Centres).
12. To sit on the Curve's management panels.
13. To contribute primus inter pares (first amongst equals) as a Governor.



Guidelines on Desirable Qualities in a Chair

1. To command the respect of the Board Members and the Grenfell Community through personal record, reputation and achievements.
2. To understand the Curve's wider strategy and thereby ensure that operational matters which are consistent with the strategy do not take up time at Board meetings.
3. To be the guardian of the Board's objectivity.
4. To ensure the full participation of the Board in debate and decision-making.
5. To sound out the Board on contentious matters. To foster consensus and be supportive of members' views in contentious debate.
6. To ensure the good conduct of meetings and assist the general quality of debate.
7. To facilitate meetings rather than lead the debate.
8. To introduce items without expressing the Chair's view, but allow and participate in free debate. Sum up accurately on the basis of all views expressed (including those of the Chair).
9. To be well prepared for all meetings.
10. To be able to recognise different qualities and expertise amongst colleagues and to synthesise the optimum decision from the various experts at a meeting.
11. To be able to grasp issues and understand a broad sweep of information, sufficient to demonstrate understanding and awareness of matters in all Board debates.
12. To pursue a non-adversarial approach to colleague Governors and the Curve management team in order to promote the maximum potential contribution from all participants.
13. To maintain an aura of serious integrity and professionalism.



The Seven Principles of Public Life

Proper Conduct of Public Business

Governing bodies are entrusted with public funds and therefore have a particular duty to fulfil the highest standards of corporate governance at all times, and to ensure that they are discharging their duties with due regard for the proper conduct of public business. Local government was included among the public spending bodies examined by the Committee on Standards in Public Life, and consequently members of governing bodies should observe the Seven Principles of Public Life drawn up by the committee. These principles are as follows:

- 1. 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 material benefits for themselves, their families or their friends.
- 2. 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.
- 3. Objectivity.** In carrying out public business, including making appointments, awarding contracts or recommending individuals for rewards and benefits, holders of office should make choices on merit.
- 4. 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.
- 5. 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.
- 6. 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.
- 7. Leadership.** Holders of public office should promote and support these principles by leadership and example.