



Candidate Information Pack

British Business Bank

Chair

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Introduction to the British Business Bank

The British Business Bank (BBB) is the UK government's economic development bank. Established in November 2014, its mission is to drive sustainable growth and prosperity across the UK and to enable the transition to a net zero economy, by improving access to finance for smaller businesses. Its remit is to design, deliver and efficiently manage UK-wide smaller business access to finance programmes for the UK government. The British Business Bank's core programmes support over £12.2bn of finance to more than 96,000 smaller businesses.

As well as increasing the supply and diversity of finance for UK smaller businesses through its programmes, the Bank works to raise awareness of finance options available to smaller businesses. The British Business Bank Finance Hub provides independent and impartial information to businesses about finance options, featuring short films, expert guides, checklists and articles from finance providers to help make their application a success.

The British Business Bank is also responsible for administering the government's three Coronavirus loan schemes and its Future Fund, together responsible for delivering £80.4bn in finance to 1.67m businesses. These schemes are now closed to new applications.

Mission and Objectives

The Bank's mission, objectives and KPIs are developed in consultation with BEIS and HM Treasury. The Bank has seven objectives which support the Bank's mission:

- Increase the supply of finance available to smaller businesses where markets don't work well.
- Help to create a more diverse finance market for smaller businesses, with a greater choice of options and providers.
- Identify and help to reduce imbalances in access to finance for smaller businesses across the UK.
- Encourage and enable SMEs to seek the finance best suited to their needs.
- Be the centre of expertise on smaller business finance in the UK, providing advice and support to Government.
- Support the UK's transition to a net zero economy.
- Achieve its other objectives whilst managing taxpayer resources efficiently within a robust risk management framework.

As part of its Centre of Expertise objective, the Bank strives to build, refine, and share its expertise, both to deliver more effective programmes and to advice and shape SME access to finance approaches with important stakeholders. This means working closely with BEIS as the Bank's Shareholder along with HM Treasury and other stakeholders across government, industry, business organisations, trade associations, academia and think tanks.

Products and Services

In pursuit of its objectives, the Bank undertakes a range of finance programmes and non-financial activities for smaller businesses across the UK, at all stages of development.

For its finance programmes, the principal business model is to work indirectly through delivery partners, which are financial services providers for smaller businesses (such as banks, non-bank lenders, equity funds and private debt funds). For most of its programmes, this indirect approach enables the Bank to 'leverage in' third-party funding in addition to its own, maximising the impact of the public funds it deploys. The business model provides the flexibility to manage finance programmes on both its own balance sheet and the balance sheets of government departments. In the latter case, the Bank act as an 'agent' on their behalf – primarily for its Shareholder (BEIS), for programmes such as the Enterprise Finance Guarantee and the Northern Powerhouse, Midlands Engine, and Cornwall and Isles of Scilly Investment Funds.

The Bank's non-financial activities are closely integrated with, and complementary to, its finance programmes. These include:

- Developing demand through regional and digital networks.
- Undertaking market and research analysis that examines the UK's finance provision landscape for smaller businesses.
- Commissioning independent assurance of its portfolio of schemes and programmes to enable best practice, effectiveness and value for money.

Further details on the Bank and its programmes can be found on its website: [here](#).

People and Culture

The Bank's ability to deliver on its mission, purpose and strategy is dependent on committed colleagues with appropriate expertise and experience, and the ability to work collaboratively and creatively. It continually strives to create an inspiring culture and environment, based on shared values, that enables colleagues to excel.

The Bank recruits candidates from a diversity of backgrounds who can bring a wealth of knowledge, experience and ideas from the public and private sectors, and who share a passion for our mission and purpose. Colleagues say they are proud to work for the organisation, and this is reflected in how they go about their work – from award-winning performance and creation of innovative solutions to a willingness to embrace cross-team working and knowledge-sharing.

The Board

The Bank is led by its Board of Directors which is collectively responsible for the long-term sustainable success of the Bank, generating value for its Shareholder (the Secretary of State for Business, Energy and Industrial Strategy (BEIS)) and contributing to the wider society.

The Board currently comprises eleven members:

Non-Executive Directors

- [Lord Smith of Kelvin](#) – Chair and Chair of Nomination Committee
- [Neeta Atkar](#) – Senior Independent Director and Chair of Risk Committee
- [Jenny Knott](#) – Non-Executive Director and Chair of Audit Committee
- [Barbara Anderson](#) – Non-Executive Director and Chair of Remuneration Committee
- [James Connelly](#) – Non-Executive Director
- [Nat Sloane](#) – Non-Executive Director
- [Matthew Elderfield](#) – Non-Executive Director
- [Eilish Jamieson](#) – Non-Executive Director
- [Jamie Carter](#) – Non-Executive Director and Shareholder Representative

Executive Directors

- [Louis Taylor](#) – Chief Executive Officer
- [David Hourican](#) – Chief Financial Officer

The current Chair of the British Business Bank, Lord Smith, will reach the end of his term in mid-2023 and the Bank is now seeking his successor. Biographies of the Board are available in Appendix I.

The Role

The Chair is responsible for the development and leadership of the Board and ensuring its effectiveness in all aspects of its role. The Chair is also responsible for ensuring that BBB's policies and actions support the shareholder's wider strategic policies and that BBB's affairs are conducted with probity.

Additional responsibilities include:

- Chairing the board. Setting the agenda and managing the business of the board to provide clear direction and focus. The Chair is responsible for establishing a style and tone of board discussion that will promote open debate encouraging contribution from all board members, effective decision-making and a unitary culture.
- Strategic direction. The Chair is responsible for facilitating scrutiny and approval of BBB's strategy, ensuring that the Executive are offered constructive challenge.
- Shareholder objectives and business performance. Leading the board in overseeing delivery of the required business performance to develop and meet agreed shareholder objectives, ensuring that the board contributes fully to deciding strategy and that it has sufficient and appropriate information to monitor performance effectively.
- Working in partnership with the Chief Executive. Establishing a positive, relationship with the Chief Executive, Chief Finance Officer and the other members of the senior management team. Provide appropriate challenge and support to drive business performance.
- Governance, risk and regulation. Central to the Chair's role is ensuring that the Bank continues to be well governed, delivers high standards of regularity and propriety and that board committees are properly structured and supported. The Chair is responsible for ensuring that the board has the right control environment so that risk is appropriately monitored and managed and the bank complies with the prevailing regulatory framework and has proper relationships with the relevant regulatory bodies
- Composition of the board. Overseeing the composition of the board, ensuring that the Board has a good balance of skills appropriate to directing BBB Group business, and has an appropriate level of diversity, as set out in Central Government Departments' Code of Good Practice. Conducting succession planning for the non-executive directors and executive management. Ensuring that its members have the collective capability appropriate for the needs of the business.
- Board performance. Ensuring the board's performance is regularly evaluated and conducting annual performance appraisals for individual board members.
- Shareholder and stakeholder relations. Establishing regular engagement with the shareholder – both directly and through the Shareholder Representative Director. Acting as an ambassador for the Bank as required with banks, investors, Government and Ministers, commercial representative organisations and other stakeholders.

Candidate Profile

We are seeking an outstanding individual with the highest levels of integrity, authority and independence. They will be highly passionate and motivated in driving sustainable growth and prosperity across the UK by improving access to finance for smaller businesses and enabling them to succeed in the transition to a net zero economy.

The right candidates will have the following attributes:

Essential

- Significant board experience with a track record of improving corporate governance, organisational culture and shaping the strategic vision of high-profile organisations.
- Strong credibility to lead the Board of a public sector bank with significant experience gained through senior leadership roles in a commercial/financial services business or in economic development/economic policy making.

- Excellent inter-personal skills with the required emotional intelligence to provide support and constructively challenge the Senior Leadership Team and develop excellent working relationships with board members and the Shareholder.
- The skills and understanding to operate successfully in the public sector including the ability to represent the Bank to, and engage effectively with, senior political decisions makers and other stakeholders across Whitehall.

Desirable

- Senior experience working in an organisation subject to significant public and Parliamentary scrutiny.
- Experience at senior level in an organisation that has seen significant growth in a short amount of time.
- Previous Chair experience would be helpful but isn't essential.

Terms of Appointment

The expected time commitment is two days per week.

The successful candidate will be appointed for a period of three years. Any extension or renewal will be subject to satisfactory performance appraisals and approval from the Secretary of State.

This role is remunerated at a rate of £120,000 per annum.

The Selection and Recruitment Process

Russell Reynolds Associates (RRA) has been appointed to support this recruitment.

The Advisory Assessment Panel will be chaired by Jamie Carter, UKGI Director (BBB Non-Executive Director and UKGI Shareholder Representative) and will comprise Neeta Atkar, BBB Senior Independent Director; Jo Shanmugalingam, BEIS Director General for Science, Innovation and Growth and Chris Grigg, Chair of the UK Infrastructure Bank (Senior Independent Panel Member). The final decision on who to appoint will be made by the Secretary of State for Business, Energy and Industrial Strategy (BEIS).

Once the competition closes, the panel will assess the applications to select those demonstrating the best fit with the role by considering the evidence you have provided against the Essential Criteria in the Person Specification section. Failure to address any or all of these may affect your application. The Panel will identify a subset of candidates who best match the criteria for an initial interview with Russell Reynolds Associates to further explore their skills and experience with reference to all the criteria in the person specification.

The panel will then have a further meeting to review interview reports on these candidates alongside CVs and statements of suitability in order to select the shortlist. At this stage they may choose to take into account the desirable criteria. Shortlisted candidates will be advised on the outcome as soon as possible thereafter.

If you are shortlisted, you will be asked to attend a panel interview in order to have a more in-depth discussion of your previous experience and professional competence. This could be in relation to any of the criteria set out in the vacancy description, key responsibilities and accountabilities and person specification.

Prior to interview, you may have the opportunity for informal conversations with key personnel in order to improve your understanding of the organisation. Full details of the assessment process will be made available to shortlisted candidates.

The panel will identify which candidates are appointable before a final decision on who to appoint is made by the Secretary of State. Prior this decision, candidates may be asked to meet with Ministers.

An indicative timeline is provided below but please note this may be subject to change.

Indicative Timetable

Closing date for applications	27th February 2023
<i>First Meeting (Appointment Panel only)</i>	w/c 6 th March
Preliminary interviews with RRA	w/c 13th March
<i>Shortlist Meeting (Appointment Panel only)</i>	w/c 20 th March
Informal stakeholder conversations	w/c 27 th March - 17 th April
Final Panel Interviews	w/c 24 th April

How to Apply

The closing date for applications is **Monday 27th February 2023 at 13:00**.

Please submit your full application by email to responses@russellreynolds.com. All applications will be acknowledged.

All applications must include the following:

1. Please quote the **role title** and **reference number P2210-169L** in the subject heading of the email.
2. A **Curriculum Vitae** setting out your career history, with key responsibilities and achievements tailored to the person specification. Please ensure you have provided reasons for any gaps.
3. A **Supporting Statement** (2 pages A4 maximum) explaining your motivation for applying for this role. Provide evidence and outline how you consider your personal skills, qualities and experience are suitable with particular reference to the criteria in the person specification.
4. **Completed Declaration of Interest form**. Please find the form available [here](#).
5. **Diversity Information Form**. This will assist BBB in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collected will not be seen by anyone assessing your application. Please find the form available [here](#).

If you require an adjustment at any stage of the recruitment process, please email the team at responses@russellreynolds.com.

Further Information

Equality and Diversity

The Bank recruits candidates from a diversity of backgrounds who can bring a wealth of knowledge, experience and ideas from the public and private sectors, and who share a passion for our mission and purpose. The Bank encourages applications from talented individuals from all backgrounds. The data collected in the Diversity Information Form is used to produce management information about the diversity of applicants and will not be seen by anyone assessing your application.

Disability Confident Scheme

The Department for Business, Energy and Industrial Strategy is an accredited user of the Disability Confident symbol, which signifies organisations which have a positive attitude towards disabled applicants. All Disability Confident Employers will offer interviews to disabled candidates who meet the minimum requirements for a job or role. If you wish to apply for consideration under this scheme, please complete the declaration in the Diversity Information Form provided. It is not necessary to state the nature of your disability. Whether you choose to apply under the Disability Confident scheme or not, you can still ask us to make particular adjustments for you.

Accessibility

Government departments are committed to making reasonable adjustments to make sure applicants with disabilities, physical or mental health conditions, or other needs are not substantially disadvantaged when applying for public appointments. This can include changing the recruitment process to enable people who wish to apply to do so.

Some examples of common changes are:

- ensuring that application forms are available in different or accessible formats;
- making adaptations to interview locations;
- allowing candidates to present their skills and experience in a different way;
- giving detailed information on the selection / interview process in advance to allow candidates time to prepare themselves;

- allowing support workers, for example sign language interpreters;
- making provision for support animals to attend.

When you apply you will have the opportunity to request reasonable adjustments to the application process.

Conflicts of Interest and Due Diligence

Public Appointments require the highest standards of propriety, involving impartiality, integrity and objectivity, in relation to stewardship of public funds and the oversight and management of all related activities. This means that any private, voluntary, charitable or political interest that might be material and relevant to the work of the body concerned should be declared. It is important that those appointed as members of public bodies maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the panel and provide details of the issue(s) in your application. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media. The panel may explore issues with you before they make a recommendation on the appointment.

Please note that due diligence searches will be undertaken on shortlisted candidates and references may be taken up prior to interview or prior to any advice being put to Ministers. As part of our due diligence checks, we will consider anything in the public domain related to your conduct or professional capacity. This will include us undertaking searches of previous public statements and social media, blogs or any other publicly available information. This information may be made available to the panel and they may wish to explore issues with you, should you be invited to interview.

For further information on the standards expected in a public role, please review the Seven Principles of Public Life available in Appendix III.

Personal Data

This process is being run in conjunction with UK Government Investments (UKGI). Candidates are asked to read the UKGI data privacy notice prior to applying to understand how your data will be treated by UKGI, available [here](#).

Background Checks

All offers of appointment will be subject to BBB's background checks, including a basic Disclosure and Barring Service, pre-placement health screening, financial records and online presence checks.

Complaints Procedure

If you feel you have reason to complain you should direct your concerns in the first instance to Russell Reynolds Associates at who will make every effort to deal with these and respond to you as soon as possible.

This competition is regulated by the Commissioner for Public Appointments. The Commissioner for Public Appointments is the independent regulator of public appointments. The Commissioner's primary role is to provide independent assurance that public appointments are made in accordance with the Governance Code on Public Appointments. The Commissioner also investigates complaints and may conduct an inquiry into the policies and practices followed in relation to appointments processes which he regulates. The Commissioner will not investigate complaints relating to non-selection unless it appears that the appointments process has breached the Governance Code on Public Appointments.

You can contact the Commissioner by email at publicappointments@csc.gov.uk. Further information on the role of the Commissioner or the appointments process is available at: [here](#).

Appendix I: Board Biographies

Non-Executive Directors

- **Lord Smith of Kelvin, Chair, Chair of Nominations Committee**

One of the UK's most experienced chairs, Lord Smith has led organisations in the private, public and voluntary sectors. He was Chair of SSE until July 2015. In 2014 he chaired the Organising Committee for Glasgow 2014 (Commonwealth Games) and the Smith Commission on further powers for the Scottish Parliament. A chartered accountant by profession and former President of the Institute of Chartered Accountants of Scotland, Lord Smith was knighted in 1999, appointed to the House of Lords as an independent cross-bench peer in 2008, appointed Knight of the Thistle in 2013, and awarded the Companion of Honour in 2016. He is currently Chair of the Commonwealth Games Federation Partnership, IMI plc and Forth Ports Ltd; Chancellor, University of Strathclyde.

- **Neeta Atkar, Senior Independent Director, Chair of Risk Committee**

Neeta is an experienced Risk Professional with over 25 years experience working in the financial services private and public sectors across a range of risk disciplines. Until the end of 2016, Neeta was the Chief Risk Officer at TSB Bank plc and was a key member of the Executive team that was responsible for creating the bank that was divested from Lloyds Banking Group and undertaking a successful IPO in 2014. She is currently on the Board of Quilter plc and is a member of its Board Audit Committee, Board Risk Committee and Board Technology and Operations Committee. Neeta started her career at the Bank of England, undertaking a variety of roles both in the Bank's own banking department and in its supervisory function. She moved to the FSA on its creation, leaving in 2000 to move into consulting where she worked with a range of financial service clients on risk and regulatory matters. Thereafter, she has held senior positions at both banks and insurance companies, in a range of roles covering operational, credit and regulatory risks. Neeta holds a BSc in Accounting and Law from Southampton University. She has been a Justice of the Peace for 20 years.

- **Jenny Knott, Non-Executive Director, Chair of Audit Committee**

Jenny Knott is both a board level investment banker with over 30 years' experience, as well as a leading innovator in financial technologies. Jenny has extensive board experience having served on Boards of Global Investment Banks, Corporates and Charitable organisations for over 25 years. Jenny is a Trustee and the Chair of the Board Audit and Risk Committee for OCA, a scientific research charity for female cancers. As the Chairwoman of Equiida, a global, senior executive leadership advisory firm, she promotes the science that greater inclusivity improves business performance and innovation. Jenny is a Nonexecutive director (NED) for Simply Health, a 150 year-old mutual with the purpose to improve health outcomes for the many, and she is particularly focused on their digital services strategy. Jenny is also an independent NED and the Chair of the Remuneration Committee for Gresham Technology plc, a software business who bring confidence and trust to data. Jenny is a co-founder of FinTech Strategic Advisors, assisting Clients with their FinTech investment and adoption strategies and supporting start-ups to achieve scale and commercial success. As an investment banker, Jenny was CEO of a UK and International Investment bank, Finance Director and COO; she is widely respected for leading the modernisation and transformation of her organizations and for her knowledge of technical finance, emerging technology and regulatory environments. Jenny believes in stakeholder capitalism and supports the World Economic Forum's Sustainable Capitalism and ESG Metrics as being a 'must' for a successful business to thrive and survive. Jenny acts as mentor and advisor to a number of CEOs and is a frequent public speaker on emerging FinTech as well as the commercial benefits of truly innovative and inclusive Board and Corporate cultures.

- **Barbara Anderson, Non-Executive Director, Chair of Remuneration Committee**

Barbara is an experienced Non-Executive Director and Chair who has worked extensively with SMEs, third sector and PLCs in regulated sectors, international private companies and venture capital specialists. Amongst other roles, Barbara is currently Non-Executive Director and Chair of Audit & Risk at Sovereign Housing Association, Independent Board Member and Chair of Audit & Risk at SmartDCC Ltd and Non-Executive Director at BSC 2 VCT. Her expertise includes innovation for growth and sustainability including ESG, strategic planning, start-up acceleration and business transformation.

- **James Connelly, Non-Executive Director**

James started his first company Fetch, a digital growth agency that grew across three continents, surpassing £250m in turnover. At Fetch, James personally advised some of the world's most successful internet companies including Apple, Facebook and Expedia Group before successfully exiting the business to Dentsu Inc in 2018. James is an active investor in early stage companies and recently co-founded Charlie Oscar, a digital brands group that invest in and scale breakout digital brands, powered by data science.

- **Nat Sloane, Non-Executive Director**

Nat worked in the private sector as an entrepreneur, consultant and venture capitalist. He remains an active investor in alternative assets. Since 2002, Nat has been active in the social impact market. He co-founded Impetus Trust, the first UK venture philanthropy trust fund. He is a founding trustee of Education Endowment Foundation. He is the founding chair of Social and Sustainable Capital, the largest social impact investing fund in the UK.

- **Matthew Elderfield, Non-Executive Director**

James started his first company Fetch, a digital growth agency that grew across three continents, surpassing £250m in turnover. At Fetch, James personally advised some of the world's most successful internet companies including Apple, Facebook and Expedia Group before successfully exiting the business to Dentsu Inc in 2018. James is an active investor in early stage companies and recently co-founded Charlie Oscar, a digital brands group that invest in and scale breakout digital brands, powered by data science.

- **Eilish Jamieson, Non-Executive Director**

Eilish is an experienced Audit and Finance Professional with over 25 years' experience working in financial services, and more recently serving on public and private sector boards. Until 2016, Eilish was Head of Audit at Goldman Sachs where she led strategic initiatives around internal control, risk management, change and transformation, culture and governance for over a decade. Amongst other roles, she has been a Non-Executive Director at the Financial Reporting Council, the UK regulatory body responsible for promoting high quality corporate governance and reporting, and a Non-Executive Director at Sport England, a non-departmental public body responsible for developing grassroots sports. She is a trustee at Plan International UK, a leading charity working with children in the UK and developing countries and is the founder of a leadership development practice working with social impact and female founded businesses. Eilish started her career at KPMG, undertaking a variety of roles across their financial services and consulting businesses, before moving to their Australian practice where she led an international client portfolio which included investment management, pension, and insurance companies. Eilish holds a BSc in Accounting and Finance from the London School of Economics and Political Science, and a postgraduate degree in Organisational Psychology from the University of London. **She is a qualified chartered accountant and member of the Institute of Chartered Accountants in England and Wales.**

- **Jamie Carter, Non-Executive Director & UKGI Shareholder Representative**

Jamie Carter is a Director at UK Government Investments whose responsibilities include overseeing the British Business Bank on behalf of its Shareholder, the Secretary of State for Business, Energy and Industrial Strategy.

He has substantial experience in corporate governance and previously sat on the board of The Royal Mint. Prior to UKGI, Jamie spent more than 10 years at HM Treasury where he specialised in public spending, including being involved in several spending reviews and leading the HMT oversight of major transport investments. During this period, Jamie took a 2-year career break to work as a Governance Specialist at the World Bank based in Jakarta.

Executive Directors

▪ **Louis Taylor, Chief Executive Officer**

Louis Taylor is CEO of the British Business Bank. Prior to that, he was Chief Executive of UK Export Finance (UKEF), the UK's export credit agency, for seven years. He also held roles as a Director General in the Department for International Trade, and a member of its Executive Committee and Management Board. Before joining UKEF, Louis held a range of senior roles at Standard Chartered Bank, including from 2013 to 2015 as Chief Operating Officer of Group Treasury, based in London. Before that, he spent three years as the bank's CEO for Vietnam, Cambodia and Laos, based in Ho Chi Minh City. During this time he was also Vice Chairman of the European Chamber of Commerce in Vietnam (Eurocham). He joined Standard Chartered in London in 2004, working in Group Corporate Development, which undertakes the bank's acquisitions, divestments and other inorganic growth initiatives. His earlier career included eight years working for JP Morgan in debt capital markets and mergers and acquisitions, and five years in corporate development and strategy with two industrial companies, Cookson Group plc and BTR plc. Louis is a trustee of the charity Sightsavers, which prevents sight loss and avoidable blindness, and promotes equal rights for the disabled. He is also a former chair of trustees of the charity Music in Prisons, which runs music education projects to help rehabilitate offenders, and a former chair of governors of the Royal Grammar School in Newcastle upon Tyne. He has an MA in Law from the University of Cambridge.

▪ **David Hourican, Chief Financial Officer**

David Hourican was appointed CFO in December 2022. David is an experienced finance leader having started his career as a Chartered Accountant with Price Waterhouse and spent his early career in business development for the Home Retail Group plc before moving into banking, where he held various senior finance roles with Royal Bank of Scotland Group plc in both Dublin and Singapore. Before joining the Bank, David was Chief Operating Officer of the Warburton Group, a private investment group based in Australia and prior to that was CFO of Kingfisher Investments and Chief Administrative Officer of Al-Futtaim Group in Singapore. David holds a Bachelor's in Business Studies from Trinity College Dublin and a Master of Accountancy from University College Dublin.

Appendix II: The Seven Principles of Public Life

Holders of public office are expected to adhere to and uphold the Seven Principles of Public Life:

These are:

1. **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;
2. **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;
3. **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;
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.