



Candidate Information Pack

Non-Executive Board Members, Scottish Canals



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Letter from the Chairman

Dear Applicant,

Thank you for your interest in joining Scottish Canals as a non-executive board member.

This is an exciting time to join our organisation. Since becoming a standalone public body in July 2012 we have been at the forefront of innovative delivery in the Scottish public sector. In fulfilling our role as custodians of Scotland's canals we have built a public corporation that is focused on maximising the contemporary relevance and productivity of these assets, while at the same time increasing financial sustainability and reducing future dependence on public subsidy.

Our leadership team comprises a non-executive chair, four non-executive board members, an executive CEO and three executive directors. As in any evolving organisation the skills that we need are continually changing, and we are now seeking three new non-executives to replace three members who have left the Board. The three successful applicants will take up their posts between April and July 2019.

We are particularly seeking to recruit non-executive board members with a proven track record at a strategic level in the following areas:

- Social and Economic Regeneration
- Tourism and leisure (preferably with water based experience)
- Corporate finance and governance (including knowledge and experience of audit and risk, with the ability to Chair the Audit and Risk Committee)

We hope that we have included sufficient information in this information pack to answer most of your questions, but please also look at our website (www.scottishcanals.co.uk). If you would like to discuss anything further on a confidential basis with me, please contact Fiona Savage on 0141 354 7501 who will arrange this for you.

Andrew Thin
Chairman

Background

Scotland's canals were built hundreds of years ago, but they are contributing to the contemporary prosperity of our country in an increasingly diverse number of ways. Originally a key part of the transport infrastructure that powered the industrial revolution in Scotland, today the canals deliver economic and social value through a range of very different functions and uses.

Since 2012 Scottish Canals has operated as a devolved public corporation reporting directly to Scottish Ministers. Over that period we have accelerated the renaissance in Scotland's canals that was started by British Waterways in the latter years of the 20th century. The value of the canals to the people of Scotland has increased sharply, and Scottish Canals is now an ambitious and entrepreneurial SME.

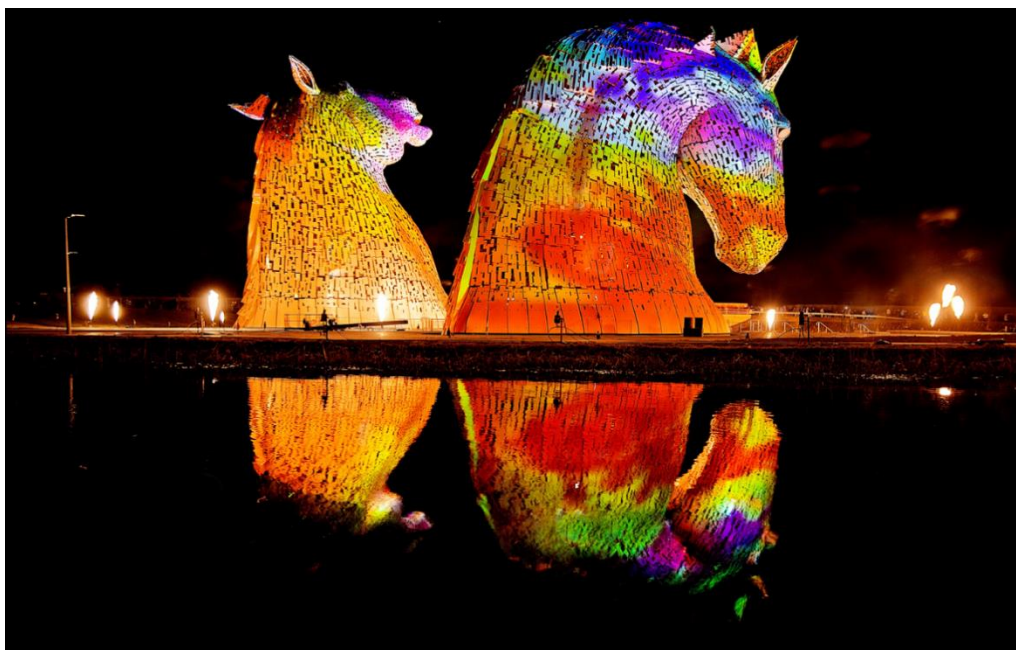
We have assembled an unusually talented executive team within Scottish Canals, and developed an organisational culture that places a high value on innovation, managed risk taking, and employee empowerment. We need to ensure that we have a board which can operate effectively within this entrepreneurial context, providing the motivational leadership and skilled governance appropriate to an organisation of this nature.

Our principal activities are currently focused on leisure and tourism development, along with a diverse mix of other economic regeneration initiatives within the canal corridors. Many of our activities are commercial in nature, while others are public services subsidised by the Scottish Government. We operate and manage all five canals in Scotland: the Forth & Clyde, Union and Monkland Canals in the Lowlands, the Crinan Canal in Argyll, and the Caledonian Canal in the Highlands.

Scottish Canals is the operating name of the British Waterways Board in Scotland. The assets and functions of the British Waterways Board in England and Wales are now delivered through the Canals and Rivers Trust. The Transport Acts of 1962 and 1968 set out our core statutory duties, and we are constituted as a public corporation under the umbrella of Transport Scotland reporting to Michael Matheson MSP, Cabinet Secretary for Transport, Infrastructure and Connectivity.



Our internationally acclaimed visitor attractions – the world’s only rotating boat lift at the Falkirk Wheel, and the iconic Kelpies at Helix Park – exemplify our track record of stimulating economic regeneration and driving leisure and tourism activity at key locations across the canal system of Scotland. Less visible but no less important are the many other assets that collectively deliver an extraordinarily diverse range of benefits to our country. If you are interested in applying for one of these vacancies, you may wish to visit parts of the canal system to see for yourself what is happening there.



The Scottish Canals Board

The Board comprises four non-executives, the chief executive Catherine Topley and the chair Andrew Thin. The board meets regularly and is supported by an Audit and Risk Committee chaired by one of the board members. The board also meets as a Remuneration Committee to consider senior staffing issues when required, and board members are expected to make time available between meetings to ensure that they maintain a good understanding of the business.

It is anticipated that the executive directors of estates, finance and infrastructure will join the chair, chief executive and four non-executives on the board in late 2019, thereby bringing Scottish Canals more into line with common practice in other equivalent commercial organisations. In the interim the new non-executives will be expected to play a key role in helping to ensure a smooth transition to this more integrated board format.

The Role

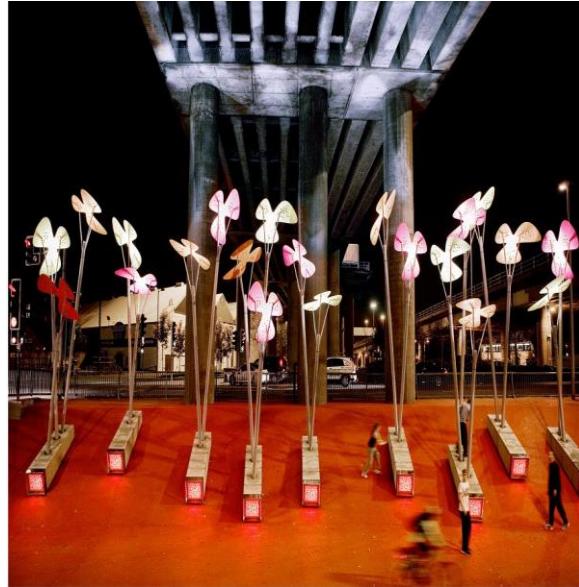
Along with the executive directors, the chief executive and the chair, the non-executive board members have responsibility for:

- **Strategy** – establishing overall strategic direction and priorities in line with Ministerial expectations
- **Risk** - understanding and ensuring proportionate and effective management of corporate risks
- **Health and Safety** – ensuring proportionate and effective Health and Safety policies and plans, monitoring any breaches or failures, and agreeing appropriate actions if required
- **Finance** – establishing corporate financial strategy, and ensuring effective financial management and control
- **Performance** – monitoring organisational performance and agreeing mitigating actions when required
- **Advocacy** – acting as effective advocates and influential ambassadors for Scottish Canals
- **Culture** – setting, promoting and exemplifying core organisational values
- **Motivation** – inspiring and motivating people both within Scottish Canals and in partner organisations
- **Governance** – providing strong governance and ensuring that internal control systems are effective and proportionate
- **Compliance** – ensuring that Scottish Canals complies with its statutory and administrative duties

The non-executives and the chair also have specific responsibility for –

- **People** - providing independent input on senior appointments and remuneration
- **Executive Accountability** – holding the chief executive and executive directors to account in relation to overall executive responsibilities

The Board is accountable to the Scottish Ministers and may also be held to account by the Scottish Parliament. More information on the responsibilities of the Board are outlined in the Scottish Canals Framework Document which can be accessed at – <https://www.transport.gov.scot/media/30576/j275231.pdf>



Terms of Appointment

Time Commitment

The expected time commitment will be 20 days per year to include attendance at board meetings and committee meetings as required and other activities relevant to Scottish Canals.

Timing of the Appointments

We anticipate that the three successful applicants will take up their posts between April and July 2019.

Location

Most meetings are held in central Scotland, but there is an expectation that travel across the Scotland-wide canal system will be required.

Remuneration

The remuneration for these roles is determined by Scottish Ministers and at present the roles are remunerated at a rate of £240 per day plus the reimbursement of all reasonable expenses. This appointment is not pensionable but all directly related travel as well as subsistence costs and reasonable dependants' childcare and carer costs incurred in carrying out the duties of appointment will be reimbursed. Expenses will be paid from your normal place of residence to the meeting location.

Duration of Appointment

The terms of appointment are determined by Scottish Ministers and are expected to be for an initial period of up to 4 years, subject to satisfactory appraisal. Subsequent reappointment(s) are possible at Ministerial discretion but are not automatic.

Conflicts of interest

Candidates will need to be able to demonstrate that they do not have other interests that would be likely to cause unmanageable conflict with their responsibilities as non-executive. Please declare any potential conflict of interest as early as possible in the

selection process and also disclose information or personal connections that, if you were appointed, might be open to misinterpretation.

Disqualification

Applicants will be ineligible to apply for this appointment if they have already served a total of eight years on the British Waterways/Scottish Canals Board.

To be eligible for appointment as a Non-executive Director, you must not be disqualified by virtue of any of the criteria set out below:

- anyone who has unspent convictions in terms of the Rehabilitation of Offenders Act 1974;
- anyone who has been declared bankrupt or has made a composition or arrangement with their creditors;
- anyone who has held a position of Chair, Member or Director of a Public Body and who was dismissed, other than by reason of redundancy, by that body;
- anyone who is under a disqualification order under the Company Directors Disqualification Act 1986; and
- anyone who has previously been removed from trusteeship of a charity by the Office of the Scottish Charity Regulator or the courts.

The Candidates

Scotland's canals stimulate multi-million pound regeneration and development, supporting Scotland's tourism and destination economy, contributing significantly to the active living agenda, biodiversity, heritage, education and making possible skills and confidence building projects within some of Scotland's most disadvantaged communities.

Since devolution, investment in the canals has continued with Ministerial support from each administration, with the focus moving from restoration of the canals to their on-going maintenance and exploitation of the cross-cutting contribution to Scotland that they offer.

Scottish Canals is an unusual organisation within the public sector, generating around two-thirds of its gross income from commercial activities and exhibiting a highly entrepreneurial culture. We will therefore want to know about your style and approach to working as part of a team, and how this might fit with the evolving needs of an organisation of this nature.

We will also want to know about your skills, knowledge and competencies, recognising that we are seeking to maintain a highly diverse board in terms of thought and experience. We have defined five generic competencies that we are seeking in all our board members, and four specific competencies where each of the new non-executives will need to exhibit only one.

Person Specification

Listed below are the skills, knowledge, understanding and experience you will need for the role of a Member of the Scottish Canals Board. Please read this document carefully in conjunction with the role description.

The skills to be assessed during the process at application and interview are:

Priority skills/experience (you will need to demonstrate at least **one** of these)

Experience/skill	What does this mean?	How will this be tested?
Social and Economic Regeneration	You will have work experience in a high-level role relevant in contributing to (mainly) urban social and/or economic regeneration. This might be in a public or private sector organisation e.g. a utility company, a local authority or similar organisation, preferably including commercial experience.	We will want you to tell us about your knowledge/understanding and how this has been gained in the written application. We will also have a discussion with you about this if you invited for interview.
Tourism and Leisure	You will have work experience in a high-level role, in developing or increasing the profile and impact of tourism in an organisation including increasing income and visitor numbers. This might be in a sizeable private or public body, preferably with water based experience.	We will want you to tell us about your knowledge/understanding and how this has been gained in the written application. We will also have a discussion with you about this if you invited for interview.
Corporate Finance	We need a person who has experience of working in a high level role in finance, audit or risk, preferably in a commercial environment, who would be able to offer financial advice to the Board and also Chair the Audit and Risk Committee. A formal qualification in finance is not essential but it is considered desirable in relation to this particular criterion.	We will want you to tell us about your knowledge/understanding and how this has been gained in the written application. We will also be having a discussion with you about this during the interview.

General skills & personal qualities (we will want all applicants to demonstrate these)

Skill/quality	What does this mean?	How will this be tested?
Strategic Leadership	You will have experience in a role where your job included helping to set high level medium to long-term priorities, and where you had to motivate and empower others to get these delivered. This might be in a professional and/or voluntary capacity.	We will want you to tell us about your knowledge/understanding and how this has been gained in the written application. We will also have a discussion with you about this if you invited for interview.
Influencing and Communication	You will have experience in a role where you had to develop and maintain relationships quickly within a diverse team, and where you have had to build confidence and trust with colleagues and others. This might be in a professional and/or voluntary capacity.	We will want you to tell us about your knowledge/understanding and how this has been gained in the written application. We will also assess this in our discussion with you if you are invited for interview.
Team Working and Collaboration	You will have experience of working in small teams where the ability to manage disagreements has been important, and where you have been party to decision making through consensus building and compromise. This might be in a professional and/or voluntary capacity.	We will want you to tell us about your knowledge/understanding and how this has been gained in the written application. We will also assess this in our discussion with you if you are invited for interview.
Interpersonal Skills	You will have experience of working in a context where you were required to test/challenge the thinking and actions of others, and where you had to do so constructively and without appearing to criticise. This might be in a professional and/or voluntary capacity.	We will want you to tell us about your knowledge/understanding and how this has been gained in the written application. We will also assess this in our discussion with you if you are invited for interview.
Commitment to Public Service	You will be enthusiastic about the potential of the public sector and, in particular Scottish Canals, to further contribute to diverse/inclusive economic growth and public well-being in Scotland.	We will want you to tell us about your enthusiasm in the written application. We will also have a discussion with you about this if you are invited for interview.

Applicants should also submit a one page CV setting out positions held, organisations worked for and relevant dates within the last 10 years.

The Application Process

How to Apply

Scottish Canals is an equal opportunities organisation and is committed to providing equal opportunities to all employees and board members. This includes in relation to recruitment, selection, training and work conditions. Scottish Canals opposes all forms of unlawful and unfair discrimination on the grounds of colour, race, nationality, ethnic or national origin, sex, sexual orientation, marital status and civil partnership, gender reassignment, religion or belief, and disability and is committed to eliminating discrimination and harassment in the work place.

To apply candidates should send the following:

- Evidence in your completed application form, supported by examples, that you are able to fulfil the five generic competencies and at least one of the specific competencies referred to above (no more than 200 words per competency please).
- An up to date curriculum vitae of no more than one page.

Applications should be sent by email to scotlandscanals@scotland.gsi.gov.uk

Alternatively, you can post your completed application form to:

Justin Huthersall
Scottish Government: Transport Scotland
Aviation, Maritime, Freight and Canals Directorate
Ports, Shipping, Freight and Canals Branch
Area 2D North
Victoria Quay
Edinburgh
EH6 6QQ

Applications will be considered by a panel comprising –

- Chris Wilcock (Chair) – Transport Scotland, Head of Ports, Shipping, Freight and Canals
- Andrew Thin - Chair of Scottish Canals
- Elaine Wilkinson – Independent Member

If you are to be invited for an interview we will let you know this by 26 February, and the interviews will be held in Edinburgh on 6 and 8 March 2019.

The recruitment panel will make a recommendation to the Cabinet Secretary for Transport, Infrastructure and Connectivity, who will make the final decision on any offers of appointment.

Guidance for completing your application

Your application

Your application is very important as it is the key document which will determine whether or not you will proceed through the first assessment stage to the interview stage and ultimately to appointment. **You must, therefore, demonstrate clearly the evidence required at the first stage to show how you meet the published essential and desirable criteria for this appointment.**

Although you have been asked to submit a CV of no more than one page, please do not substitute your CV for a completed application form as this will not be considered on its own. This is to enable us to consider all applications on an equal basis.

We are seeking three new members of the Board. The details of the skills required for each post are detailed above in the candidates section.

Please note that we accept applications in a number of different formats including audio, Braille and large print. The Scottish Government will always give consideration to disability-related reasonable adjustments that an applicant might request to enable them to meet the person specification and participate fully in the selection process.

If you have any general queries regarding the application process, please do not hesitate to contact Brian Spence on 0131 244 0260 or at brian.spence@scotland.gsi.gov.uk.

Completing your application

- We encourage applicants to apply online, however, a downloadable application form is available. If you have any difficulties using the online system please contact Brian Spence on 0131 244 0260 or by e-mail at brian.spence@scotland.gsi.gov.uk.
- Anonymity at initial sift and short-listing stages is used to ensure that the key principles of merit, equality, openness and transparency are upheld. This ensures all applications are treated the same. The **Monitoring Information section** is never seen by the selection panel and it is not used to assess your suitability for appointment. The **remaining parts of your application form are made available** to those involved in the sift/short-list and selection for interview stages. The selection panel will only be sent a list of candidates' names who are invited to interview after they have made their decisions about whom to invite for interview. Please do not worry about referring to named events/activities and employment in your application. It is accepted that there will be situations where the applicant considers this necessary. It is left to the

individual's judgement and disclosure of such information will not count against you.

- Review the criteria being tested before completing the application form. Remember, when requested, to give specific examples/evidence of where and when you acquired, and how frequently you have demonstrated the skills, knowledge and understanding required for the role.
- A good application should be structured to ensure that it flows in a clear and/or logical way. When asked for specific examples, applicants should provide evidence and examples to ensure that it is clear to panel members what **they** did, the reasons for **their** action, what happened, what **they** took into account, and the outcome. Applicants should not assume that the evidence provided is obvious when it comes to meeting the competency/criterion, for instance by simply recounting job titles or job duties. They should try and avoid bland and hypothetical statements and where possible/appropriate use the first person – “I” not “We”.
- For example, if one of the criteria is ‘the ability to work as part of a team’, the following answers would be deemed to have provided **no** evidence:

“I have developed excellent team working skills during my working life” as you state you have the skill but give no additional information to support this;

or

“As a volunteer/clerical worker etc of a Local Authority, I clearly have the ability to work well as a team member” as you give a job title with no explanation of how this involved the skill required;

or

“I think good teamwork means valuing everyone’s contribution”, as you give a statement of opinion, but no practical examples of how the skill has been demonstrated.

or

No answer is given at all.

- Further information and examples on completing a competency-based application, and advice on preparing for an interview, can be found in the How to Apply section of the Appointed for Scotland website www.appointed-for-scotland.org/how-to-apply/.
- If you would prefer not to access this information electronically, please get in touch with Brian Spence on 0131 244 0260 or by e-mail at brian.spence@scotland.gsi.gov.uk who will be happy to make the appropriate alternative arrangements for you.
- Please be aware that on occasion, there may be several aspects to a criterion which will be detailed in relevant documentation, so please ensure you provide evidence that shows how you meet all aspects.
- We would advise applicant's to keep a copy of their initial application for reference.

Management of your Application and the Assessment Process

Assessment will happen in two stages. Firstly the selection panel will assess your application against the criteria you must have for the roles that are being assessed at this stage. The applicants who most closely meet these requirements will be invited to attend for interview. You will be advised by email whether or not your application will progress to this stage.

Anonymity at this first short-listing stage is used to ensure that the key principles of merit and integrity are upheld. This ensures all applications are treated the same. The Personal Information and Monitoring Information sections of the application form are never seen by the selection panel and are not used to assess your suitability for appointment.

If invited for interview and you have a disability, you should advise Brian Spence by calling 0131 244 0260; or by emailing brian.spence@scotland.gsi.gov.uk who will make reasonable adjustments to enable you to attend the interview.

The final stage of assessment will include an interview with the selection panel, where you will be asked questions in order to allow you the opportunity to demonstrate that you have the skills, knowledge and experience required. Those invited to interview will also be asked to undertake an additional task. Details of the task will be provided to those invited to interview in advance.

More information on assessment methods is available from this hyperlink: www.publicappointments.org/faqs/faq/29/how-are-skills-knowledge-and-experience-tested

For candidates being recommended for appointment, the selection panel will provide the relevant Minister with a summary of the evidence gathered during the process. The Minister can choose to meet those applicants prior to making a decision.

All candidates interviewed will be advised in writing of the outcome of the interview and feedback will be offered.

Telling you about progress

Applicants who are not shortlisted will be advised of the outcome of their applications in writing. See “Key dates in this competition”.

Feedback will be offered to all applicants who are interviewed. Subject to the number of applicants, feedback may also be available to those who did not reach interview. Feedback will be based on;

- the assessment of your merit in relation to the skills, knowledge and experience required by the person specification; and
- the outcome of the fit and proper person test where appropriate.

Key dates in this appointment round

What happens	When
Date appointment publicised	18 January 2019
Closing date for applications	11 February 2019
Date of shortlist meeting to select applicants for interview	19 February 2019
Date by which outcome of shortlist will be relayed to applicants	26 February 2019
Date of Interviews	6 and 8 March 2019
Date by which Ministers will decide whom to appoint	29 March 2019
Date from which applicants may request feedback on non-selection for appointment	8 April 2019
Expected date of appointment (subject to Ministerial approval)	Between April and July 2019

Please note that if invited to interview, we will be unable to offer alternative dates.

Nationality

If you're a non-British national you can apply for, and be appointed to, the boards of Public Bodies. However, you must be legally entitled to work in the UK.

Expenses for attending interviews

If you are invited for interview you can claim for reasonable expenses incurred in attending. This includes dependent carer expenses. We expect the most efficient and economic means of travel to be used and reimbursement will normally be restricted to that amount. When an overnight stay is necessary, you must contact Brian Spence on 0131 244 0260 or by e-mail at brian.spence@scotland.gsi.gov.uk in advance, for confirmation of current subsistence rates. A copy of the Scottish Government travel and subsistence rates and claim form can be provided to you on request. If invited for interview, the rates with a claim form will be included in the letter of invitation. Receipts must be provided in support of all claims.

Potential effect on benefits

Taking up a remunerated public appointment may affect any benefits you receive. This will depend on your individual circumstances so you should seek advice from the office that pays your benefit. Information can be found at: www.gov.uk/browse/benefits

Valuing Diversity

The Scottish Ministers are committed to diversity and equality.

We value very highly the benefits of having different points of view and experiences on our Board. Accordingly, we hope to receive applications from a wide range of talented people irrespective of their religion or belief, gender, age, gender identity, disability, sexual orientation, ethnic origin, political belief, relationship status or caring responsibilities.

Accessibility to public appointments is a fundamental requirement and the public appointments process promotes, demonstrates and upholds equality of opportunity for all applicants. The Scottish Government will always give consideration to disability-related reasonable adjustments that an applicant might request to enable them to meet/demonstrate their merit and participate fully in the selection process. If you require any of the application pack documentation in an alternative format, please contact Brian Spence on 0131 244 0260 or by e-mail at brian.spence@scotland.gsi.gov.uk.

The Scottish Ministers particularly welcome applications from groups currently under-represented on the Boards of Scotland's public bodies, such as women, disabled people, ethnic minorities and people aged under 50.

Please do complete our monitoring form when you apply as this helps us to ensure that the appointments process is accessible to everyone.

For more information about public appointments and other vacancies please visit the dedicated public appointments website at www.appointed-for-scotland.org.

Fit and Proper Person tests

The selection panel must provide sufficient information and evidence to Scottish Ministers to enable them to feel confident that the person they are appointing to the board of the public body is a fit and proper person to take up the appointment. In the context of public appointments, this is an individual who is suitable for appointment because they meet the requirements of the role and because their past or present activities and/or behaviours do not render them unsuitable for a given appointment. This is an ongoing process with various checks built in to the stages of the appointment round, designed to gather the appropriate information and evidence required. For this appointment round, the verifications in place for the fit and proper person tests are:

Verification of relevant information provided by the applicant:

- Evaluation of the evidence provided by you in relation to the skills and knowledge required for the role will be tested in the application and further probed at interview should you be invited. Those invited for interview will also be asked to participate in a short task which could involve analysing a Board Paper or providing a short presentation on a topic or question of the panel's choice. Further information will be provided to those invited to interview.
- If applicants provide information in support of having the relevant competency which details roles or qualifications held which is material to the selection panel's decision making, this information may be checked as part of the final assessment.

Ensuring that the applicant's conduct to date has been compatible with the public appointment in question:

- Confirmation that you understand the work of the body and the nature of the appointment and that you are not aware of having committed any offence or performed any act incompatible with the position that you are applying for forms part of the declaration statement of the application form. By virtue of submitting the completed form you are declaring that the information provided is, to the best of your knowledge and belief, true and complete.

Confirmation that the applicant has no inappropriate or unmanageable conflicts of interest incompatible with their appointment:

- You are asked in the application form to complete questions about potential conflicts of interest.
- If invited for interview, further assessment will be through questioning that you understand what is meant by a conflict; asking you to confirm that, to the best of your belief, you do not have any conflicts that are incompatible/unmanageable; or seeking additional information if you have declared a conflict in your initial application.

- You will also be asked at the application stage to declare if you have had any political activity in the past five years.

Determining that the applicant's appointment is not barred by reference to the constitution of the body concerned by way of, for example, criminal offences or other relevant matters:

- Information on disqualifications is provided in Section 2 of this application pack and you are asked to review this prior to submitting your application. Confirmation that you are not disqualified on any grounds from being appointed to this Board forms part of the declaration statement of the application form. By virtue of submitting the completed form you are declaring that the information provided is, to the best of your knowledge and belief, true and complete.

Ensuring that the applicant agrees to apply the Principles of Public Life in Scotland and be bound by the Members' Code of Conduct for the body concerned:

- Scottish Canals has a code of conduct which closely follows the model code of conduct approved by the Scottish Parliament and is available at the attached link www.scottishcanals.co.uk/corporate/about-us/meet-the-board/board-code-of-conduct/.
- Confirmation that you have read the Members Code of Conduct for the Board, that you understand this Code and that you agree to be bound by it in the event that you are appointed forms part of the declaration statement of the application form. By virtue of submitting the completed form you are declaring that the information provided is, to the best of your knowledge and belief, true and complete.
- Applicants are expected to embrace the nine Principles of Public Life in Scotland. These are detailed below. If invited for interview, you will be asked to confirm your understanding of, and agreement to, applying these principles.

Establishing that the individual is able to meet the time commitment required:

- The publicity for the role sets out the time commitment involved for the role. If invited for interview, this will be fully explored with you to ensure that you can offer the appropriate assurance that you can undertake the commitment required of the role.

The Principles of Public Life

All board members have a duty regarding conduct, propriety and confidentiality. They are expected to observe the Boards Code of Conduct and the Principles of Public Life in Scotland set out below.

- **Duty** - You have a duty to uphold the law and act in accordance with the law and the public trust placed in you. You have a duty to act in the interests of the public body of which you are a member and in accordance with the core tasks of that body.
- **Selflessness** - You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.
- **Integrity** - You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.
- **Objectivity** - You must make decisions solely on merit when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.
- **Accountability and Stewardship** - You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the public body uses its resources prudently and in accordance with the law.
- **Openness** - You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.
- **Honesty** - You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership** - You have a duty to promote and support these principles by leadership and example, to maintain and strengthen the public's trust and confidence in the integrity of the public body and its members in conducting public business.
- **Respect** - You must respect fellow members of your public body and employees of the body and the role they play, treating them with courtesy at all times. Similarly you must respect members of the public when performing duties as a member of your public body.