



Department
for Transport

British Transport Police Authority (BTPA)

Role: Members

Date: February 2025





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Welcome Note from Lord Hendy of Richmond Hill CBE, Rail Minister

Dear Prospective Applicant,

Thank you for your interest in becoming a Member of the British Transport Police Authority (BTPA) which is an executive non-departmental public body of the Department for Transport.

This is an important time for the Department for Transport. We are focused on improving performance on the railways and driving forward rail reform whilst ensuring infrastructure works for the whole country.

We are recruiting four new Members who either have knowledge and experience of those providing railway services, working on the railways, and/or the interests of persons travelling by rail. One of those Members will be recruited with a specific focus on Wales.

BTPA is responsible for ensuring an efficient and effective police force for rail operators, their staff and passengers. Its duties and functions are similar to those of the Scottish Police Authority or a police and crime commissioner in England and Wales, but it oversees a force that is responsible for policing a much wider area – the railways of Great Britain. BTPA's role is therefore vital to everyone who uses or works on our railways – helping to support the British Transport Police (BTP) to tackle crime and ensure high levels of passenger confidence, as well as securing value for money from the BTP.

We are looking for motivated team players who can provide strategic guidance in a Board context and who can constructively support and challenge. The successful candidates will be able to see the big picture whilst recognising the interests of a wide range of stakeholders, and will have strong, broad-ranging skills, including those relating to strategy and performance management.

We strongly welcome applications from all backgrounds. As part of the Department's commitment to diversity, we believe our public appointments should reflect our customers - the travelling public – who come from all walks of life and have different experiences. We very much welcome fresh talent, expertise, and perspectives, to help us better understand the needs of the communities we serve and support better decision making for all. This includes people who may have never applied for a public appointment but could bring new ideas, insights and energy.

If you are interested in the role and work of BTPA, full details of the responsibilities are set out in this document, and I would encourage you to apply.



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Our dedicated DfT Public Appointments Team would be happy to talk through the process and answer your questions.

Lord Hendy of Richmond Hill, CBE
Rail Minister



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Welcome Note from Ron Barclay-Smith, Chair of BTPA

Thank you for your interest in becoming a Member of BTPA. This is an exciting opportunity to join the independent oversight board of the national police service which keeps Britain's rail network safe and secure. As the specialist and dedicated police service for Britain's railways, BTP's work is wide reaching, providing an important service to all passenger and freight operators, Network Rail, their staff and customers across England, Scotland and Wales, as well as policing the London Underground, Docklands Light Railway, the Midland Metro Tram System, Croydon Tramlink, Tyne and Wear Metro and Glasgow Subway.

BTPA is principally responsible for charging train operators for the policing of the railway and therefore must ensure value for money for its funders. To achieve this, BTP, supported by BTPA, has embarked on a transformation programme which will deliver new ways of working, exploiting the use of digital technology better to predict where resources need to be deployed, analysing the success of its actions and interventions, and enabling officers to spend more time out on patrol working effectively and productively where it matters most.

BTPA, as the oversight body of the largest of the three national infrastructure forces, is also well placed to contribute to the national conversation around policing, and to further this aim it works closely with the DfT, Home Office, the Association of Police and Crime Commissioners and other policing oversight bodies and organisations. However, the range of BTPA's stakeholders is much broader than this and Members will also be called upon to engage with funders in the rail industry, passenger groups, the devolved administrations in Scotland and Wales and more besides. BTPA's largest funders are Network Rail and Transport for London who currently form two of the key partners within the rail industry.

It is imperative that BTPA and BTP work collaboratively to deliver efficient and effective policing for the railways in our different roles with trust, openness and transparency at the core of our relationship. At the same time, Members must be prepared to ask the challenging questions and fulfil the role of critical friend, ensuring a balanced and healthy debate to achieve the best outcomes.

We now seek a Member for Wales and three other national Members who can adapt and influence strategic change, have excellent communication skills with political and commercial acumen and high personal integrity. We particularly want to see applications from candidates from a diverse range of backgrounds and perspectives reflecting the diversity of the communities BTP serves and helping to maximise the effectiveness of the Authority. Supporting diversity and a broad range of perspectives around the Authority table is of particular personal importance to me as Chair.



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Finally, this is an opportunity to work with a great group of people across the Force and the Authority and be a Member of an Authority which has an exceptional team spirit and is clear about the need to scrutinise and support a highly professional police force.

I hope you will be inspired by this exciting opportunity to be at the forefront of national policing, making a real difference to the protection of Great Britain's critical rail infrastructure and those who work and travel upon it.

If you would like an informal conversation with me about the roles, please contact Raquel Cortes, BTPA Member Engagement Manager, via raquel.cortes@btp.police.uk, to arrange this. I will also be hosting a Webinar on Thursday 13 March 11.00-12.00 to explain more about the roles and the specific qualities being sought. Information about how to access this is available on BTPA's website at www.btpa.police.uk. **Please keep an eye on the DfT Public Appointments Linked in page <https://www.linkedin.com/company/dft-public-appointments> and the British Transport Police Twitter page (@BTPAuthority) for updates.**

Ron Barclay-Smith
BTPA Chair



About the British Transport Police Authority

BTPA was established by the Railways and Transport Safety Act 2003 (the Act) as the independent oversight body for the British Transport Police (BTP).

BTPA is a cross-border public authority which means that the Scottish Government must be consulted about appointments to BTPA.

The Act provides for the Secretary of State for Transport to appoint between eleven and seventeen Members to BTPA. This includes the Chair and a Deputy Chair, currently Ron Barclay-Smith and Dyan Perry respectively. BTPA currently comprises 14 Members including Members with specific knowledge of the interests of persons in Scotland and England.

An overview of BTPA's primary duties is provided below.

Setting British Transport Police's strategy: BTPA is responsible for setting objectives for BTP before the beginning of each financial year. BTPA announces these objectives, as well as its strategic direction and performance review of the BTP through several publications:

- The [Strategic Plan](#) sets out BTPA's medium-term and long-term strategies for policing the railways. The current strategy published in June 2022 covers the period 2022-27 and will see long-term changes to passenger journeys and ways of working influenced by the pandemic, an ambitious programme of rail reform, an increase in freight traffic, and the delivery of new services. All these factors will influence the demand for policing services, how those services are accessed, how BTP delivers them and the partnerships through which they achieve success.
- The annual [Policing Plan](#) contains BTPA's priorities for the year, the financial resources it expects to be available and how it proposes to allocate those resources.
- Finally, the [Annual Report](#), published after each financial year end, covering the policing of the railways in that year and accounts.

BTP's funding and budget: BTPA determines BTP's budget, formally called the BTP Fund. It plays a key role in holding BTP to account for ensuring its budget is spent efficiently and effectively. BTPA has an important role in ensuring the delivery of the efficiency programme for BTP, helping to secure better value for money for both taxpayers and stakeholders.



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A former BTPA Member taking part in public engagement activity with BTP officers

Stakeholder engagement: This ensures that stakeholders, in particular the rail industry who pay for the policing of the railway, are able effectively to contribute to the development of the Strategic Plan and annual Policing Plan. Effective stakeholder engagement is essential for BTPA and involves listening to franchise holders as well as their representative bodies, such as the Rail Delivery Group.

Police Service Agreements: BTPA enters into agreements with train, freight and other operating and infrastructure companies to provide a policing service to their railway or railway property. These agreements, referred to as Police Services Agreements (PSAs), require the companies to make payments for the service of BTP. For instance, when a new rail franchise is awarded by the Department for Transport (or by Scottish or Welsh Ministers), the company is usually required to enter into a new PSA with BTPA.

Emergency Agreements: If an emergency financial provision is required by BTP, the DfT can provide BTPA with separate grants for specific (ring-fenced) purposes in accordance with a framework agreement. BTPA is obliged to provide evidence that the grant was used for the purposes authorised by DfT. BTPA shall not have uncommitted grant funds in hand, nor carry specific grant funds to another financial year.

Performance monitoring: Members of BTPA provide oversight and scrutiny of BTP's performance during the year, helping to ensure it provides an effective service to railway users, staff and the railway more generally. BTPA has a focus on legitimacy, providing oversight of those aspects of policing that impact the trust of the public including professionalism, use of force, stop and search and detention.



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Appointments: BTPA is responsible for the recruitment to fill senior vacancies in the BTP, including the Chief Constable, and all members of the BTP Chief Officers' Group, both officers and staff. BTPA is also the employer of all BTP officers and members of police staff.

Regulation of BTP: As with Home Office forces in England and Wales, for which regulations are issued under sections 50-52 of the Police Act 1996, BTPA can issue regulations for the BTP as described by the Railways and Transport Safety Act 2003.

Overseeing broader priorities: including further discussions around the devolution of the BTP's functions in Scotland, and any implications for the BTP resulting from reform of the railways.

The Executive Team: BTPA is supported by a small Executive team led by Chief Executive, Hugh Ind, who also acts as Accounting Officer for the BTP Fund.



A former Wales Member working alongside a Superintendent for Wales



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About British Transport Police

Role of the British Transport Police Force: The work BTP does is complex, multi-faceted and vitally important, spanning all areas of policing from community policing through to armed response and counter-terrorism. In fulfilling its statutory purpose to deliver efficient and effective policing for the railways in England, Scotland and Wales BTP has a unique role in tackling and minimising the disruption caused by incidents on the railway, addressing violent crime, countering the terrorist threat and protecting Great Britain's critical railway.

BTP has a significant role in identifying and helping people in crisis, those who are vulnerable or at risk of exploitation and responding to the unique risks of the railway in this regard. This significant task, which spans 10,000 miles of track and more than 3,000 railway stations and depots, relies on the hard work, dedication and experience of officers and civilian staff, based at Headquarters in London, Glasgow and Birmingham and dispersed across Great Britain.

BTP plays a crucial role in enhancing rail performance and addressing violence against women and girls, directly supporting key government objectives.

BTP is unique in many ways, not least in the stakeholder environment within which it operates. Working across three of the four home nations, it is essential that BTP works in close partnership with others in the policing family across Great Britain, to provide a responsive and joined-up service to passengers, rail staff and others who work on or live near the railway. BTP is substantially funded by train companies as well as by Network Rail and Transport for London, and it must operate efficiently, to deliver a high-quality, responsive service across an expanding network at a cost which delivers recognisable value for money for funders.

BTP is committed to working efficiently, in partnership with BTPA, and has launched an ambitious transformation programme to deliver significant savings by 2027. The transformation programme comprises several initiatives to implement new ways of working for intelligence, justice and public protection, recognising that BTP's people are its greatest asset. Beyond this, BTP is ambitious for the future and, as one of few policing bodies that crosses county boundaries, it is well placed to contribute fully to the national policing agenda.

BTP currently has an overall revenue budget of around £400m, with more than 5,000 police officers, special officers, PCSOs and police staff.



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The roles for which we are recruiting

The Secretary of State for Transport wishes to appoint **a Member for Wales an Industry Member and up to two further Members** of the British Transport Police Authority. Specifically:

- A Member who has knowledge of the interests of persons and the railway in Wales, appointed in consultation with Welsh Ministers.
- Up to three further Members who have knowledge and experience of any of the following:
 - i. The companies who operate the trains and tracks.
 - ii. The staff who work for those operators.
 - iii. The passengers who travel on the railway.

We encourage applications from candidates who can offer broad experience with suitable skills including, but not limited to knowledge and experience of finance, pensions, risk management, technology, digital, business cases and governance.





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About the Role

Title: Member

Reports to: BTPA Chair

Duration of term: Up to 4 years, with the possibility of re-appointment

Remuneration: £15K per annum for 30 days

Members of BTPA play an active role in working towards ensuring an effective and efficient police service is provided for the railways. Collectively, BTPA is accountable through the Chair to DfT Ministers for the discharge of the responsibilities set out in the legislation. Members' will be required to approach the work of BTPA as a whole, rather than by geographical representation based on their location.

Job specification for all Members:

- Carry out collectively all statutory and locally determined requirements of a Member of BTPA, including participation in formulating policy, decision making and contributing to the work of BTPA in relation to determining the budget and charges to be made to the rail industry, determining policing priorities, agreeing the annual railways policing plan, best value plan and other issues.
- Contribute effectively to discussions at the Full Authority and at relevant sub-committees.
- Examine, challenge and support the operational delivery and commercial implications of policy proposals, major projects and programmes, and strategic and organisational issues at BTP.
- Work with the BTPA Executive Team to scrutinise BTP's management information to ensure delivery of the Strategy, Policing Plans and transformation portfolio, acting as a point of support and challenge to its successful implementation, including, for example, ensuring value for money.
- Be involved in the work of BTPA as directed by the Chair, including membership of sub-committees, panels or working groups which are established by BTPA, or undertaking a lead role in aspects of work if the Chair determines that that is an effective way of conducting BTPA's business.



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- Take an interest in the regional work of BTP, as agreed by the Chair; in doing so, Members provide strong and effective constructive challenge, as well as support.
- Comply with all relevant codes of conduct and maintain the highest standards of conduct and ethics, and ensure that BTPA operates within the legislative, policy and resources framework agreed with the Secretary of State. Members are expected to adhere to the spirit of The Seven Principles of Public Life at Appendix A.
- Maintain an up-to-date knowledge and awareness of issues affecting the policing of the railway network.
- Participate in consultative arrangements that BTPA establishes and actively engage in communication and dialogue with the rail industry, the UK, Scottish and Welsh Governments, passengers and other stakeholders, as required.
- Effectively represent the views of BTPA with stakeholders.
- Promote equality of opportunity in work to eliminate unlawful discrimination, both internally within BTPA and within BTP's provision of policing services.
- Attend local, regional and national conferences / seminars / briefings when nominated by BTPA.
- Participate in inspections and audits of BTP and BTPA, as appropriate.
- Assist the Chair in setting the strategic direction of BTPA and corporate business plans.
- Support the Chair in overseeing and holding BTP to account.

Essential criteria:

- Sound strategic judgement with the ability to make difficult decisions and manage complex situations with a high degree of personal integrity.
- Proven ability to challenge constructively, achieving clear outcomes and driving value for money.
- Excellent communication and interpersonal skills with proven experience of engaging effectively with different stakeholder groups.
- A demonstrable understanding of the broader political context in which BTPA and BTP operate and current issues.



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In addition to the essential criteria for all Members above, it is essential that candidates applying for the Welsh Member role demonstrate the following:

- Knowledge and experience of the interests of people in Wales in relation to use of the railway.

In addition to the essential criteria for all Members above, candidates applying for the Industry Member role must demonstrate at least one of the following:

- knowledge and experience of the companies that operate the trains and tracks;
- knowledge and experience of the staff who work for those operators.

In addition to the essential criteria for all Members above, candidates applying for one of the (up to two) Member roles must demonstrate at least one of the following:

- knowledge and experience of the companies that operate the trains and tracks;
- knowledge and experience of the staff who work for those operators; and
- knowledge and experience of the passengers who travel on the railway.

Candidates' suitability for the role will be assessed against the criteria above.

Although **not** an essential requirement for making an application, reflecting the critical importance of ensuring value for money and promoting efficiency, we would also welcome applications from candidates who are able to demonstrate strong financial skills and experience, particularly in a complex organisational setting. In addition, any experience or shown capacity in relation to matters of policing of the railways is desirable. **If you consider that you demonstrate strong financial skills and experience or experience in policing of the railways, please do specifically identify this.**



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How to Apply

Please apply through the Cabinet Office's [Public Appointments website](#) by **23:55 on the 24 March 2025**. **Please note** applications submitted after the closing date, or those with any missing essential documentation will not be accepted. Please also provide:

- **A CV or equivalent biographical information** (maximum two sides A4, minimum 12 font size and Arial) setting out your career history and details of any professional qualifications.
- **A statement explaining why you are interested** in the role and how you meet the job specification and satisfy the essential criteria. This can be in a form that allows you most ably to present your interest and credentials, for example a short, bullet-point slide presentation, a short video (no more than 2 minutes) or a supporting letter (no more than two A4 pages, in 12 font size and Arial). Make sure you refer to the contents of this document and provide specific examples.
- **Via the application portal** you will be asked to provide diversity data, and declarations of any potential conflicts of interest, or reputational issues.

NB: If you wish to provide your supporting summary in video format, please contact Dftpublicappointments@dft.gov.uk in advance of the closing date.

If you have any queries about this role, please contact Dftpublicappointments@dft.gov.uk

Indicative Timetable

Please note all dates are indicative at this stage and are subject to change.

Advert Closing Date	24 March
Short List Meeting	W/c 7 April
Final Panel Interviews	W/c 2 June
Meeting with Secretary of State (if required)	TBC

Selection Process

This role is being completed in accordance with the Governance Code (January 2024)¹, which sets out the regulatory framework for public appointments. The Code is based on three core principles – merit, openness, and fairness.

The selection panel for this appointment competition will be:

- Shanez Cheytan (DfT Deputy Director) - Panel Chair
- Ron Barclay-Smith (Chair of BTPA)
- Kathryn Cearns (Independent Panel Member)

The DfT Public Appointments Team will keep candidates updated on the progress of the competition.

At the short-listing meeting the selection panel will assess each application against the essential criteria and decide who to invite for interview.

Interviews are expected to take place in central London, to last between 45 and 60 minutes. Further details about the format will be provided to you in advance. In person interviews are encouraged but if you require a virtual interview, please advise the Public Appointments Team.

The decision to appoint to these roles rests with the Secretary of State for Transport). Appointable candidates may be invited to meet with the Secretary of State, or another Department for Transport Minister, before they make a final decision.

Please note: Expenses incurred by candidates during the recruitment process will not be reimbursed except in exceptional circumstances and only when agreed in advance with the DfT Public Appointments Team.

<https://www.gov.uk/government/publications/governance-code-for-public-appointments>



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Appointment Term

- Appointment as a Member of BTPA will be made by the Secretary of State.
- Appointments will be for an initial term of up to 4 years, with the option of re-appointment for up to a further 4 years by mutual agreement.
- Appointments may be ended prior to the conclusion of the period of appointment.
- Please note this post is a public appointment; BTPA Members are neither employees of the Crown nor of the Department for Transport. Such appointments are not normally subject to the provisions of employment law.

Time Commitment

The time commitment is **30 days per annum for Members**. The role requires attendance at Board meetings and other engagement activities either in person or remotely, providing specialised advice as required, preparation time, travel, and work outside of meetings. Travelling time is not included in the time commitment.

Remuneration

- **£15k for 30 days per annum.**
- Remuneration is taxable through payroll, but the appointment is not pensionable.
- Members can claim reimbursement for reasonable travel and subsistence costs necessarily incurred at rates set centrally by the Department for Transport. Further information can be found within the BTPA Expenses Policy.
- **Successful candidates cannot be remunerated for this role if they are already being paid for an existing full-time public sector role from the public purse.** Please contact the Public Appointments Team DfTPublicAppointments@dft.gov.uk if you have any questions on this point.

Location

The roles are based throughout England, Wales and Scotland and require local and national travel for meetings and engagement activities.

Availability

Successful candidates will be expected to commence the role in July 2025, subject to the successful completion of pre-appointment checks and security clearance.



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Security clearance

The successful candidate will be required to have or be willing to obtain Police Recruitment Vetting. Pre-appointment checks will also be undertaken on immigration and criminal convictions. Appointments will be offered on a conditional basis until the successful candidate has passed all checks. This process takes approximately six weeks.

Equal Opportunities Monitoring

We believe that by being a diverse and inclusive workplace, where everyone is valued, we are more motivated, higher performing and more committed to our team.

We welcome all applicants, regardless of gender, sexual orientation, social background, religious beliefs, ethnicity, or age.

As part of the application process, we ask candidates to complete equal opportunities monitoring information on the Cabinet Office application website. This will help us to monitor selection decisions to assess whether equality of opportunity is being achieved.

Disability Confident

The Department for Transport values and promotes diversity and is committed to equality of opportunity for all and to the appointment of disabled people. As part of the Disability Confident scheme, we guarantee an interview to anyone with a disability whose application **meets the essential criteria for the post**.

In order to guarantee an interview to all disabled candidates ([as defined by the Equality Act 2010](#)) who satisfy all the essential criteria for the role and wish to be considered under the Disability Confident Scheme, we need candidates to declare a disability and that they wish to be considered under the Scheme.

What do we mean by a disability?

To be eligible for consideration under the Scheme, you must be considered disabled under the Equality Act 2010. This means that you must have or have had in the last 12 months, a physical or mental impairment which has a substantial long-term adverse effect on your ability to carry out normal day-to-day activities. This includes those whose disability has lasted, or is likely to last, for 12 months, or if the disability or condition is likely to progress or recur.

You do not have to be registered as a disabled person to apply under this scheme.



Nationality

This is a non-reserved post and therefore open to UK Nationals, British Nationals Overseas, British Protected Persons, Commonwealth Citizens, EEA Nationals and certain non-EEA family members and Swiss Nationals under the Swiss EU Agreement. There must be no employment restriction or time limit on your permitted stay in the UK. You will not be asked to produce evidence to confirm your eligibility at the application stage, but you will be required to do so should you be invited to the final panel interview.

Standards in public life

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the Review Body's "Codes of Practice". Candidates will be expected to abide by the "Seven Principles of Public Life" set out by the Committee on Standards in Public Life in **Appendix A**.

Disqualification for appointment

There are circumstances in which an individual will not be considered for appointment. They include:

- people who have received a prison sentence or suspended sentence of three months or more in the last five years.
- people who are the subject of a bankruptcy restrictions order or interim order.
- in certain circumstances, those who have had an earlier term of appointment terminated.
- anyone who is under a disqualification order under the Company Directors Disqualification Act 1986.
- anyone who has been removed from trusteeship of a charity; and
- Roles listed under the [House of Commons Disqualification Act 1975](#) or the Devolved Administrations equivalent.



Registration of interests

The purpose of these provisions is to avoid any danger of Board members being influenced, or appearing to be influenced, by their private interests in the exercise of their public duties.

Public appointments require the highest standards of propriety, involving impartiality, integrity, and objectivity, in relation to the stewardship of public funds and the oversight and management of all related activities. This means that any private, voluntary, charitable, or political interest which might be material and relevant to the work of the body concerned should be declared. It is important, therefore, that you consider your circumstances when applying for a public appointment and identify any potential conflicts of interest, whether real or perceived.

There is a requirement to declare any actual or potential conflict of interest you may have in being appointed to the Board. Any actual or perceived conflicts of interest will be fully explored by the Panel at interview stage.

Political activity

Members will need to show political impartiality during their time as Members and must declare any party-political activity they undertake in the period of their appointment. Details of the successful candidate's declared political activity must be published by appointing departments when the appointments are publicised.

Your political activity will be kept separate from your application and will only be seen by the Panel prior to interview – the Panel may at that stage explore with candidates any potential for conflict of interest. It is appreciated that political activities may have given you relevant skills, including experience gained from committee work, collective decision making, resolving conflict and public speaking. If, therefore, you have had such experience and you consider it relevant to your application for this post, you may if you choose include it separately in the main body of your application.

Due diligence

Due diligence will be carried out as part of the application process. As well as checks made regarding the above, searches will be carried out via internet search engines and any public social media accounts. It will be seen by the Panel prior to interview – the Panel may at that stage explore with candidates any findings.



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Data Protection

The Department for Transport (DfT) is the joint controller, with the Cabinet Office, for any personal data which you provide to us as part of your application.

Information provided as part of this application will be kept securely within DfT and destroyed within 5 years of the conclusion of the recruitment campaign. DfT uses this form to gather evidence on DfT's public appointments.

The lawful basis that applies to this processing is that it is necessary for the performance of a task carried out in the public interest to inform DfT's recruitment policies in accordance with the Department's public sector equality duties. For processing special category personal data (disability, religion, sexual orientation and ethnicity), we rely on Article 9(2)(g), reasons of substantial public interest (equality of opportunity and treatment).

Complaints

If you are not completely satisfied with the way your application is handled at any stage of the competition, please raise any complaint in the first instance with:

Via email: DfT Public Appointments DfTPublicAppointments@dft.gov.uk

Public Appointments Team
Shareholding, Appointments and Inquiries
Department for Transport, Great Minster House
33 Horseferry Road
London
SW1P 4DR

We will reply to your complaint within 20 working days.

If you remain unsatisfied, please [contact the Office of the Commissioner for Public Appointments](#). The Commissioner can only investigate complaints relating to regulated Public Appointments.



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Appendix A

Seven Principles of Public Life

The principles of public life apply to anyone who works as a public officeholder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the civil service, local government, the police, courts and probation services, NDPBs, and in the health, education, social and care services. All public officeholders are both servants of the public and stewards of public resources. The principles also have application to all those in other sectors delivering public services.

Selflessness

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

Integrity

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

Objectivity

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

Accountability

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

Openness

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

Honesty

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

Leadership

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