



Standing Orders for joint Committees of the Bar Council of England and Wales and the Bar Standards Board

Foreword

The following Standing Orders are issued under the Authority of Regulations 13 and 14 of Part II the Bar Council Constitution.

This fourth edition of the Standing Orders came into effect on 21 April 2018.

Introduction

Preamble

1. The Bar Council is an approved regulator for the purposes of the Legal Services Act 2007. The functions and powers of the Bar Council are set out in its constitution.
2. The Bar Council has established the Bar Standards Board (“the BSB”) to exercise the regulatory functions of the Bar Council. The functions and powers of the BSB are set out in its constitution.
3. The Bar Council and the BSB wish to have in place arrangements which observe and respect the principle of regulatory independence (as defined in rule 1 of the Internal Governance Rules 2009), i.e. the principle that structures or persons with representative functions must not exert, or be permitted to exert, undue influence or control over the performance of regulatory functions, or any person(s) discharging those functions.
4. These Standing Orders are held jointly by the Bar Council and the BSB and set out the powers and functions of committees and groups where there is representation by both parties. The powers and functions of the Bar Council in its representative capacity are set out in the Bar Council’s Standing Orders. The powers and functions of regulatory committees and groups are set out in the BSB’s Standing Orders.

Definitions

5. In these Standing Orders, unless the context requires otherwise:

“Approved regulator” has the meaning given in section 20(2) of the Legal Services Act 2007.

“The Bar Council” means the Council of the General Council of the Bar of England and Wales.

“The Bar Standards Board” and “BSB” means the Board established by the Bar Council in accordance with the Legal Services Act 2007 independently to exercise and oversee the regulatory functions of the Bar Council.

“Bar Representation Fee” means the voluntary fee payable to support representational activity by the Bar Council.

"The Chair of the Bar Council", and "Vice-Chair of the Bar Council", shall mean the Chair and Vice-Chair respectively of the Bar Council elected pursuant to the provisions of the Bar Council Constitution.

“The Chair of the BSB” and “Vice-Chair of the BSB” shall mean those persons for the time being appointed to that positions.

“The Chief Executive” shall mean the person for the time being appointed to such position pursuant to the provision of Regulation 18 of the Constitution of the General Council of the Bar.

“The Director General of the BSB” shall mean the member of the Bar Council’s staff for the time being appointed to that position.

“The Director of Finance” means the member of the Bar Council’s staff with day-to-day responsibility for financial matters.

“The Director of Human Resources” means the member of the Bar Council’s staff with day-to-day responsibility for matters pertaining to human resources.

"The General Management Committee" (“GMC”) shall mean the standing committee of the Bar Council described in Regulation 13(b) of the Bar Council Constitution.

“Internal Governance Rules” means the Internal Governance Rules made by the Legal Services Board.

“Lay person” has the meaning given in paragraph 2(4) of Schedule 1 to the Legal Services Act 2007 and “lay member” has a corresponding meaning.

“Member of the BSB” means a person, whether practising barrister or otherwise, who for the time being holds a seat on the Board of the Bar Standards Board.

“Practising barrister” means a barrister holding a current practising certificate issued by the Bar Council.

“Practising Certificate Fee” means the amount payable for a practising certificate each year.

“Regulatory functions” has the meaning given in section 27(1) of the Legal Services Act 2007, and the BSB is responsible for determining any question whether a matter involves the exercise of a regulatory function.

“Representative functions” has the meaning given in section 27(1) of the Legal Services Act 2007.

“Resources Group” means the shared services section of the organisation, supporting the Bar Council and the Bar Standards Board.

“The Seven Principles of Public Life” means the Seven Principles of Public Life as laid down in the First Report of the Committee on Standards in Public Life and amended by the Committee following its review in January 2013.

"The Treasurer" shall mean the Treasurer of the Bar Council elected pursuant to the provisions of the Bar Council Constitution.

Any terms used in the Legal Services Act 2007 have the same meaning as in that Act.

The masculine shall include the feminine gender.

The plural shall include the singular and vice versa.

Finance and Resources

General

6. The purpose of these Standing Orders is to set out the arrangements:
 - a. For ensuring that the Bar Council's finances and other resources are properly managed and accounted for; and
 - b. For ensuring that the Bar Council complies with its obligations under rule 7(d) of the Internal Governance Rules 2009, made by the Legal Services Board under s30 of the Legal Services Act, to take such steps as are reasonably practicable to ensure that it provides such resources as are reasonably required for or in connection with the exercise of its regulatory functions.
7. The Treasurer on behalf of the GMC, BSB and the Finance and the Audit Committees will keep the Bar Council briefed on all matters of financial importance and on behalf of the Finance and the Audit Committees will keep the BSB briefed on all matters of financial importance.
8. The Chief Executive is the accounting officer and responsible for financial planning, day-to-day financial management and the collection of practising certificate fees and the Bar Representation Fee.

Finance Committee

9. The terms of reference of the Finance Committee are:
 - a. To determine and keep under review the Bar Council's accounting policies and procedures including the Finance Manual which sets out the procedures for preparing the annual budget, levels and procedures for the authorisation of expenditure, procurement policy and other financial controls;
 - b. To review and finalise the annual revenue and capital expenditure budgets, in consultation with the BSB and GMC as appropriate, for presentation to the Bar Council;

- c. To review, also in consultation with the BSB and GMC as appropriate, and put forward proposals to the Bar Council for the practising certificate fees and Bar Representation Fee (including levels, bandings, discounts, surcharges, payment methods, exemption waivers and refunds) which are consistent with section 51 of the Legal Services Act 2007 and the Practising Fee Rules 2009 made by the Legal Services Board and:
 - i. to conduct such consultation in relation thereto as may be required pursuant to the Practising Certificate Rules 2009; and
 - ii. to apply to the Legal Services Board for approval of the practising certificate fee determined by the Bar Council.
- d. To review the Bar Council's management accounts and the associate reports provided by the Chief Executive and the BSB Director General and make recommendations, take such actions or seek assurances as may be necessary or desirable in the interests of the Bar Council as a whole in the light of such accounts;
- e. To review the quarterly and annual reports made by the BSB to the Bar Council (in its capacity as Approved Regulator);
- f. To review quarterly the Bar Council's cash flow forecast;
- g. To review the Bar Council's annual accounts prior to their consideration by the Audit Committee;
- h. To determine and keep under review the Bar Council's banking arrangements, so as to ensure that they reflect current need, value for money and balance of risk;
- i. To keep under review the level and nature of the Bar Council's investments and borrowings and take all such action in relation thereto as is necessary or desirable in the interests of the Bar Council;
- j. To provide advice on any financial matters referred to it by the Bar Council, the BSB or the GMC;
- k. To consider the reports and decide upon the recommendations of the Emoluments Committee; and
- l. To review the findings of the internal and external auditors and ensure that financial issues raised in the management letter are addressed by the appropriate Bar Council staff and to ensure that issues raised by the Audit Committee are appropriately responded to.

10. The membership of the Finance Committee shall be:

- a. The Treasurer of the Bar Council [Chair];

- b. The Vice-Chair of the BSB [Vice-Chair];
- c. The Chair and Vice-Chair of the Bar Council and the Chair of the BSB;
- d. Two practising barristers nominated by the Chair of the Bar Council, who shall be appointed for a term of three years, renewable once (see paragraph 45);
- e. Two members of the BSB or of a BSB committee nominated by the Chair of the BSB, who shall be appointed for a term of three years, renewable once (see paragraph 44);
- f. Two independent lay persons nominated jointly (in consultation with the Treasurer of the Bar Council) by the Chair of the Bar Council and the Chair of the BSB acting in accordance with the Seven Principles of Public Life and taking account of best practice for public appointments, including in particular the Commissioner for Public Appointments' Code of Practice for Ministerial Appointments to Public Bodies, who shall be appointed for a term of three years, renewable once;
- g. The Chief Executive.

In attendance: the Director General of the BSB, other senior staff as necessary and the Director of Finance (who shall act as secretary to the Finance Committee).

- 11. Each of the members of the Finance Committee other than the lay persons identified in paragraph 10(f) above and the Chief Executive may nominate an alternate who is entitled to take their place at any meeting which the member is unable to attend.
- 12. The quorum for meetings of the Finance Committee shall be 5 members (or alternates), which must include:
 - a. a member (or the alternate of a member) who is either one of the Officers of the Bar Council or one of the members identified in paragraph 10(d) above;
 - b. a member (or the alternate of a member) who is either the Chair or the Vice-Chair of the BSB or one of the members identified in paragraph 10(e) above; and
 - c. an independent lay member.

Audit Committee

- 13. The terms of reference of the Audit Committee are:

Governance and Risk Management

- a. To advise the Bar Council in relation the Bar Council's role as an approved regulator for the purposes of the Legal Services Act 2007 on all corporate governance matters and to review the effectiveness of all internal controls, including financial management arrangements and internal business processes and in so doing to make appropriate use for this purpose of:
 - i. internal audits;
 - ii. external audits; and
 - iii. reports and assurances from the Bar Council and the BSB.
- b. To review the Bar Council's and the BSB's risk management strategies, including processes for assessing, reporting, owning and managing business risks and their reputational and financial implications across all parts of the Bar Council, and to make recommendations and seek assurances or clarification as may be necessary or desirable in the interests of the Bar Council as a whole;
- c. To receive risks registers on a quarterly basis from the BSB and the Bar Council and assurances that effective control systems are in place and are being adhered to;
- d. To review and make arrangements on whistleblowing processes and the arrangements for investigating fraud, corruption and error;
- e. To keep under review the level and nature of the Bar Council's insurance cover;

Internal Audit

- f. To determine and keep under review the need for, and the arrangements for the provision of, internal audits, having regard to the need for the internal audit function to be effective, to be adequately resourced, to have appropriate standing within the Bar Council and the BSB and to be aligned with corporate risk registers;
- g. To consider any internal audit reports, and any management responses thereto, and make recommendations or take such actions as may be necessary or desirable in the interests of the Bar Council in the light thereof;

External Audit

- h. To make recommendations to the Bar Council on the appointment and removal of the external auditors ensuring that:
- i. To oversee the relationship with the external auditors, including:
 - i. there is a retender for an external audit firm at least every five years;

- ii. that no audit firm is appointed as an external auditor for longer than 10 years; and
 - iii. ensuring that the external auditors are informed of any significant developments or risks which might impact upon the audit process or fee;
 - iv. the external auditor firm is prohibited from offering non-audit services to the Bar Council group in the same year.
- j. To monitor and review the external auditor's independence, objectivity and effectiveness;
 - k. To review the findings of the external auditor and ensure that appropriate actions are being taken;
 - l. To determine and keep under review policy on the engagement of the external auditor to supply non-audit or consultancy services;
 - m. To oversee the production, and monitor the integrity, of the Bar Council's Annual Report and Accounts and, subject to audit, to approve them for submission to the Bar Council; and

Statutory Compliance

- n. To review and make recommendations on the processes in place to ensure that the Bar Council meets its statutory obligations, including those with regard to employment, data protection and health and safety.
14. The membership of the Audit Committee shall be:
- a. A Chair who is an independent lay person with relevant audit knowledge and experience nominated jointly (in consultation with the Chair of the Audit Committee) by the Chair of the Bar Council and the Chair of the BSB acting in accordance with the Seven Principles of Public Life and taking account of best practice for public appointments, including in particular the Commissioner for Public Appointments' Code of Practice for Ministerial Appointments to Public Bodies;
 - b. A Vice-Chair who is a practising barrister with relevant audit knowledge and experience nominated jointly (in consultation with the Chair of the Audit Committee) by the Chair of the Bar Council and the Chair of the BSB, who shall be appointed for a term of three years, renewable once;
 - c. A member nominated by the Chair of the Bar Council, who shall be appointed for a term of three years, renewable once (see paragraph 45);
 - d. A member nominated by the Chair of the BSB, who shall be appointed for a term of three years, renewable once (see paragraph 44); and

- e. Two members (who may, but need not, be practising barristers) nominated jointly (in consultation with the Chair of the Audit Committee) by the Chair of the Bar Council and the Chair of the BSB acting in accordance with the Seven Principles of Public Life and taking account of best practice for public appointments, including in particular the Commissioner for Public Appointments' Code of Practice for Ministerial Appointments to Public Bodies and who shall be appointed for a term of three years, renewable once.

In attendance: the Chief Executive, the Director General of the BSB, other senior staff as necessary and the Director of Finance (who shall act as secretary to the Audit Committee).

15. No person who is a member of the Finance Committee may also be (or act as an alternate for) a member of the Audit Committee.
16. The members of the Audit Committee identified in paragraph 14(b) to (d) above may nominate an alternate who is entitled to take their place at any meeting which the member is unable to attend, providing that alternate is not also a member of the Finance Committee.
17. The quorum for meetings of the Audit Committee shall be 3 members (or alternates).

Emoluments Committee

18. The Emoluments Committee is a sub-committee of the Finance Committee.
19. The terms of reference of the Emoluments Committee are:
 - a. To set parameters for, determine, and report to the Finance Committee on, the remuneration and terms of engagement of the following:
 - i. The Chief Executive
 - ii. The Director General of the BSB
 - iii. Any other senior staff who sit outside the general staff banding structure
 - iv. The members of the BSB
 - v. All remunerated lay members of any Bar Council or BSB committee, sub-committee, panel, working party or other body
 - b. To advise the Chair of the Bar Council on the recruitment of the Chief Executive and to advise the Chair of the BSB on the recruitment of the Director General of the BSB;
 - c. To advise on the annual pay review to staff;
 - d. To consider appeals by the Chief Executive, the Director General of the BSB and staff who report directly to the Chief Executive or Director

General against decisions relating to dismissal, disciplinary sanction, grievance, promotion or demotion. Appeals will be heard by one of the lay members of the committee.

- e. To provide general oversight and expert advice on HR matters.
20. The membership of the Emoluments Committee shall be:
- a. The Treasurer of the Bar Council (Chair);
 - b. The Chair of the Bar Council;
 - c. The Chair of the BSB (or, in respect of matters which the Chair of the BSB is not entitled to discuss, the Vice-Chair of the BSB);
 - d. Two independent lay persons, who may also be members of the Finance Committee, each of whom:
 - i. shall be nominated jointly (in consultation with the Treasurer of the Bar Council) by the Chair of the Bar Council and the Chair of the BSB acting in accordance with the Seven Principles of Public Life and taking account of best practice for public appointments, including in particular the Commissioner for Public Appointments' Code of Practice for Ministerial Appointments to Public Bodies; and
 - ii. shall be appointed for a term of three years, renewable once, having regard to their familiarity with current human resources practice and remuneration arrangements for senior appointments in the public and private sectors.

In attendance: the Chief Executive, the Director General of the BSB, other senior staff as necessary, and the Director of HR (who shall act as secretary to the Emoluments Committee).

21. Each of the members of the Emoluments Committee other than the lay persons identified in paragraph 20(d) above may nominate an alternate who is entitled to take their place at any meeting which the member is unable to attend.
22. The quorum for meetings of the Emoluments Committee shall be 3 members (or alternates), which must include:
- a. the Treasurer or Chair of the Bar Council (or their alternate); and
 - b. the Chair or the Vice-Chair of the BSB (or their alternate).
23. No member of the Emoluments Committee shall take part in the discussion of a matter in which he or she has a personal interest.
24. A sub group of the Emoluments Committee consisting of the HR Director, the Chief Executive, the Treasurer and lay members of the Emoluments Committee will be responsible for setting the parameters for, determining, and reporting to

Finance Committee on the remuneration and the terms of engagement of the following:

- i. The Chair of the Bar Council
- ii. The Vice-Chair of the Bar Council
- iii. The Chair of the BSB
- iv. The Vice-Chair of the BSB

The provision of resources to the BSB

25. The resources to be provided to the BSB in each year shall be determined as part of the annual budgeting process.
26. The resources provided to the BSB shall include, as provided for in the annual budget:
 - a. Funds to be spent for the BSB's purposes identified in the annual budget;
 - b. The full-time services of the Director General of the BSB and of other Bar Council employees managed by the Director General of the BSB;
 - c. A share of shared services, including:
 - i. accommodation;
 - ii. IT services; and
 - iii. the services of Bar Council employees managed by the Chief Executive.
27. In relation to the resources provided to the BSB:
 - a. The Bar Council shall observe the requirements of Part One of the Bar Council constitution (discharge of regulatory functions);
 - b. The BSB shall observe the procedures and requirements contained in or made under these Standing Orders.
28. The procedures for preparing the annual budget shall be set out in the Finance Manual.
29. The Finance Committee and the BSB shall use their best endeavours to reach agreement as to those items in the annual budget concerning the resources to be provided to the BSB.
30. If in any year the Finance Committee and the BSB are unable to reach agreement on any such item or items, then a Budget Review Group shall be formed to resolve any such differences and the Finance Committee shall, in preparing the annual budget, give effect to the conclusions of that Budget Review Group.

31. Any other issues concerning the resources provided to the BSB:
 - a. shall if possible be resolved by agreement between the Director General of the BSB and the Director of Finance;
 - b. if so not so resolved, shall be referred to and resolved by the Chief Executive;
 - c. if not so resolved, shall be referred by the Chief Executive to and resolved by the Finance Committee.

Budget Review Groups

32. The membership of any Budget Review Group shall be
 - a. The Treasurer of the Bar Council (Chair);
 - b. The two independent lay members of the Finance Committee;
 - c. One member of the Finance Committee nominated by the Chair of the Bar Council;
 - d. One member of the Finance Committee nominated by the Chair of the BSB.

All members shall be present to achieve quorum.

33. Meetings of a Budget Review Group shall be attended by:
 - a. The Chief Executive;
 - b. Relevant senior staff;
 - c. Director of Finance;
 - d. Such other person(s) as the Budget Review Group may invite.
34. The terms of reference of any Budget Review Group shall be to resolve any difference in relation to those items in the annual budget concerning the resources to be provided to the BSB which arises in the preparation of the budget and which cannot be resolved by agreement between the Finance Committee and the BSB.
35. Any Budget Review Group shall consult with the BSB and shall have regard, inter alia, to:
 - a. The requirements of Part One of the Bar Council constitution (discharge of regulatory functions);

- b. The Bar Council's obligation under rule 7(d) of the Internal Governance Rules 2009 to take such steps as are reasonably practicable to ensure that it provides such resources as are reasonably required for or in connection with the exercise of its regulatory functions;
- c. In respect of any disputed item proposed for inclusion in the annual budget:
 - i. The BSB's objectives (the determination of which is a matter for the BSB).
 - ii. Whether the proposed budget item is appropriate to achieve the BSB's objectives.
 - iii. Any options for achieving those objectives more economically or efficiently.
 - iv. Any measures which have been, or could be, taken to reduce the cost of the proposed item.
 - v. Any offsets available against the cost of the proposed item.
 - vi. Any cost/benefit analysis or assessment of priorities conducted by the BSB.
 - vii. The financial burden on the profession both individually and collectively which would result from providing the resources required by the proposed item.

The Chair's Committee

- 36. The terms of reference of the Chair's Committee shall be to keep under review all aspects of the relationship between the Bar Council and the BSB.
- 37. The Chair's Committee shall consist of:
 - a. The Chair of the Bar Council;
 - b. The Chair of the BSB;
 - c. The Vice-Chair of the Bar Council;
 - d. The Vice-Chair of the BSB;
 - e. The Treasurer of the Bar Council;
 - f. The Chief Executive;
 - g. The Director General of the BSB.
- 38. Meetings of the Chair's Committee shall be attended by:
 - a. Relevant senior staff;
 - b. Such other person(s) as the Chair's Committee may invite.

39. In the interests of the preservation of independence, meetings of the Chair's Committee shall be chaired alternately by the Chair of the Bar Council (or deputy) and the Chair of the BSB (or deputy). Meetings shall be administrated by the Chief Executive's Office.
40. The quorum for meetings of the Chair's Committee shall be 4 members which must include the Chair or Vice-Chair of the Bar Council and the Chair or Vice-Chair of the Bar Standards Board.

Appointments process for joint Bar Council and BSB Committees

41. Non ex-officio members of the joint Finance, Audit and Emoluments Committee are appointed and reappointed on the principles of fairness, transparency and merit.
42. The Chair's Committee is comprised entirely of ex-officio posts and therefore there is no appointments or reappointments process for this Committee.
43. Those members for whom the appointments process applies are:

Finance Committee

- Two practising barristers nominated by the Chair of the Bar Council;
- Two members of the BSB or of a BSB committee nominated by the Chair of the BSB;
- Two independent lay persons nominated jointly (in consultation with the Treasurer of the Bar Council) by the Chair of the Bar Council and the Chair of the BSB.

Audit Committee

- A Chair who is an independent lay person with relevant audit knowledge and experience nominated jointly (in consultation with the Treasurer of the Bar Council) by the Chair of the Bar Council and the Chair of the BSB;
- A Vice-Chair who is a practising barrister with relevant audit knowledge and experience nominated jointly (in consultation with the Chair of the Audit Committee) by the Chair of the Bar Council and the Chair of the BSB;
- A member nominated by the Chair of the Bar Council;
- A member nominated by the Chair of the BSB; and
- Two members (who may, but need not, be practising barristers) nominated jointly (in consultation with the Chair of the Audit Committee) by the Chair of the Bar Council and the Chair of the BSB.

Emoluments Committee

- Two independent lay persons, who may also be members of the Finance Committee, nominated jointly (in consultation with the

Treasurer of the Bar Council) by the Chair of the Bar Council and the Chair of the BSB.

44. Appointments of BSB members to the posts of Finance or Audit Committee members are made by the BSB Chair in consultation with the BSB Vice-Chair and BSB Director General.
45. Appointments of Bar Council members to the posts of practising barrister member of the Finance Committee or member of the Audit Committee are made by the Chair of the Bar Council in consultation with the Vice-Chair and Chief Executive of the Bar Council.
46. The post of Chair of the Audit Committee, and those of lay members of the Finance and Emoluments Committees, are advertised to the public. Members are selected on merit by a Selection Group comprising:
 - a. The Chair or Vice-Chair of the Bar;
 - b. The Chair or Vice-Chair of the BSB; and
 - c. The Treasurer of the Bar Council.
47. The post of Vice-Chair of the Audit Committee, and those of lay members of the Audit Committee, are advertised to the public. Members are selected on merit by a Selection Group comprising:
 - a. The Chair or Vice-Chair of the Bar;
 - b. The Chair or Vice-Chair of the BSB; and
 - c. The Chair of the Audit Committee.
48. The members of the selection groups identified in paragraphs 46 and 47 may nominate an alternate who is entitled to take their place on a selection group. However, alternates must be consistent throughout the whole appointment process and may not be employed part-way through.
49. In the unexpected absence of a member of the selection group, after the selection group has convened, remaining members of the selection group may decide whether the interviews should go ahead without that member.
50. It is important that appointees to any of the joint committees uphold the standards of the “Seven Principles of Public Life” (also known as the “Nolan Principles”) set out in the Committee on Standards in Public Life’s thirteenth report “Standards Matter” and referred to in paragraph 5 of the Standing Orders for joint Committees of the Bar Council of England and Wales and the Bar Standards Board.
51. Throughout the appointments and reappointments process, careful consideration should be given to equality and diversity.
52. As a general rule, all appointments made to non ex-officio posts shall be for a fixed period of up to three years, renewable once, provided that the Chair of the Committee (or Chair of the Bar Council and Chair of the BSB in the case of the

Chair of the Audit Committee post) is satisfied that the person has performed to the required standard and it is in the interest of both parties to renew the appointment.

53. In exceptional circumstances, it may be appropriate to resolve to offer an extension of an individual person's or group of persons' appointment beyond the maximum six year period of appointment permitted above. Any resolution to make a limited offer of extension must:
 - a. allow for an extension of no more than 18 months in duration,
 - b. be made by offer in writing, and
 - c. be made for a specific reason that is articulated in the offer of extension

Governance and amendments to the Standing Orders

54. Any amendments to these Standing Orders must be made in line with the principles of the joint protocol on ensuring regulatory independence.
55. Any party wishing to amend or update any part of the Standing Orders must seek the authority of both the Bar Standards Board and the Bar Council to do so, via appropriate internal governance processes. The administrative management of any amendments to the text must be affected through the office of the Chief Executive of the Bar Council.
56. A review of the Standing Orders will be scheduled on an annual basis at a meeting of the Bar Council, Bar Standards Board and Resources Group senior leadership team (SLT) to assess whether any amendments may be required by any party.

Annex A

Seven Principles of Public Life¹

1. **Selflessness**
Holders of public office should act solely in terms of the public interest.
2. **Integrity**
Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. **Objectivity**
Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. **Accountability**
Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. **Openness**
Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. **Honesty**
Holders of public office should be truthful.
7. **Leadership**
Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

¹ As amended by the Committee on Standards in Public Life following its review in January 2013: [Standards matter - A review of best practice in promoting good behaviour in public life](#).