Transform Trust Code of Conduct September 2025

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312	Chief People Officer	V6 September 2025	Every year

Code of Conduct

Key points:

All employees:

- Are role models for children and as such aspire to model high standards of behaviour, in and outside school.
- Are committed to actively safeguarding the interests of children and promoting their wellbeing.
- Work proactively to uphold principles of equality and diversity.
- Demonstrate high levels of personal integrity, honesty and confidentiality in their professional relationships.

Introduction

Transform Trust has set out this Code of Conduct for all school and Trust employees. Responsibility for day to day implementation will fall to the Headteacher in each individual school. The CEO will be responsible for Trust Centre employees and senior leaders in schools. It has been consulted on and agreed with the trade unions recognised in all Transform Trust schools.

In addition to this policy, all employees have an obligation to adhere to all relevant statutory legislation and the national and local terms and conditions for both teaching and support staff. Employees are expected to observe their school equality policy and ensure that they treat everyone with respect, oppose any forms of discrimination and bullying and are sensitive to other people's needs, attitudes and lifestyles.

Employees should be aware that a failure to comply with the following Code of Conduct may result in disciplinary action, which could lead to dismissal.

Purpose, Scope and Principles

A Code of Conduct is designed to give clear guidance on the standards of behaviour all Trust employees are expected to observe, and the school / Centre should notify employees (including supply staff) of this code and the expectations therein. School employees are role models and are in a unique position of influence and must adhere to behaviour that sets a good example to all the pupils within the school. As a member of a school community, each employee has an individual responsibility to maintain their reputation and the reputation of the school, whether inside or outside working hours.
All employees, have responsibilities to ensure the safeguarding of children and to ensure that they:

- Work and behave safely and responsibly at all times to fulfil their duty of care and not abuse in any way their position of trust.

- Respond to any concerns about a child's wellbeing that they may have or are brought to their attention in line with the Trust Child Protection Policy.
- Review their own practice and follow Trust policies and procedures and seek advice when unsure.
- Understand that it is professionally and morally unacceptable for employees, not to carry out these responsibilities.
- Report any relationships that could place children at harm/at risk of harm.

In order for employees and volunteers to carry out these responsibilities, the Trust/School will ensure that:

- All new and existing employees receive adequate child protection training as laid down in the Trust/School child protection and other related policies.
- All employees are made aware and reminded of the Trust procedures for reporting concerns.
- Employee's and volunteer's concerns and opinions will be sought and taken into account in the regular review of related policies and procedures.
- All employees are aware of the Trust Whistleblowing policy and the associated Trust procedures by which adults can voice their concerns, made in the public interest, without fear of repercussions.
- A safe working environment and guidance about safe working practices is provided.
- Employees are treated fairly and reasonably in all circumstances

This Code of Conduct applies to:

- All employees who are employed by the school, including the headteacher and any supply staff and/or peripatetic staff.
- All employees in units or bases that are attached to the school.
- All employees employed directly by the Trust to work in a school or who work with those who are employed in a school.

The same expectations will be shared with, and apply to, regular visitors to the school/Trust such as peripatetic staff and regular volunteers; although it is acknowledged that external staff are covered by the relevant Code of Conduct of their employing body. There is a separate Code of Conduct policy document for supply staff, peripatetic staff, volunteers and contractors which mirrors the contents of this policy.

Where employees have complied with the Code of Conduct, the school and Trust, will protect employees against unjustified allegations of wrong doing.

This Code of Conduct cannot cover every eventuality and further guidance should be sought from the headteacher or, in the case of headteachers, from the CEO and/or the Trust People Team , if they are unsure of the standards expected of them.

Setting an Example

All employees who work in schools will set good examples of behaviour and conduct which can be copied by pupils. Therefore, they must demonstrate high standards of conduct in order to encourage our pupils to do the same, for example, employees must not use offensive language.

The Transform Trust values are:
Respect
Kindness
Equity
Creativity

Employees should embrace these values and be an advocate for Transform Trust at all times. You should treat everyone with dignity and challenge any poor behaviour by both adults and children.

Employees must not undermine fundamental values, including those of democracy, individual liberty and mutual respect, and tolerance of those with different faiths and beliefs. Employees must have proper and professional regard for the ethos, policies and practices of the Trust/School and maintain high standards in their own conduct, performance, attendance, and punctuality. Employees should ensure that personal beliefs are not expressed in ways which exploit children and young people's vulnerability or might lead them to break the law or breach the policies and procedures of the Trust/School and always show respect for the rights of others.

All employees must take reasonable measures to ensure they are not placed in situations or find themselves in situations which could risk a suggestion of unprofessional conduct. Transform Trust and its schools will ensure policies, procedures and expectations are put in place to support employees put these reasonable measures into place.
Employees must:

- Make judgements about their behaviour in order to secure the best interests and welfare of the child and other adults
- Record judgements taken and share them with the Headteacher or DSL
- Ensure actions taken are warranted, proportionate, safe and applied equitably
- Discuss any misunderstandings, accidents or threats with the Headteacher or DSL
- Be aware of their position of trust and ensure an unequal balance of power is not used for their own or others personal advantage or gratification
- Not use their position to intimidate, bully, humiliate, threaten, coerce or undermine
- Maintain appropriate professional boundaries and avoid behaviour which might be misinterpreted by others
- Not promote relationships which create a personal friendship or are of a sexual nature, or which may become so.

Safeguarding Pupils, Staff and Visitors

The safeguarding culture of the Trust is, in part, exercised through the development of respectful, caring and professional relationships between adults and pupils and behaviour by the adult that demonstrates integrity, maturity and good judgement.

We expect that our staff, governors, and all visitors fully recognise the contribution the Trust and schools make to safeguarding children. We recognise that the safety and protection of all pupils is of paramount importance and that all staff, including volunteers, have a full and active part to play in providing early help protecting pupils from harm. We believe that our Trust and schools should provide a caring, positive, safe and stimulating environment, which promotes all pupils' social, physical, emotional and moral development.

Ultimately, effective safeguarding of children can only be achieved by putting children at the centre of everything we do, and by every individual and agency playing their full part; working together to meet the needs of our most vulnerable children; in line with Working Together to Safeguard Children 2023 and Keeping Children Safe in Education 2025 (KCSiE 2025).

Employees must safeguard children and young people's well-being, in accordance with statutory provisions, the local Safeguarding Children Board (LSCB) procedures and the Trust/School policy for Child Protection and Safeguarding.

A range of safeguarding policies and documents are produced at Trust level and maintained at school level to ensure best safeguarding practice and compliance with Local Authority safeguarding procedures.

All employees must be fully aware of the Trust/School policies and procedures relating to child protection and safeguarding and given their position of trust, must ensure that they do not put themselves in any situation where their conduct or behaviour with any child or young person could be misconstrued.

Everyone who comes into contact with children and their families has a role to play in safeguarding children. School employees are particularly important as they are in a position to identify concerns early on and provide help for children, to prevent situations from escalating, by working with other agencies to protect them from harm.

Employees have a duty to safeguard pupils from:

- physical abuse
- sexual abuse
- emotional abuse, including verbal assaults
- neglect
- unequal treatment or discrimination

The duty to safeguard pupils includes the duty to report concerns about a pupil to the school's Designated Safeguarding Lead (DSL) for child protection. The headteacher must ensure that all employees are familiar with, and have received appropriate training annually on, the school's Safeguarding Policy, and understand the provisions of the Whistleblowing Procedure. In addition, all employees should read the Department for Education's (DfE) statutory document *Keeping children safe in education: Information for all school and college staff* (September 2025, or subsequent editions), which is available on the DfE's website and from the headteacher/Trust Central team. Transform Trust and its schools will ensure regular updates and safeguarding training is offered to our employees to support them in meeting this requirement.

Employees must personally report to the Police any case where they have reason to believe an act of female genital mutilation (FGM) to be planned or to have been carried out.

Employees must not demean or undermine pupils, their parents or carers, colleagues or visitors to the school.

Employees should ensure they comply with the school's IT and social media policies, particularly with regard to the use of personal equipment. For example, the use of personal mobile phones or devices to record or photograph children is prohibited, and employees should only use school equipment for this purpose. Employees are expected to keep mobile phones switched off during staff meetings and for the periods of the working day when they are in contact with children. In exceptional circumstances (such as critical illness of a family member) the headteacher should be notified if a phone needs to be used. Where employees are in any doubt about the school's expectations regarding their behaviour, they should seek guidance immediately from a member of the senior leadership team. Trust Centre employees should follow the same principles with regard to equipment and mobile phone use. Members of the Executive Team should be contacted should there be any doubt about expectations.

Employees should be extremely cautious when using social networking sites outside of work and avoid publishing, or allowing to be published, any material, including comments or images that could damage their professional reputation and/or bring the Trust/School into disrepute. Where employees do use social networking sites profiles must be set as 'private' and under the terms of the trust Data Protection Policy, the highest security settings used.

Under no circumstances should employees allow access to pupils, their families, or carers. Where there is an existing relationship with a parent, their family or carers this must be disclosed to the Headteacher so they are aware and can consider additional safeguards.

Employees must ensure the highest standards of safety and welfare are taken in respect of pupils under their supervision and other colleagues and visitors to the school.

Employees have a duty to inform the headteacher (or suitable senior person in their absence) if they believe that a colleague or visitor is behaving in a way that compromises the safety or

wellbeing of any child, group of children or a member of staff. Where employees have concerns about the headteacher, this should be referred to the CEO or a member of the Executive Team within the Trust.

Keeping Children Safe in Education states that employees should disclose any relationship or association (in the real world or online) that may impact on the school's ability to safeguard pupils. However, the school will not ask intrusive questions of employees regarding those they live with or have relationships/associations with.

Employees can report their concerns about child protection directly to the appropriate external agency if they consider the circumstances warrant this; however, they are encouraged to raise this with the school's DSL and/or headteacher initially.

If employees have concerns about safeguarding or child protection practice in the school, they should raise this with the headteacher or chair of governors wherever possible. Consideration should also be made to raising it with the CEO of the Trust. Employees can also use the school's Whistleblowing Policy, where they consider this to be more appropriate. Alternatively, a specific confidential disclosures e-mail address has been set up for anyone in the Trust to identify concerns they consider are necessary or appropriate (disclosures@transformtrust.co.uk) Further advice and support can be obtained from other agencies including trade unions, professional bodies or the independent whistleblowing charity Public Concern at Work (www.pcaw.org.uk).

Allegations, Criminal Charges and Changes to Status.

Employees should be aware that their behaviour, either in or out of the workplace, could compromise their position within the work setting in relation to the protection of children, loss of trust and confidence, or bringing the employer into disrepute. Such behaviour may also result in prohibition from teaching by the Teaching Regulation Agency (TRA) a bar from engaging in regulated activity, or action by another relevant regulatory body.

Employees facing allegations, criminal charges and changes to status must disclose this, without delay, to their headteacher, line manager or to the CEO. They must do this in all circumstances, whether they personally feel the matter is relevant or not. If in doubt, employees should seek advice from the headteacher, their line manager or the CEO of the Trust.

Examples of changes could include revisions to registration status, receiving a conviction, warning, reprimand, caution or awaiting sentence or whilst any criminal allegations made against the employee are being investigated. Such offences include motoring convictions. In all cases these must be declared as soon as practically possible to allow the school/Trust to assess the potential risks to their employment. Employees may be suspended if this is felt appropriate in the circumstances, for example, if their clearance status changes or is under review.

Employees are expected to disclose immediately any incidents or allegations of wrongdoing arising from alternative employment, voluntary work, incidents outside of work, or from previous employment which may or may not be covered by pre-employment checks that could affect their suitability to work with children, or for the Trust, such as allegations of sexual misconduct or violence. Failure to do this may result disciplinary action which could lead to dismissal.

Employees in posts covered by the disqualification requirement under the Childcare Act 2018, must ensure that they comply with the requirement to disclose offences relevant to themselves and keep this information up to date throughout the year. The headteacher and the Trust HR team can provide further guidance in relation to this and, where in any doubt, all working at the school should seek further advice.

The implications of any disclosures will need to be considered and could result in disciplinary action, possibly leading to dismissal if employees are no longer able to fulfil their role in the school/ for the Trust.

Failure to disclose information may result in disciplinary action which could lead to dismissal.

Allegations of abuse

Keeping Children Safe in Education 2025 Part 4 Allegations of abuse made against Teachers and other staff including supply teachers and volunteers: this guidance will be followed where it is alleged that anyone working in the school including supply teachers and volunteers has:

- behaved in a way that has harmed a child, or may have harmed a child;
- possibly committed a criminal offence against or related to a child;
- behaved towards a child or children in a way that indicates he or she may pose a risk of harm to children; or
- behaved or may have behaved in a way that indicates they may not be suitable to work with children.

Where a member of staff or volunteer is involved in an incident outside school, which did not involve children but could have an impact on their suitability to work with children, the Trust and the school will consider what triggered these actions and could a child in the school trigger the same reaction, therefore being put at risk.

Low level concerns policy

This policy enables all employees to share any concerns – no matter how small – about their own or another member of staff's behaviour with the Headteacher. Safeguarding and promoting the welfare of children is everyone's responsibility. Keeping Children Safe in Education 2023 Part 4 (KCSiE 2025) also covers concerns that do not meet the harm threshold and are classified as "low level "concerns. The term 'low-level' concern does not mean that it is insignificant, it means that

the behaviour towards a child does not meet the threshold set out in allegations of abuse detailed in KCSiE 2025.

Low-level concern is any concern – no matter how small, and even if no more than causing a sense of unease or a 'nagging doubt' - that an adult, including supply staff, contractors and volunteers, working in or on behalf of the school may have acted in a way that:

- is inconsistent with the staff code of conduct, including inappropriate conduct outside of work; and
- does not meet the allegations threshold or is otherwise not considered serious enough to consider a referral to the LADO.

It is crucial that any such concerns, including those which do not meet the harm threshold are shared responsibly and with the right person, and recorded and dealt with appropriately. Ensuring they are dealt with effectively should also protect those working in or on behalf of our schools from potential false allegations or misunderstandings.

We wish to encourage an environment in our schools where you feel confident to refer others or yourself. You may find yourself in a situation which could be misinterpreted, or might appear compromising to others. Equally, you may, for whatever reason, have behaved in a manner which, on reflection, you consider falls below the standard set out in this staff code of conduct. Self-reporting in these circumstances can be positive for a number of reasons: it is self-protective, in that it enables a potentially difficult issue to be addressed at the earliest opportunity; it demonstrates awareness of the expected behavioural standards and self-awareness as to your own actions or how they could be perceived; and, crucially, it is an important means of maintaining a culture where everyone aspires to the highest standards of conduct and behaviour.

If you have any concerns that either one of your colleagues or yourself are not following this code of conduct you should report these to your Headteacher immediately although it is never too late to share a concern. This can be verbally or in writing. If the concern is about the Headteacher then this should be reported to the CEO of the Trust: pa.ceo@transformtrust.co.uk

When you share what they believe to be a low-level concern, the Headteacher will speak to the adult who is the subject of that concern – no matter how 'low level" the concern may be perceived to be, to gain the subject's account – and to make appropriate records which may be referenced in any subsequent disciplinary proceedings.

Training on low level concerns will be provided by the school as part of the safeguarding training.

Pupil Development

Employees must comply with all school policies and procedures, paying particular attention to those that support the well-being and development of pupils.

Employees must co-operate and collaborate with colleagues and with external agencies where necessary to support the development of pupils.

Employees must follow reasonable instructions that support the development of pupils.

Physical contact

Employees must:

- Be aware of and comply with the Trust Positive Handling Policy
- Be aware that even well-intentioned physical contact may be misconstrued by the child, an observer or by anyone to whom this action is described
- Only have physical contact with a child when it is necessary and in ways which are appropriate to their professional or agreed role and responsibilities; never touch a child in a way which may be considered indecent
- Be aware of the child's reactions or feelings and, as far as possible, only use a level of contact which is acceptable to the child and for the minimum time necessary
- Not assume that when a child is distressed, they seek physical comfort
- Always be prepared to report and explain actions and accept that all physical contact is open to scrutiny
- Always encourage children, where possible to undertake self-care tasks Independently
- Be aware of cultural or religious views about touching and be sensitive to issues related to gender
- Where a child initiates inappropriate physical contact, you must sensitively deter them and help them understand the importance of personal boundaries and report this to the DSL, DDSL or member of SLT without delay.

Honesty and Integrity

Employees must maintain high standards of honesty and integrity in their work. This includes the handling and claiming of money and the use of school / Trust property and facilities. All employees should therefore familiarise themselves with the relevant school/Trust polices, including those in relation to financial procedures.

All employees must comply with the Bribery Act 2010. A person may be guilty of an offence of bribery under this act if they offer, promise or give financial advantage or other advantage to

someone; or if they request, agree or accept, or receive a bribe from another person. If you believe that a person has acted in a corrupt way, you should refer to the school's Whistleblowing Procedure. (Further details of the Bribery Act 2010 can be found at: http://www.legislation.gov.uk/ukpga/ 2010/23/contents)

Gifts from suppliers or associates of the school must be declared to the headteacher and recorded. This does not include "one off" token gifts from pupils or parents (e.g. at the end of the term or year). However, it could include offers of hospitality and invitations to events. Individual gifts from members of staff to individual pupils should not be given as they are inappropriate and could be misinterpreted.

Any personal interests, financial or otherwise, which could be seen to conflict with a member of staff's role at the school/for the Trust, must be registered with the headteacher and/or the CEO of the Trust. This could include where a close personal relationship exists with a potential supplier tendering for a contract with the school. Employees are expected to complete a form declaring any pecuniary interests on an annual basis.

Employees must declare any membership of any organisation classed as a secret society. This should be made in writing and sent to the headteacher, who will record it.

The advice of the headteacher, a member of the Trust Executive Team, should be sought wherever doubt exists about the status of gifts, offers of hospitality or a potential situation of conflict of interest.

Professional Attire

Whilst it is acknowledged that appearance is a matter of personal taste, it is expected that employees will present themselves in a professional manner which sets a good example to pupils and visitors to the Trust, and exhibits the importance of the job they undertake. However, clothes should be practical for the tasks required e.g. sportswear when teaching P.E.

Employees should be mindful of the health and safety implications, for example, when wearing jewellery, ensuring appropriate footwear, etc.

Employees are expected to dress with regard to the audience, particularly when representing the school or Trust at external events.

Employees should not dress in a manner which could cause offence or embarrassment to others. No dress code can cover all contingencies, so employees must exert a certain amount of judgement in their choice of clothing and if in doubt this should be discussed with their line manager/ Headteacher.

Alcohol, Smoking and Drugs

Alcohol must not be consumed during or before normal working hours, this includes extended school activities and trips whether these are on or off-site and outside of normal working hours.
Transform Trust operates a no smoking policy. Smoking and the use of e-cigarettes, and vaping are prohibited on or in sight of school and trust sites. Employees who may not be in keeping with these expectations this policy may be subject to an investigation under the Trust Disciplinary Policy.
It is expected that employees will attend for work well and healthy to carry out their duties. Employees found under the influence of or smelling of drugs or alcohol maybe deemed to be unfit, and an investigation under the Trust Disciplinary Policy may follow. It is understood that some medications do impact on affect and may make a person present as though under the influence. This will be considered as part of any fact-finding process. Employees must be conscious of the School expectations when discussing such issues, particularly the use of illegal substances, with children and young people.

Conduct and Professional Relationships within Work

All employees should arrive at a time which enables them to begin their contracted hours promptly. If in doubt, employees should clarify this with their line manager.

Employees are expected to take professional responsibility for fulfilling their role in school and, whatever that role, it is essential to the overall success of the school/to the business of the Trust. This includes the professional courtesy of meeting deadlines that have been set and having a proactive dialogue with colleagues/line managers at the earliest opportunity if there are issues which prevent a task being completed on time. Therefore, employees will be positive in their thinking and approach, seeking constructive solutions to problems and by de-personalising issues.

Teachers must have an understanding of, and always act within, the statutory frameworks which set out their professional duties and responsibilities. The conduct of all teachers must always be in line with the Teacher's Standards and where appropriate the Headteacher Standards. Where employees are members of professional bodies, they must also comply with any standards of conduct which are set by that body.

Employees will communicate effectively and fairly with all stakeholders and operate under the Nolan Principles for those in public life (see Appendix 1). They will treat all colleagues and visitors with professional respect and courtesy, showing appreciation for the contributions of others.

Conduct and contacts Outside Work

It is acknowledged that employees may have genuine friendships and social contact with parents of pupils, independent of the professional relationship. Employees should, however, also be aware that professionals who sexually harm children often seek to establish relationships and contact outside of the workplace with both the child and their parents, in order to 'groom' the adult and

the child and/or create opportunities for sexual abuse. It is also important to recognise that social contact may provide opportunities for other types of grooming such as for the purpose of sexual exploitation or radicalisation. Employees should recognise that some types of social contact with pupils or their families could be perceived as harmful or exerting inappropriate influence on children, and may bring the setting into disrepute (e.g. attending a political protest, circulating propaganda). If a pupil or parent seeks to establish social contact, or if this occurs coincidentally, the member of staff should exercise their professional judgement in that moment and then inform the Headteacher/senior manager as soon as possible. This also applies to social contacts made through outside interests or the employees own family.

Employees should consider the full implications of how their conduct outside work could impact on the school and the role they undertake within schools. This includes via a variety of methods of communication, e.g. social media, word of mouth, written, phone, text, etc. It is a shared responsibility between Trust schools and employees in ensuring appropriate mechanisms are in place to fully understand what the responsibilities are of behaviour and actions outside of work.

Employees must notify the headteacher/CEO in the cases of headteacher's and members of the Trust Centre of any criminal charges brought against them, regardless of whether they consider these to be relevant to their working life (see also section 5 above). In some circumstances, criminal offences may need to be referred to the relevant disciplinary body by the headteacher/CEO, and employees need to be aware that this could result in removal of QTS. Offences that involve violence, possession or use of illegal drugs, or sexual misconduct are regarded as unacceptable and will usually result in loss of QTS. Disciplinary action within a school context could also lead to referral to other agencies.

Employees must exercise caution when using information technology and be aware of the risks to themselves and others. Transform Trust will ensure it has clear policies and procedures in place which outlines expectations of practice. Employees must not engage in inappropriate use of social networking sites and must always consider the impact of any communication they engage in on themselves, the school, school community and the Trust. Employees must not access illegal, adult or other inappropriate sites using school computers, nor should they use IT equipment for activities that are not related to work, during their paid working hours (e.g. internet shopping).

Employees should not request or respond to any personal information from children other than which may be necessary in their professional role. They should ensure that their communications are open and transparent and avoid any communication which could be interpreted as 'grooming behaviour'. Employees should not give their personal contact details to children for example, e-mail address, home or mobile telephone numbers, details of web-based identities. If children locate these by any other means and attempt to contact or correspond with the employee, the adult should not respond and must report the matter to their Headteacher.

If employees are intending to undertake additional work outside of their school day, it is expected that they will seek permission from the Headteacher or if the Headteacher with the CEO for the

Trust. The Headteacher or CEO will review the Working Time Regulations, health and safety implications and the potential effects on their work performance, and carry out a risk assessment, as necessary.
The school/Trust will not unreasonably preclude any of its employees from undertaking additional employment, taking into consideration the personal circumstances of the employee in question, but any such employment must not, in the Trust's/headteacher's view, conflict with or react detrimentally to the school's/Trust's interests or endanger the health and safety of themselves or others.

No personal business activity or outside work of any sort may be undertaken by employees during their normal working hours for the school/Trust. Similarly, no school equipment, accommodation or resources may be used in connection with these activities.

Confidentiality

Employees must treat all information that they have access to within the school and relating to school as confidential.

Where employees have access to confidential information about pupils or their parents or carers, employees must not reveal such information except to those colleagues who have a professional role in relation to the pupil. Employees must ensure they have undertaken relevant training in GDPR and safeguarding.

All employees are likely at some point to witness actions which need to be confidential and handled sensitively and according to correct procedures. These must only be discussed in the appropriate forum and with the relevant individuals (whether school employees or third parties). Where in doubt, employees must seek the advice of the Designated Safeguarding Lead (DSL).

However, employees have an obligation to share with their manager or the school's DSL any information which gives rise to concern about the safety or welfare of a pupil or colleague. Employees must never promise a pupil that they will not act on information that they are told by the pupil.

Disciplinary Action

This code of conduct forms part of the Disciplinary Rules. Failure to meet these standards of behaviour and conduct may result in disciplinary action, which could lead to dismissal.

Appendix 1

Nolan Seven Principles of Public Life

Whilst not applicable to all aspects of school life, the general principles apply.

(Originally published by the Nolan Committee: The Committee on Standards in Public Life was established by the then Prime Minister in October 1994, under the Chairmanship of Lord Nolan, to consider standards of conduct in various areas of public life, and to make recommendations).

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 wider 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.

Appendix 1

Policy Date	Summary of Change	Contact	Version/Implementation Date	Review Date
01/09/2022	Approved as final	Rachel Hannon / Tanya Davies	01/09/2022	01/09/2023
1/9/2023	KCSiE additions	Sue Hockley	1/9/2023	1/9/2024
01/09/2024	No change			01/09/2025
01/09/2025	P5 Change date of legislation	Rachel Hannon	01/09/2025	01/09/2026