

Code of practice for board members

Note: this is a public document

Public service values

1. Board Members of the Olympic Delivery Authority must at all times:
 - observe the highest standards of propriety involving **impartiality, integrity and objectivity** in relation to the stewardship of public funds and the management of the Olympic Delivery Authority;
 - maximise **value for money** through ensuring that services are delivered in the most economical, efficient and economical way, within available resources, and with independent validation of performance achieved wherever practicable;
 - be **accountable** to Parliament and the public more generally for its activities and for the standard of advice it provides;
 - in accordance with Government policy on **openness**, comply fully with the principles of the Citizen's Charter and the Freedom of Information Act 2000
2. The Secretary of State for Culture, Media and Sport is answerable to Parliament for the activities and performance of the Olympic Delivery Authority.

Standards in public life

3. All Board Members must:
 - follow the Seven Principles of Public Life set out by the Committee on Standards in Public Life (annexed);
 - comply with this Code, and ensure they understand their duties, rights and responsibilities, and that they are familiar with the function and role of the Olympic Delivery Authority and any relevant statements of Government policy;
 - act in good faith and in the interests of the ODA;
 - not misuse information gained in the course of their public service for personal gain or for political purpose, nor seek to use the opportunity of public service to promote their private interests or those of connected persons, firms, businesses or other organisations;
 - ensure they comply with the ODA's rules on the acceptance of gifts and hospitality;

Role of Board members

4. Board Members have corporate responsibility for ensuring that the ODA fulfils the overall aim and objectives set out in the Act and the priorities determined by the Secretary of State, (who will represent the views of the Olympic Board), and that it complies with any statutory or administrative requirements for the use of public funds. They must:
 - ensure the discharge of the ODA's statutory duties;
 - ensure that high standards of corporate governance and financial management and control are observed at all times;
 - establish the overall strategic direction of ODA in the discharge of its statutory duties within the policy and resources framework agreed by the Secretary of State (who will represent the views of the Olympic Board);
 - ensure that the Board operates within the limits of its statutory authority and any delegated authority agreed with DCMS, and in accordance with any other conditions relating to the use of public funds;
 - ensure that the ODA complies with any guidance or directions issued by the Secretary of State (working with the Olympic Board), and that in reaching decisions the ODA takes into account guidance issued by DCMS/GOE;
 - ensure that DCMS/GOE, and through DCMS/GOE the Olympic Board, is made aware of any changes which might impact on the strategic direction or attainability of targets;
 - ensure that an adequate flow of information is supplied by ODA to DCMS/GOE, and through DCMS/GOE to the Olympic Board, on matters of performance, budgeting, control and risk management, including early sight of ODA's Statement on Internal Control;
 - ensure, in discussion with DCMS/GOE, that any policy advice from DCMS/GOE to ODA is clear and explicit;
 - ensure that a distinction is drawn and maintained between strategic planning and management, which is the responsibility of the Board, and day-to-day management issues which have been delegated to the Chief Executive. These arrangements should be set down in writing; and
 - assess the performance of the Chief Executive and determine his remuneration in accordance with the terms of his contract.
5. Communications between the ODA and the Secretary of State for Culture, Media and Sport will generally be through the Chair except where the Board has agreed that an individual Member should act on its behalf. Nevertheless, any Member has the right of access to ministers on any matter which he or she believes raises important issues relating to his or her duties as a Member. In such cases the agreement of the rest of the Board should normally be sought.

The role of the Chair

6. The Chair has particular responsibility for providing effective leadership on the issues above. In addition, the Chair is responsible for:
 - ensuring that the ODA's policies are consistent with those of the Secretary of State and the Olympic Board, and that ODA's affairs are conducted with probity;
 - formulating the ODA's strategy for discharging its statutory duties and ensuring that the ODA's actions are within its statutory powers;
 - encouraging high standards of propriety and promoting the efficient and effective use of staff and other resources throughout ODA;
 - ensuring that the ODA's Board, in reaching decisions, takes proper account of the guidance provided by the Secretary of State or her officials;
 - representing the views of the ODA to the general public;
 - providing an assessment of performance of individual Members of the ODA when they are being considered for re-appointment and as requested by DCMS/GOE in accordance with guidelines from the Office of the Commissioner for Public Appointments; and
 - seeking the approval of the Secretary of State to the appointment of Committee members; and
 - ensuring that all Members of the ODA, when taking up office, are fully briefed on the terms of their appointment and on their duties, rights and responsibilities and receive appropriate induction training; and when vacancies arise, shall advise the Secretary of State on the needs of the ODA with a view to ensuring a proper balance of professional, financial and other expertise.

Handling conflicts of interests

7. 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. All Board Members should therefore declare any personal or business interest which may, or may be *perceived* (by a reasonable member of the public) to, influence their judgement. This should include, as a minimum, personal direct and indirect pecuniary interests, and should normally also include, such interests of close family members and of people living in the same household¹.
8. Board Members are required to ensure that their interests are recorded in a Register of Board Member's Interests. This register of interests should be kept up-to-date and be open to the public. Not less than every 6 months each Board Member shall sign the Register of

¹ Indirect pecuniary interests arise from connections with bodies which have a direct pecuniary interest or from being a business partner of, or being employed by, a person with such an interest. Non-pecuniary interests include those arising from membership of clubs and other organisations. Close family members include personal partners, parents, children (adult and minor), brothers, sisters and the personal partners of any of these.

Board Member's Interests to confirm that it appropriately records the interests which they are required to record under this Code of Practice.

9. A declaration of any interest should also be made at any board meeting if it relates specifically to a particular issue under consideration, for recording in the minutes (whether or not a member also withdraws from the meeting).
10. Board Members should not participate in the discussion or determination of matters in which they have an interest, and should normally withdraw from the meeting if:
 - their interest is direct and pecuniary; or
 - their interest is covered in specific guidance issued by the Olympic Delivery Authority or the Department for Culture Media and Sport which requires them not to participate and/or to withdraw from the meeting.

It is at the discretion of the Chair whether the individual Member should withdraw from the meeting during discussions of matters in which they have registered an interest.

Approved by the Board on 27 July 2006.

The seven principles of public life

Selflessness

Holders of public office should take decisions 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 organisation that might 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 interests.

Leadership

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