



Arts & Humanities
Research Council

CODE OF PRACTICE
FOR COUNCIL, COMMITTEE, PANEL, PEER REVIEW COLLEGE
AND ADVISORY BOARD MEMBERS

Reviewed August 2009

CODE OF PRACTICE FOR AHRC COUNCIL, COMMITTEE, PANEL, PEER REVIEW COLLEGE AND ADVISORY GROUP MEMBERS

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Introduction from the Chair of AHRC's Council

This Code is intended as a guide to all members of the AHRC's Council, Committees, Peer Review College and other advisory groups and sets out how the AHRC conducts its business and guides members in their duties. It is based upon the guidance issued by government about the conduct of members of non-departmental public bodies¹, as well as the Seven Principles of Public Life (attached here as Annex 1), which should be observed by all those serving the public, and the AHRC's own Royal Charter.

I hope that you find the guidance and principles of the code useful during your time as a member of the AHRC's Council or one of its committees or panels. The Code will be reviewed regularly and published on the AHRC's website, www.ahrc.ac.uk. We would very much welcome any suggestions that you may have for improving the Code and would ask you to forward these to Cecilia Sparke, Council Secretary (c.sparke@ahrc.ac.uk).

Professor Sir Alan Wilson, AHRC Chair.

Code principles

The code principles are based upon those of the Seven Principles of Public Life (see Annex 1) set out by the Committee on Standards in Public Life (the Nolan Committee). These principles apply to all public bodies. Members of the AHRC must at all times:

- observe the highest standards of propriety involving impartiality, integrity and objectivity in relation to stewardship of public funds and management of the AHRC;
- comply, in accordance with Government policy on openness, with all reasonable requests for information from Parliament, users of services and individuals;
- be accountable to Parliament, users of services, individual citizens and staff for the activities of AHRC, its stewardship of public funds and the extent to which key performance targets and objectives have been met;
- maximise value for money through ensuring that services are delivered in the most efficient and economical way, within available resources, and with independent validation of performance achieved wherever practicable;
- comply with this code and ensure that they understand their duties, rights and responsibilities, and are familiar with the function and role of the AHRC.

¹ Guidance on Codes of Practice for Board Members of Public Bodies. Cabinet Office, Oct 2004. Model Code of Practice for Board Members of Advisory Non-Departmental Public Bodies

The Arts and Humanities Research Council

The Arts and Humanities Research Council (AHRC) is an executive non-departmental public body, incorporated by Royal Charter. It was created in response to the Dearing Report which recommended the establishment of a new research council to provide support for research and postgraduate training in the arts and humanities, alongside the six other research councils for the sciences and social sciences. The Higher Education Act (2004) contained provision for this new Research Council and the AHRC came into existence on 1 April 2005. The sponsor department for the UK Research Councils is the Department of Business, Innovation and Skills (BIS).

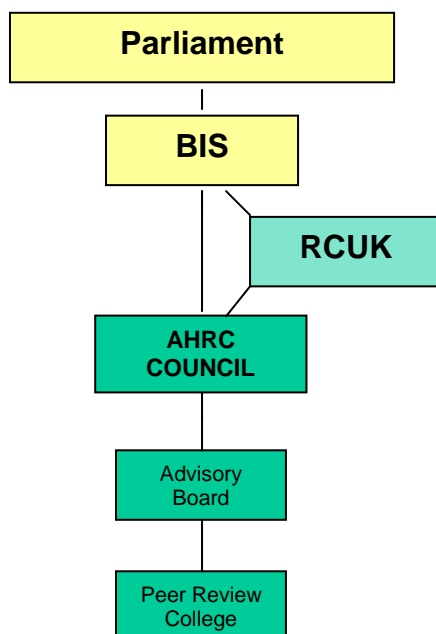
The AHRC was created from a previous body the Arts and Humanities Research Board which operated a company limited by guarantee and was a registered charity and received funding from the English, Scottish and Welsh Higher Education Funding Councils, and the Department for Education and Learning in Northern Ireland.

Our Mission

The Arts and Humanities Research Council aims to:

- Promote and support the production of world-class research in the arts and humanities.
- Promote and support world-class postgraduate training designed to equip graduates for research or other professional careers.
- Strengthen the impact of arts and humanities research by encouraging researchers to disseminate and transfer knowledge to other contexts where it can make a difference.
- Raise the profile of arts and humanities research and to be an effective advocate for its social, cultural and economic significance.

AHRC Constitutional Structure



BIS and Government

The Secretary of State for the Department for Business, Innovation and Skills (BIS) is accountable to Parliament for the activities and performance of the Council. The Director General of Science and Research, supported by the sponsor team in BIS, is the primary source of advice to the Secretary of State in respect of the Council. The relationship between the AHRC and its sponsor department is detailed in AHRC's Management Statement and Financial Memorandum. The AHRC receives government funding through BIS. The AHRC provides regular reports on its strategy and performance to BIS.

Research Councils UK (RCUK)

The Council works with the other Research Councils in partnership as 'Research Councils UK' (RCUK) which was set up to enhance the collective leadership and influence of the Research Councils and encourage cross-Council collaboration at strategic and operational levels. RCUK is led by an Executive Group of which all Council Chief Executives are members and one is the Chair.

AHRC Council

The members of the AHRC's governing body, the Council, are publicly appointed by the Secretary of State. The Council is responsible for all issues of major importance, principally the overall strategic direction of the AHRC including its mission, its key strategic objectives and targets, key decisions about the research direction of the AHRC, all of which take account the needs of users. Council advises on opportunities for the support of arts and humanities and is expected to provide advice to Government on research issues in its field. It is responsible for employing mechanisms to ensure the high quality, sustainability, relevance and impact of the programmes of research and training that it funds; the promotion of knowledge transfer, and the enhancement of public awareness of the outcomes from and priorities for publicly funded research. It monitors performance and

ensures that the AHRC operates high standards of efficiency, accountability and propriety in the use and management of public funding. It, together with the Chief Executive who is the Accounting Officer, is responsible for the use of resources and personnel issues, including key appointments and appointments to its Advisory Board.

Responsibility for implementing the Council's decisions and the day-to-day operation of the AHRC is delegated to the Chief Executive as Accounting Officer of the Research Council. Detailed guidance on the role of an accounting officer is provided in *Responsibilities of an NDPB Accounting Officer* and in the *Management Statement*. Council members should retain a copy of these documents and *Regularity and Propriety* which sets out the principles of financial accountability.

The Advisory Board advises Council on strategies for research, training, knowledge transfer, impact, evaluation, and international engagement that reflect AHRC's Charter and the most important national, European and global needs and challenges facing arts and humanities research. The Board also develops and recommends to Council programmes and initiatives, and monitors, reports and acts as a quality assurance body for AHRC's research portfolios, outputs and the impact of research.

The Audit Committee is a mandatory advisory body with no executive powers. It is authorised by the Council to investigate any activity within its terms of reference to promote the highest standards of propriety, efficiency and financial reporting.

The Remuneration Committee manages the pay and performance review of the Directors and Associate Directors and is chaired by the AHRC Chair.

The Peer Review College provides expert reviews of proposals submitted to the AHRC for funding. In addition the Peer Review College is the source from which AHRC builds all panels. These panels have a non standing membership and comprise representation from across the AHRC's subject domain. Members are expected to make recommendations outside their subject area.

Generic Responsibilities for all AHRC Representatives

Like others who serve the public, individuals representing the AHRC should follow the Seven Principles of Public Life set out by the Nolan Committee (see Annex 1). All AHRC representatives have a duty to bring an independent judgement to bear on all issues considered by the AHRC and must:

- comply at all times with this Code of Practice, with the financial regulations and rules relating to the use of public funds, including complying with the AHRC's rules on the acceptance of gifts and hospitality. More information about the AHRC's rules on gifts and hospitality can be found in the Management Statement (paragraph 40). Please see Annex 4 for a link to this document or for further information.
- act in good faith and in the best interests of the AHRC;
- not misuse information gained in the course of their public service for personal gain or for political profit, nor seek to use the opportunity of public service to promote their private interests or those of connected persons, businesses or other organisations;

- declare publicly any private interests which may be perceived to conflict with these public duties in line with this Code of Practice. Please refer to the Conflicts of Interest section below.

Liability

Although any legal proceedings initiated by a third party are likely to be brought against the AHRC, in exceptional cases proceedings (civil or, in certain cases, criminal) may be brought against the Chair of Council or other individuals representing the AHRC. For example, a Council member may be personally liable if he or she makes a fraudulent or negligent statement which results in loss to a third party. Representatives who misuse information gained by virtue of their position may be liable for breach of confidence under common law or under insider-dealing legislation. It is expected that representatives who have acted honestly and in good faith will not have to meet out of their own personal resources any personal civil liability which is incurred in the execution or purported execution of their official AHRC duties, except where they have acted recklessly. Further advice on legal issues can be obtained from the AHRC's Associate Director of Resources.

Understanding roles and responsibilities

AHRC representatives should ensure that they understand fully the terms of their appointment, and their duties and responsibilities. Through the recruitment and appointment / induction process representatives will be given full information about their role and duties. Representatives may be removed from their role if they fail to perform their duties to the standards expected of persons who hold public office.

Conflicts of interest

Disclosure

AHRC representatives must disclose any personal or business interests which may conflict with their role as a member of an AHRC decision-making body. The AHRC keeps registers of interests for each decision making body, which is regularly updated to record the business and personal interests of members. The register of interests is available to the public and interests relating to the Council members will be published on the AHRC's website. The Register ensures that the AHRC's members are open about their interests. Virtually all members will have personal or business interests which *might* be seen to conflict with their responsibilities as members (for instance, their primary employment, or the employment of family members) - these must be declared on appointment and updated as and when changes occur.

Conduct of business

AHRC representatives must also declare if they (or a close member of family, or a person living in the same household) have an interest, pecuniary or other, in a matter being considered and should disclose in writing in advance of a meeting or as soon as practicable at the start of a meeting any interest which members of the public might reasonably think *could* influence their judgement or that suggests a sense of bias. If there is any doubt about potentially conflicting interests AHRC representatives are advised to seek the advice of the Chair of the meeting.

The Cabinet Office Code states that Common Law requires members of public bodies not to participate in the discussion or determination of matters in which they have a direct pecuniary interest and should normally withdraw from the meeting room, even if it is held in public. Similarly, an AHRC representative should normally withdraw from any discussion in which they have declared an

interest, pecuniary or otherwise, where there is a risk of perceived bias. Institutional conflicts of interest are common at peer review panel meetings - full procedural details can be found in the PRC Handbook.

Openness and accountability

AHRC representatives should ensure they can demonstrate that they are using resources to good effect, with probity, and without grounds for criticism that public funds are being used for private, partisan or party political purposes. As representatives of the AHRC all dealings with the public should be conducted in an open and responsible way. The AHRC fully endorses and adheres to the Freedom of Information Act (2000) and the Data Protection Act (1998). The AHRC will make publicly available all its membership lists, the remuneration of members, and will report any awards made to members.

Representatives of the AHRC are responsible for ensuring that the AHRC group they represent does not exceed its powers or functions, whether defined in statute or otherwise or incur unauthorised expenditure. The Executive normally advises on these matters if there are any questions.

Confidentiality

The AHRC is committed to work in an open and responsive way (see above). Some AHRC papers and correspondence contain information that is exempt from disclosure under the Freedom of Information Act (2000), or which must be protected under the Data Protection Act (1998), and such information must be treated with discretion. Representatives of AHRC should observe the requirement for confidentiality in these cases and are asked to keep secure papers that come to them in their official capacity and, when their term of office has come to an end, to make sure that all papers are returned to the AHRC Office or destroyed.

Supporting papers, minutes, and correspondence deemed to be exempt from the Freedom of Information Act (2000) and clearly marked "confidential" are not for the public record and will not be available to inspection to anyone other than members, the Secretary, appropriate AHRC staff and the AHRC's auditors and in certain circumstances the Department's auditors.

Communication of Decisions

Only the Chair of Council or Chief Executive of the AHRC, or those members of staff authorised to act on their behalf, may communicate statements on behalf of the AHRC. In reporting AHRC business and recommendations they will take special care to keep confidential any part played in discussion by individual members, in order to maintain the convention that any decision is reached collectively by the whole Council or committee. As a representative of AHRC any requests for information or for explanation of how particular decisions were reached should be resisted, and such requests referred instead to the Chief Executive.

Complaints and Appeals, Fraud, Whistle-Blowing, Risk Management Policies

In addition to its Freedom of Information and Data Protection policies mentioned above, the AHRC has a number of corporate policies which members should familiarise themselves with. These include the AHRC's Complaints and Appeals Policy; Equal Opportunities Policy; The Anti-Fraud Policy and Fraud Response Plan which outline the process for preventing, identifying, investigating and acting upon incidence of fraud; The Whistle-Blowing Policy which provides a mechanism to challenge inappropriate behaviour and a route to report and act upon genuine

concerns about malpractice, illegal, acts or failures to comply with recognised standards of work without fear of reprisal or victimisation. These policies also apply to members who wish to raise cases of potential fraud or inappropriate practice. The Risk Management Framework sets out the AHRC's top level risks and responsibilities for identifying and managing risk within the AHRC. Further information can be found here:

<http://www.ahrc.ac.uk/About/Policy/Pages/CorporateDocuments.aspx>

The AHRC as an employer

The Council has ultimate responsibility for the appointment of staff and their recruitment, retention and motivation. These responsibilities shall for the most part be exercised by the Chief Executive who shall ensure that:

- AHRC has effective staff management policies which are consistent with section VI of the Management Statement.
- AHRC's Human Resources policies and procedures are consistent with employment legislation;
- principles of equal opportunities and the AHRC's Equal Opportunities and Diversity Policies are reflected in the recruitment and selection of employees

Honoraria and expenses

Honoraria are payable to members of AHRC's Council and Advisory Board and Peer Review Panellists. Honoraria shall be paid on a quarterly basis to Council members and on a panel per diem meeting basis for Panel and Advisory Board members. Council members receive payment through the payroll system and shall be taxed in accordance with PAYE requirements as although they receive no benefits HMRC recognise them as 'employees' for tax purposes. Others in receipt of honoraria receive it through the payments system. Those in receipt of payment from AHRC are responsible for managing their own tax affairs.

Representatives of AHRC are also entitled to claim travel and subsistence expenses for attending official AHRC meetings in the performance of their duties, provided that claims adhere to financial guidelines and receipts are supplied. The expenses of representatives invited to attend external meetings as a representative of the Council will be met by the AHRC only when authorised in advance by the Chief Executive or a Director. A copy of the AHRC's Expenses Policy is given out to AHRC representatives as part of their induction.

Council Members Specific Responsibilities

Strategy and planning

The Council is responsible for strategy, planning and performance management within the AHRC. Specific requirements for these activities are articulated in the AHRC's Management Statement. In undertaking these activities the Council considers the requirements of Government. One of its main tasks is the oversight of the production of the Strategic and Delivery Plans, and the key strategic objectives and targets therein. A summary of key planning and reporting documents are set out at Annex 4.

Role of the AHRC Chair

The Chair shares with the Chief Executive responsibility for representing the AHRC. Their roles are set out more fully in the Management Statement. The Chair, with the assistance of the Chief Executive, has particular responsibility for providing effective strategic leadership on matters such as:

- formulation of the AHRC's strategy for discharging its charter and mission
- effective execution, through the Chief Executive, of the decisions of the Council's governing body;
- encouragement of high standards of propriety, and ensuring that the Council in reaching decisions, takes proper account of guidance and advice provided by the Executive, by Council's committees, and by government;
- the promotion of efficient and effective use of staff and other resources throughout the organisation; and Chairing the appointments panel for new Council members;
- ensuring that the Council meets regularly (March, June, September, and December) and that minutes record the views expressed at the meeting and the decisions taken;
- ensuring that new Council members are aware of the expectations of the code of conduct and receive appropriate induction.

Corporate responsibilities of Council members

The Council is accountable to Parliament and ultimately the public through its sponsor department the Department for Business, Innovation and Skills (BIS). Members of the Council have corporate responsibility for ensuring that the Council fulfils the objects of its Charter, takes account of Science Budget objectives, takes account of its stakeholders, and promotes the efficient and effective use of staff and the Council's other publicly funded resources. The role of Council is set out fully in the Management Statement. Responsibilities of individual Council members include:

- establishing the overall strategic and policy direction of the AHRC within the policy and resource framework agreed with BIS;
- establishing the Mission and Strategic Plan and approving the Delivery Plan of the Council, which together cover the strategy, disposition of resources and key performance indicators and targets in respect of the Council's programmes of support for research, training, knowledge transfer and public engagement;
- considering new opportunities and developments for the arts and humanities
- ensuring that, in reaching decisions, the Council has taken into account any guidance issued by BIS and the Treasury, and is acting in accordance with its delegated authority;
- monitoring performance and ensuring that high standards of corporate governance are observed at all times;
- ensuring that the Council operates in accordance with standards of responsiveness and openness;
- ensuring that the AHRC's Human Resources policies are implemented and developed such that staff are managed effectively and that all staff are familiar with the AHRC's aims and objectives;

- responsibility for monitoring the performance of the Chief Executive and senior members of staff.

Whilst the Council is responsible for the discharge of these duties it may delegate tasks to pursue these duties to the Advisory Board or ad hoc task groups. Decisions taken under delegated authority should be recorded in written minutes available to the Council as a whole.

Political Activity

AHRC representatives should not occupy paid party political posts or hold particularly sensitive or high profile roles in a political party. Subject to that, representatives are free to engage in political activities, provided they are conscious of your general public responsibilities and exercise proper discretion, particularly in regard to the work of the AHRC. Representatives of AHRC should not make any political speeches or engage in other public political activities on matters relating to the business of the AHRC without first consulting the Chief Executive who will consult the Chair of Council and if necessary, BIS.

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 organisations 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 interest.

Leadership

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



AHRC Standard Modes of Operation

1. The operation of the AHRC is governed ultimately through the provisions made in the AHRC's Royal Charter.
2. The Management Statement and Financial Memorandum contain detailed information about the role of the Council, its powers, its relationship with government, and the legislative framework within which the AHRC operates. For more information about these documents please see <http://www.ahrc.ac.uk/About/Policy/Pages/CorporateDocuments.aspx>
3. The role, responsibilities and expectations of representatives of the AHRC are outlined in the Code of Practice for Council, Committee, Panel, Peer Review College and Advisory Group members.
4. These standing orders provide further detail about the expected mode of operation of AHRC meetings. They are not mandatory and are secondary to the Charter, Management Statement, Financial Memorandum, and Code of Practice.

Principles of Public Life

5. Representative of the AHRC are required to work in accordance with the principles of public life (Nolan Principles) published in the Committee on Standards in Public Life First Report and outlined in the AHRC's Code of Practice for members and the AHRC's Financial Regulations.

Meetings

6. Council will normally meet four times a year. The dates of AHRC meetings will normally be scheduled a year in advance.
7. Locations for AHRC and Council meetings will vary and include: The AHRC Offices in Bristol, venues in London, and once a year the Council will meet in an alternative regional location.
8. The agenda and papers will be circulated at least seven days in advance of the meeting.

Items of business

9. The Chair of Council and the Chair of the Advisory Board will approve the agenda for their own meetings. The agenda for Panel meetings will be set by the AHRC, but the academic Chair may have some input.
10. Late papers will be marked as such.

Chair and Deputy-chair arrangements

11. In the absence of the Chair, the Deputy-Chair will assume the role of the chair of the meeting.

Attendance and Quorum

12. Meetings are usually quorate when one third of the membership is personally present. Details are given in their terms of reference.
13. Members should attend in person and may not, therefore, be represented. Panel member's comments on individual proposals may be tabled in their absence.

Conduct and Decisions

14. Business should be conducted with high standards of regularity and propriety as stated in the Code of Practice for Members.
15. Interests should be declared in line with the processes outlined in the Code of Practice.
16. The actions required of the Representatives will be clearly identified in the covering paper.
17. The agenda shall indicate where items are to be taken without discussion.

Support

18. Each meeting will have a Secretary who is an identified member of AHRC staff, who will be responsible for setting up meetings, developing the agendas, ensuring that relevant papers are submitted and circulated, taking minutes of the meeting and agreeing these with the Chair. The Secretary is also responsible for advising members on matters relating to general good practice.

Specific Guidance for Council Meetings

Order of Business

19. The agenda for Council meetings takes the format of:
 - Introduction by the Chair
 - Apologies
 - Minutes of the last meeting
 - Matters Arising
 - Part A items of policy and strategy for discussion and decision
 - Part B report for discussion and where required decision
 - Part C items for approval and noting without discussion
 - Part D Items for information
 - Part E Exceptional discussion items
 - Meeting close and date of the next meeting

Special Meetings

20. Exceptionally a special meeting may be convened at the request of the Chair or a quorum of members. At least 14 days notice stating the nature of the business to be transacted, and the reason why it cannot wait until the next meeting shall be circulated to members, and no business other than that mentioned in the notice or directly arising from it will be transacted.

Chair and Deputy-Chair Arrangements

21. Subject to the powers of Council as outlined in the Management Statement the Chair or acting Chair will have authority to act on behalf of the Council/Committee between meetings and shall report any such actions to the next ordinary meeting.

Attendance and Quorum

22. Council is quorate when six members are personally present. However, members should attend all meetings where possible. The attendance of members is recorded in the minutes which are examined by BIS officials.

Conduct and Decisions

23. Council decisions are normally reached on the basis of agreement by consensus. Where consensus is not identifiable the Chair will request a vote by show of hands or ballot of those present. The Chair shall have a second or casting vote.
24. A paper or action may be withdrawn by the presenter of the paper with the consent of the Chair.
25. The Chair may defer an item to another date in order to allow the Council more time to consider the issue or to receive additional information and advice.

Use of the AHRC Seal

26. Provision for the use of the Seal is set out in paragraph 9 of the AHRC's Charter. The application of the Seal of the Council will be authenticated by the signature of the Chair, or one other Council member, and by the Director of Resources

Items of Business (in addition to above)

27. Members wishing to raise any items of business shall give written notice to the Council Secretary at least 3 weeks before the date of the meeting. The inclusion of such items on the agenda is at the discretion of the Chair.
28. Papers may only be tabled with the prior approval of the Chair of the Council.

Conduct and Business (in addition to above)

29. Decisions are recorded formally in the minutes of the meeting. The Chair has the opportunity to comment on the draft minutes before they are approved at the next meeting. The minutes are signed by the Chair when they have been agreed to be a correct record by the AHRC. The minutes of meetings may be published and they are also subject to the Freedom of Information Act.

Evidence to select committees

Guidance from the Cabinet Offices' Model Code of Conduct for NDBP Board Members

1. Departmental Select Committees have an important role in examining the expenditure, administration and policies of NDPBs. The Government fully supports this role. Lords Committees and other Committees may also seek evidence from NDPBs from time to time.

2. NDPB Council members may, on occasion, be invited to give evidence to Select Committees. When they do so, they should be as helpful as possible in providing accurate, truthful and full information refusing to provide information only when disclosure would not be in the public interest. This should be decided in accordance with the relevant statutes and the Government's Code of Practice on Access to Government Information (which will be superseded by Freedom of Information legislation from January 2005). Council members should bear in mind in this context the need to respect legitimate Council confidences.

3. Before giving evidence, Council members may find it helpful to see Departmental Evidence and Response to Select Committees (also known as the Osmotherly Rules). This gives general advice on dealing with Select Committees including their powers to summon witnesses and papers and responses to Select Committee reports. Copies are available from the Propriety and Ethics team in the Cabinet Office, 70 Whitehall, London SW1A 2AS or it can be accessed at:

http://www.cabinetoffice.gov.uk/propriety_and_ethics/civil_service/osmotherly_rules/2.a.spx

4. Similarly, the Chief Executive of an NDPB may be called, as an Accounting Officer, to give evidence to the Public Accounts Committee (PAC). Guidance on giving evidence to the PAC is set out in the *Accounting Officer Memorandum* which can be obtained from the Treasury Officer of Accounts.

5. Council members wishing to give evidence should, as a matter of courtesy, advise their Chairman and colleagues on the NDPB Council and its sponsoring department of their intention. They should discuss with them the handling of any oral or written evidence they want to submit and whether they expect to be giving evidence on behalf of the NDPB or in a personal capacity. The Select Committee should be advised of the status of the witness.

6. Subject only to a Select Committee's power to decide to require the attendance of a witness, the decision on whether to give evidence is solely for the individual concerned. There must be no pressure placed on individuals to deter them, or action taken against them as a consequence of giving evidence to a Select Committee. Any such actions might be regarded as a contempt of the House, with potentially serious consequences for those involved.

List of key reporting documents and other useful publications

AHRC Governing Documents

The AHRC Royal Charter

The Management Statement

The Financial Memorandum

The AHRC's Financial Regulations

The AHRC's Code of Practice

AHRC Planning and Reporting Documents

AHRC Strategic Plan 2007-2012

AHRC Delivery Plan 2008 – 2011 outlining our funding priorities and activities for the year as well our Performance Management Scorecard.

Annual Reports and Accounts produced annually in July.

The above documents are published on the AHRC website at:

<http://www.ahrc.ac.uk/About/Policy/Pages/CorporateDocuments.aspx>

Other useful resources

Committee on Standards in Public Life website and annual reports

www.public-standards.gov.uk

Regularity, Propriety and Value for Money published by HMT Nov 2004 HMT

http://www.hm-treasury.gov.uk/psr_governance_valueformoney.htm

Public Bodies: A Guide for Departments by the Cabinet Office.

http://www.civilservice.gov.uk/Assets/overview_tcm6-2489.pdf

The Responsibilities of a NDPB Accounting Officer: Chapter 6 Financial Management – Accountability, Public Bodies: A Guide for Departments

http://www.civilservice.gov.uk/Assets/6_accountability-word_tcm6-3415.doc.

Audit Committee Handbook, March 2007. HMT

http://www.hm-treasury.gov.uk/audit_committee_handbook.htm

Departmental Evidence and Response to Select Committees (also known as the *Osmotherly Rules*). Cabinet Office.

www.cabinetoffice.gov.uk/propriety_and_ethics/civil_service/select_committees.aspx