**Leading in Practice: Demonstrating the Principles of Public Life**

**Terms of Reference FAQ**

**Q1. Who will you be speaking to for this review?**

A. We will be speaking to leaders and experts from across the public and other sectors. Leadership is exhibited at all levels of an organisation, so although we want to speak to CEOs and Permanent Secretaries, we will also want to engage with leaders further down the hierarchy who are fundamental to shaping the ethos of an organisation. We want to speak to leaders in the private and third sectors to see whether any of the practices and mechanisms that they have developed might usefully be implemented in the public sector.

**Q2. I want to contribute - how can I do that?**

A. We welcome examples of how ethical standards are upheld within organisations and look forward to hearing from public sector organisations and also from companies and charities and NGOs who have examples of best practice to share. We have placed a [template](https://www.gov.uk/government/publications/leading-in-practice-case-study-template) on our website for this purpose.

**Q3. How long will this review take? When will it report?**

A. The review will report in early 2023.

**Q4. Are you looking at Parliament?**

A. We are not looking specifically at the institution of Parliament as part of this review.

**Q5. Are you looking at local government?**

A. We will be exploring the role of leadership in embedding the Nolan Principles in the approach and practices of the public sector in general. We will be speaking to a range of leaders from different parts of the public sector.

**Q6. Who is this report for?**

A. The report will be for leaders in the public sector but we would encourage all those providing services for the public to consider how their practices compare. It will identify and celebrate good practice and encourage CEOs and Permanent Secretaries to review how their organisations operate and think about what they can learn from each other.

**Q7. Why did you choose to launch this review?**

A. This is the second half of a programme of work that began with our last review, Upholding Standards in Public Life. Whereas that review focused on the need for effective and independent regulation, our new review will explore how organisations can best support public servants upholding the Nolan Principles. Both rules and an ethical culture are necessary for upholding high standards in public life.