



North Nottinghamshire
COLLEGE

CODE OF CONDUCT

**FOR MEMBERS OF THE
NORTH NOTTINGHAMSHIRE COLLEGE
CORPORATION**

JUNE 2008

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**CODE OF CONDUCT FOR
MEMBERS OF THE NORTH NOTTINGHAMSHIRE COLLEGE
CORPORATION**

**Made by the Corporation on 5 July 1995 and revised
on 20 June 2000, 21 July 2004 and 11 June 2008)**

1. INTRODUCTION

1.1 This Code is intended as a guide for the North Nottinghamshire College Governors to indicate the standards of conduct and accountability which are expected of them, to enable them to understand their legal and ethical duties and to assist them both in carrying out those duties and in their relationship with the Corporation and Principal as the Chief Executive. This Code is therefore aimed at promoting effective, well informed and accountable college governance, and is not intended to be a definitive or authoritative statement of the law or good practice.

1.2 In addition to this Code, Corporation Members are recommended to familiarise themselves with the following:

1.2.1 the College's Instrument of Government;

1.2.2 the College's Articles of Government;

the Financial Memorandum entered into by the College with the LSC

1.2.3 'Governor Training Materials issued by the LSC as an advisory document; and

1.2.4 the principles laid down by the Committee on Standards in Public Life (Nolan Committee) for those holding public office, namely: -

- selflessness;
- integrity;
- objectivity
- accountability;
- openness;
- honesty; and
- leadership.

Appendices 1 (Responsibilities of Corporation Members), 2 (Financial Memorandum of the Council) and 3 (Powers of the Corporation) are attached to this Code for reference. They should not be read as an exhaustive statement of duties, powers or provisions, and Corporation Members should refer to the source documents listed above.

If a Corporation Member is in doubt about the provisions of this Code or any of the source documents, the Clerk should be consulted and, if necessary, professional advice should be obtained which the Clerk can source. However, ultimate responsibility for the appropriateness of conduct as a Corporation Member of the College and for any act or omission in that capacity rests with the individual Corporation Member.

1.3 This Code applies to every committee or working party of the Corporation and to every subsidiary company or joint venture of the College to which Corporation Members may be appointed.

1.4 By accepting appointment to the Corporation, each Corporation Member agrees to accept the provisions of this Code.

2. INTERPRETATION

In this Code: -

2.1 'College' means this College; LSC means the Learning and Skills Council for England or any successor body; 'Corporation' means the further education corporation which was established for the purpose of conducting the College; 'Corporation Member', 'Chairman', 'Principal' and 'Clerk' mean respectively the Member of the Corporation of the College, the Chairman of the Corporation, the Principal of the College and the Clerk of the Corporation; all other definitions have the same meanings as given in the College's Instrument and Articles of Government; and words importing one gender import any gender.

3. AIMS AND VALUES

3.1 The College's Mission statement, Vision and Values and core strategic goals agreed by the Corporation seek to encapsulate the core purposes and aims of the College. Governors should have due regard to these purposes and aims when conducting the business of the Governing Body and considering the activities and proposed activities of the College.

3.2 The Corporation recognises its obligations to all those with whom it and/or the College have dealings; including students, employees, suppliers, other educational institutions and the wider community. In particular, the Corporation is committed to combating any discrimination within the College on the grounds of race, ethnic or national origin, religion, age, disability, gender or sexuality and to the principles set out the College's own Student Charter, copies of which are available from the Clerk.

3.3 The Corporation is also committed to ensuring that it conducts its business in accordance with the highest ethical standards as set out in this Code.

4. DUTIES

4.1 Corporation Members owe a fiduciary duty to the College. This means that they should show it the highest loyalty and act in good faith in its best interests. Each Corporation Member should act honestly, diligently and (subject to the provisions appearing in paragraph 9 of this Code relating to collective responsibility) independently. The actions of Corporation Members should promote and protect the good reputation of the College and the trust and confidence of those with whom it deals.

4.2 Decisions taken by Corporation Members at meetings of the Corporation and its committees must not be for any improper purpose or personal motive. Decisions taken must always be for the benefit of the College, its students and staff and other users of the College and must be taken with a view to safeguarding public funds. Accordingly, Corporation Members must not be bound in their speaking and voting by mandates given to them by other bodies or persons.

4.3 Corporation Members must observe the provisions of the College's Instrument and Articles of Government and in particular the responsibilities given to the

Corporation by the College's Articles of Government. Those responsibilities, including a list of "reserved" responsibilities which are so important that they must not be delegated, are set out in Appendix 1.

- 4.4 Corporation Members should comply with standing orders to ensure that the Corporation conducts itself in an orderly, fair, open and transparent manner and must keep those standing orders under periodic review.
- 4.5 Corporation Members should also have regard to the different, but complementary, responsibilities given to the Principal as the College's Chief Executive. Whereas it is the Corporation's function to decide strategic policy and overall direction and to monitor the performance of the Principal and any other senior postholders, it is the Chief Executive's role to implement the Corporation's decisions, and to manage the College's affairs within the budgets and framework fixed by the Corporation. Corporation Members should work together so that the Corporation and the Chief Executive perform their respective roles effectively.

5. STATUTORY ACCOUNTABILITY

- 5.1 Corporation Members are collectively responsible for observing the duties set out in the Financial Memorandum which the College has entered into with the LSC as a condition of receiving public funds. A summary of some of the more important requirements of the Financial Memorandum is set out in Appendix 2.
- 5.2 Although the LSC is the main provider of funds to the College, Corporation Members should note that they are also responsible for the proper use of income derived from other sources, such as the Higher Education Funding Council for England (HEFCE) and the European Union (EU) and for the control and monitoring of expenditure of such income, in order to meet the requirements of the relevant funding body and public audit.
- 5.3 As accounting officer for the LSC, its Chief Executive is directly responsible and accountable to Parliament for ensuring that the uses to which the LSC puts its funds are consistent with the purposes for which the funds were given and comply with the conditions attached to them. The Principal, as accounting officer for the College, is also directly responsible and accountable to Parliament, through the Committee of Public Accounts, for the effective stewardship by the College of public funds. The Principal may be required to appear before the Committee of Public Accounts, alongside the Chief Executive of the LSC, to give an account of the use made by the College of such funds. The Corporation is accountable to Parliament for ensuring the financial health of the College, and to the Courts for ensuring that the College is conducted in accordance with the Education Acts and the general law.

6. PUBLIC SERVICE VALUES

Public service values are at the heart of the further education service. High standards of personal and corporate conduct, based on the principles set out in paragraph 1.2.5 of this Code, and the recognition that students and other users of the College's services come first, are a requirement of being a Corporation Member, and should underpin all decisions taken by the Corporation.

7. SKILL, CARE AND DILIGENCE

A Corporation Member should in all his or her work for the College exercise such skill as he or she possesses and such care and diligence as would be expected from a reasonable person in the circumstances. This will be particularly relevant when Corporation Members act as agents of the College, for example, when functions are delegated to a committee of the Corporation or to the Chairman.

Corporation Members should be careful to act within the terms of reference of any committees on which they serve.

8. POWERS

Corporation Members are responsible for taking decisions which are within the powers given to the Corporation by Parliament under sections 18 and 19 of the Further and Higher Education Act 1992 as amended by the Learning and Skills Act 2000 and the Education and Training Act 2007. A summary of those powers is set out in Appendix 3. If a Corporation Member thinks that the Corporation is likely to exceed its powers by taking a particular decision, he or she should immediately refer the matter to the Clerk for advice.

9. CONFLICTS OF INTEREST

- 9.1 Like other persons who owe a fiduciary duty, Corporation Members should seek to avoid putting themselves in a position where there is a conflict (actual or potential) between their personal interests and their duties to the Corporation. They should not allow any conflict of interest to arise which might interfere with the exercise of their independent judgement.

Corporation Members are reminded that under the College's Instrument of Government they must:

9.1.1 not take or hold any interest in any of the College's properties or receive any remuneration for their services (save as a member of the College's staff) without the written approval of the Secretary of State.

9.1.2 disclose to the Corporation any direct or indirect financial interest they have, or may have, in the supply of work or goods to or for the purposes of the College or in any contract or proposed contract concerning the College or in any other matter relating to the College or any duty which is material and which conflicts or may conflict with the interests of the Corporation.

- 9.2 If an interest is likely or would, if publicly known, be perceived as being likely to interfere with the exercise of a Corporation Member's independent judgement, then the interest, financial or otherwise, should: -

9.2.1 be reported to the Clerk; and

9.2.2 be fully disclosed to the Corporation before the matter giving rise to the interest is considered.

9.3 Corporation Members should withdraw from that part of the meeting at which the matter giving rise to the interest is considered, and on no account may vote in relation to the matter.

9.4 Corporation Members must not receive gifts, hospitality or benefits of any kind from a third party which might be seen to compromise their personal judgement or integrity. Any offer or receipt of such gifts, hospitality or benefits should immediately be reported to the Clerk.

9.5 The Clerk will maintain a Register of Corporation Members' Interests which will be open for public inspection. Corporation Members, in addition to senior post holders, the Clerk and Deputy Clerk, must disclose routinely to the Corporation all business interests, financial or otherwise, which they and (so far as they are aware) their spouses, partners, children or close relatives may have and the Clerk will enter such interests on the Register. They are also invited to declare the same interests for children or other close relatives. Corporation Members must give sufficient details to allow the nature of the

interests to be understood by enquirers. Corporation Members should inform the Clerk whenever their circumstances change and interests are acquired or lost. In deciding whether an interest should be disclosed, Corporation Members should have regard to the meaning given to "interest" in paragraph 9.4 of this Code.

10. COLLECTIVE RESPONSIBILITY

- 10.1 The Corporation operates by Corporation Members taking majority decisions in a corporate manner at quorate meetings. Therefore, a decision of the Corporation, even when it is not unanimous, is a decision taken by the Corporation Members collectively and each individual Corporation Member has a duty to stand by it, whether or not he or she was present at the meeting of the Corporation when the decision was taken.
- 10.2 If a Corporation Member disagrees with a decision taken by the Corporation, his or her first duty is to have any disagreement discussed and minuted. If the Corporation Member strongly disagrees, he or she should consult the Chairman and, if necessary, then raise the matter with the Corporation when it next meets. If no meeting is scheduled, the Corporation Member should refer to the power of the Chairman or any five Corporation Members under the College's Instrument of Government to call a special meeting and, if appropriate, exercise it, requesting the Clerk to circulate the Corporation Member's views in advance to the other Corporation Members. Alternatively, as a final resort, the Corporation Member may decide to offer his or her resignation from office, after consulting the Chairman.

11. OPENNESS AND CONFIDENTIALITY

- 11.1 Because of the Corporation's public accountability, and the importance of conducting its business openly and transparently, Corporation Members should ensure that, as a general principle, students and staff of the College have free access to information about the proceedings of the Corporation. Accordingly, agendas, minutes and other papers relating to meetings of the Corporation are normally available for public inspection when they have been approved for publication by the Chairman.
- 11.2 There will be occasions when the record of discussions and decisions will not be made available for public inspection, for example, when the Corporation considers sensitive issues or named individuals and for other good reasons. Such excluded items, will be kept in a confidential folder by the Clerk, and will be circulated in confidence to Corporation Members. Such excluded items are likely to be of a sensitive nature for a certain period of time only and the Corporation will specify how long such items should be treated as confidential. In addition, the Corporation will regularly review confidential items to consider whether the confidential status should be removed or whether the public interest in disclosure outweighs that status and the item made available for public inspection. When considering such issues the Corporation must also consider the College's Publication Scheme issued under the Freedom of Information Act 2000 and the Corporation's Policy on Access to Governing Body information.
- 11.3 Staff and Student Corporation Members have no right of access to minutes dealing with matters in respect of which they are required to withdraw from meetings under the College's Instrument of Government.
- 11.4 It is important that the Corporation and its committees have full and frank discussions in order to take decisions collectively. To do so, there must be trust between Corporation Members with a shared corporate responsibility for decisions. Corporation Members should keep confidential any matter which, by

reason of its nature, the Chairman or members of any committee of the Corporation are satisfied should be dealt with on a confidential basis.

- 11.5 Corporation Members should not make statements to the press or media or at any public meeting relating to the proceedings of the Corporation or its committees without first having obtained the approval of the Chairman or, in his or her absence, the Vice Chairman. It is unethical for Corporation Members publicly to criticise, canvass or reveal the views of other Corporation Members which have been expressed at meetings of the Corporation or its committees.

12. ATTENDANCE AT MEETINGS

A high level of attendance at meetings of the Corporation is expected so that Corporation Members can perform their functions properly. The Corporation has set a target of 75% for attendance at Corporation and Committee meetings.

13. GOVERNANCE DEVELOPMENT

- 13.1 Corporation Members must obtain a thorough grounding in their duties and responsibilities by participating in the College's governance induction and training programmes, including regular refresher workshops.
- 13.2 In order to promote more effective governance, Corporation Members will carry out an annual review of the performance by the Corporation of its duties and responsibilities, as part of a continuing and critical process of self-evaluation.
- 13.3 The Corporation shall seek to ensure that all Corporation Members are appointed on merit, in accordance with an open selection procedure carried out by the Search Committee of the Corporation and are drawn widely from the community which the College serves, so as to be representative of that community, having regard to provisions relating to the membership of the Corporation in the College's Instrument of Government, to ensure continuity, the need to combat discrimination, to promote equality and the need, for a range of appropriate skills and interests.

14 COMPLAINTS

- 14.1 In order to ensure that the affairs of the College are conducted in an open and transparent manner and that the College is accountable for its use of public funds but also to its employees, its students and the community it serves, it is important for there to be appropriate complaints procedures in place and for these to be well publicised.

Corporation members are reminded of their specific responsibility under the Articles of Government to make rules specifying the procedures in accordance with which employees make seek redress of any grievances relating to their employment, of the importance of having formal complaints procedures in place to handle issues raised by students, former students and third parties and of the legal requirement to have a Whistleblowing procedure in place. Under the Charter for Further Education, students, employees and other third parties have a right to make a complaint to the Learning and Skills Council in respect of the College or any of its decisions.

LIST OF SOURCE DOCUMENTS

- The College's Articles of Government. An extract is set out in Appendix 1
- The Standing Orders and Terms of Reference of the Corporation and its Committees;
- The College's Vision, Mission Statement and core strategic goals;
- The College's Strategic Three Year Development Plan
- The Financial Memorandum entered into by the College with the LSC. An extract is set out in Appendix 2
- The Audit Code of Practice issued by the LSC;
- The Good Governance Standard for Public Services published by the Independent Commission on Good Governance in Public Services (Good Governance Standard). An extract setting out the six core principles of good governance is set out in Appendix 4
- Appendix 1: Corporation's responsibilities under the Instrument and Articles of Government;
- Appendix 2: Extract from LSC Financial Memorandum.
- Appendix 3: Powers of the Corporation
- Appendix 4: Six Core Principles of Good Governance.

**AS A MEMBER OF THE NORTH NOTTINGHAMSHIRE COLLEGE CORPORATION I
AGREE TO OBSERVE THIS CODE OF CONDUCT TO THE BEST OF MY ABILITIES.**

Full Name of Corporation Member (Block capitals)

.....

Signature:

Dated: 2008

APPENDIX 1

Summary of Main Responsibilities of Corporation Members under the Articles of Government

Responsibilities

Under Article 3(1) of the College's Articles of Government the Corporation shall be responsible: -

- (a) for the determination and periodic review of the educational character and mission of the institution and for oversight of its activities;
- (b) approving the quality strategy of the institution
- © the effective and efficient use of resources, the solvency of the institution and the Corporation and for safeguarding their assets;
- (d) approving annual estimates of income and expenditure;
- (e) the appointment, grading, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts and the Clerk, including, where the Clerk is, or is to be appointed as, a member of staff, the Clerk's appointment, grading, suspension, dismissal and determination of pay in the capacity of a member of staff and;
- (f) setting a framework for the pay and conditions of service of all other staff; and
- g) for setting the policy by which the Tuition and other fees payable to the College are determined (subject to any terms and conditions attached to grants, loans or other payments paid or made by the LSC).

"Senior Post" means the post of Chief Executive and such other senior posts as the Corporation Members may determine for the purposes of the Articles.

Responsibilities which must not be delegated

The Articles of Government prohibit the Corporation from delegating the following: -

- (a) the determination of the educational character and mission of the institution;
- (b) the approval of the annual estimates of income and expenditure;
- (c) the responsibility for ensuring the solvency of the institution and the Corporation and for safeguarding their assets;
- (d) the appointment or (subject to Article 16) dismissal of the Principal or holder of a senior post
- (e) the appointment or dismissal of the Clerk (including, where the Clerk is or is to be, appointed as a member of staff the Clerk's appointment or, subject to Article 16, dismissal in the capacity of a member of staff); and
- (f) the modification or revocation of these Articles.

10 (1) The Corporation may not delegate –

- (a) the consideration of the case for dismissal, and
- (b) the power to determine an appeal in connection with the dismissal of the Principal, the Clerk or the holder of a senior post, other than to a Committee of members of the Corporation.

(2) The Corporation shall make rules specifying the way in which a Committee having functions under paragraph (1) shall be established and conducted.

The Corporation may, from time to time, resolve to add other functions which must not be delegated to this list of "reserved" responsibilities.

Summary of main responsibilities of the Principal under the Articles of Government

Under the Articles of Government the Principal shall be the Chief Executive of the Institution and shall be responsible for the following functions:

- a) making proposals to the Corporation about the educational character and mission of the institution and implementing the decisions of the Corporation.
- b) the determination of the institution's academic and other activities;
- c) preparing annual estimates of income and expenditure for consideration and approval by the Corporation, and the management of budget and resources within the estimates approved by the Corporation;
- d) the organisation, direction and management of the institution and leadership of the staff;
- e) the appointment, assignment, grading, appraisal, suspension, dismissal and determination, within the framework set by the Corporation, of the pay and conditions of service of staff, other than the holders of senior posts or the Clerk, where the Clerk is also a member of the staff; and
- f) maintaining student discipline and, within the rules and procedures provided for within these Articles, suspending or expelling students on disciplinary grounds or expelling students for academic reasons.

APPENDIX 2

Summary of Main Provisions of the Financial Memorandum of the Council

A Financial Memorandum setting out the financial relationship between the Learning and Skills Council (LSC) and Colleges, was revised and issued with effect from 1 August 2006. The document sets out the terms and conditions on which public funds will be paid by the LSC to the College.

The memorandum is divided into two parts. Part 1 contains the general terms and conditions under which the LSC funds colleges. A summary of the main provisions of Part 1 appears below. Part 2 consists of any specific conditions which might apply to the College and is the subject of individual annual notification.

Important points to note in relation to Part 1 are as follows: -

Responsibilities

(Para 11) The Governing Body has wide responsibilities under statute. Specifically it is responsible for ensuring that the College's funds are used only in accordance with the governing body's powers under the F&HE Act 1992, the Financial Memorandum, and any other conditions the LSC may from time to time impose.

(Para 12) The Governing Body has wide discretion over its use of the College's funds and it is ultimately responsible for the proper stewardship of those funds. The governing body must ensure that it uses its discretion reasonably, and takes into account any relevant guidance on accountability or propriety issued from time to time by the LSC, the National Audit Office or Parliament.

(Para 13) The respective responsibilities of the governing body and the Principal are set out in the College's Articles of Government. Within this framework, the governing body shall require the Principal to take personal responsibility, which shall not be delegated, to assure them that there is compliance with the financial memorandum and all terms and conditions referred to above.

(Para 14) As Accounting Officer, the Principal may be required to appear before the Parliamentary Committee of Public Accounts, alongside the accounting officers of the LSC, and the DfES*, on matters relating to the College's use of public funds and college funds.

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(Para 15) The Principal shall be responsible for advising the governing body in writing if, at any time, in his or her opinion, any action or policy under consideration by the governing body is incompatible with the terms of the financial memorandum. The Principal shall be similarly responsible for advising the governing body in writing if the governing body appears to be failing to act where required to do so by the terms and conditions of the financial memorandum. Where the governing body determines to proceed despite the advice of the Principal, the Principal should consider the reasons the governing body gives for its decision. If, after considering the reason given by the governing body the Principal still considers that the action proposed by the governing body is in breach of the financial memorandum, the Principal shall advise in writing the LSC's Accounting Officer of the position.

(para 16) The Clerk is responsible for the administrative support for the governing body's work, for advising on proper procedure, and for intervening when the Clerk considers that the governing body is acting inappropriately or beyond its powers, in which case the Clerk may need to seek external advice. College governing bodies are advised to agree procedures they would expect the Clerk and the governing body to follow if there were difficulties in this area. The LSC could not consider that action within such procedures should provide grounds for disciplinary action or the suspension of the Clerk.

APPENDIX 3

Summary of the Statutory Powers of the Corporation

Principal Powers

Under section 18(1) of the Further and Higher Education Act 1992 a further education corporation may: -

- a) provide further and higher education;
- b) provide secondary education to persons who would, if they were pupils at the school, be pupils in the fourth key stage, or provide secondary education or participate in the provision of secondary education at a school (subject to the consultation with the appropriate local education authority) and
- c) supply goods or services in connection with their provision of education.

These powers are known as the Corporation's "principal powers".

Supplementary Powers

Under section 19 of the 1992 Act the Corporation may do anything which appears to it to be necessary or expedient for the purpose of or in connection with the exercise of any of the principal powers conferred by section 18 of the Act, including in particular the following: -

- (a) the power to acquire and dispose of land and other property;
- (b) the power to enter into contracts, including in particular: -
 - (i) contracts for the employment of teachers and other staff for the purposes of or in connection with carrying on any activities undertaken in the exercise of the Corporation's principal powers; and
 - (ii) contracts with respect to the carrying on by the Corporation of any such activities;
- (bb) subscribe for or otherwise acquire shares in or securities of a company. This power may not be exercised for the purpose of conducting an educational institution, or providing education funded by the LSC unless the LSC consents.
- (c) the power to borrow such sums as the Corporation thinks fit for the purposes of carrying on any activities it has power to carry on or to meet any liability transferred to it under sections 23 to 27 of the 1992 Act (i.e. when the College achieved its corporate independence on 1st April 1993) and, in connection with such borrowing, the power to grant any mortgage charge or other security in respect of any land or other property of the Corporation. This power may not be exercised without the consent of the LSC, which may give its consent for a particular borrowing or for borrowing of a particular class;
- (d) power to invest any sums not immediately required for the purposes of carrying on any activities the Corporation has power to carry on;
- (e) power to accept gifts of money, land or other property and apply it, or hold and administer it on trust for, any of those purposes; and
- (f) power to do anything incidental to the conduct of an educational institution providing further or higher education, including founding scholarships or exhibitions, making grants and giving prizes.

The Corporation may also provide facilities of any description (including boarding accommodation and recreational facilities for students and staff and facilities to meet the needs of students having learning difficulties) which appear to be necessary or desirable for the purposes of or in connection with the carrying on of the principal powers.

The powers conferred by section 19 of the 1992 Act are known as "supplementary powers".

APPENDIX 4

Six Core Principles of Good Governance

The following is an extract from the Good Governance Standard for Public Services published by the Independent Commission on Good Governance in Public Services, January 2005.

- 1 Good Governance means focusing on the organisation's purposes and on outcomes for citizens and service users**
 - 1.1 Being clear about the organisation's purposes and its intended outcomes for citizens and service users;
 - 1.2 Making sure that users receive a high quality service;
 - 1.3 Making sure that taxpayers receive value for money.

- 2 Good Governance means performing effectively in clearly defined functions and roles**
 - 2.1 Being clear about the functions of the governing body;
 - 2.2 Being clear about the responsibilities of the non-executives and the executive, and making sure that those responsibilities are carried out;
 - 2.3 Being clear about relationships between the governors and the public.

- 3 Good Governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour**
 - 3.1 Putting organisational values into practice;
 - 3.2 Individual governors behaving in ways that uphold and exemplify effective governance.

- 4 Good Governance means taking informed, transparent decisions and managing risk**
 - 4.1 Being rigorous and transparent about how decisions are taken;
 - 4.2 Having and using good quality information, advice and support;
 - 4.3 Making sure that an effective risk management system is in operation.

- 5 Good Governance means developing the capacity and capability of the Governing Body to be effective**
 - 5.1 Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well;
 - 5.2 Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group;
 - 5.3 Striking a balance, in the membership of the Governing Body, between continuity and renewal.

- 6 Good Governance means engaging stakeholders and making accountability real**
 - 6.1 Understanding formal and informal accountability relationships;
 - 6.2 Taking an active and planned approach to dialogue with accountability to the public;
 - 6.3 Taking an active and planned approach to responsibility to staff;
 - 6.4 Engaging effectively with institutional stakeholders.