

Introduction

The Board at CCN has adopted the [Association of Colleges \(AoC\) Code of Good Governance](#) as the Code that guides the governance at the College. The document can also be found in OnBoard.

The AoC Code sets out six Principles, with guidance about Behaviours, Outcomes, Recommended Practice and Suggested Sources of Assurance for each Principle.

The **CCN Governance Guide** is intended to show how our compliance with the AoC Code of Good Governance principles is addressed in a CCN context. It also seeks to cover the regulatory expectations of agencies such as the Office for Students (OfS) which are not explicitly covered by the AoC Code. It primarily relates to the Recommended Practice and Sources of Assurance set out in the AoC Code of Good Governance. The Guide can be found on OnBoard.

This **CCN Code of Conduct for Governors** reflects the expectations of Governors carry out their role as Board members of the CCN Corporation. As an organisation in the public sector, the members are expected to act in accordance with the Seven Principles of Public Life, also known as the **Nolan Principles**. These are included as an annexe on Page 4.

The AoC Code of Good Governance also sets out the Behaviours expected of college governors to support each of the six Principles in the Code, and these have both been reflected in this Code.

Expectations of the Governor Approach to the Role

Board members should:

- put students first, championing high-quality teaching and learning and excellence in the student experience,
- recognise their responsibilities for ensuring that CCN complies with required legal and regulatory requirements,
- set and model behaviours that reflect the CCN values and culture, particularly the Ways of Working,
- lead by example, being flexible and adaptable in order to create a resilient future,
- be aware of the external environment within which CCN operates – social, technological, economic and policy driven,
- seek to determine and reflect relevant stakeholder interests,
- promote Equality, Diversity and Inclusion (EDI) in every aspect of the CCN's activities,
- act with reasonable care and skill, with honesty, openness and no undue bias,
- undertake the required training on safeguarding and take up any training opportunities provided.

Expectations of Governor Conduct

Board members should:

- have oversight of performance and constructively challenge it, encourage quality enhancement, maintain and raise standards, celebrate achievements and learn from difficulties,
- support a culture where all members can question intelligently, debate constructively, challenge rigorously, decide dispassionately and be sensitive to the views of others both inside and outside governing body meetings,

- use appropriate methods and external data, particularly sector benchmarking, to independently verify information provided and challenge performance,
- contribute to decision-making processes being informed, rigorous and timely,
- conduct the Board's affairs as openly and transparently as possible, consulting fully on its plans and delivery,
- always declare any conflicts of interest, especially in relation to any matters under discussion,
- abide by the principle of collective decision-making and stand by the decisions of the board, even when their views are not consistent with the decisions of the board as a whole.

Governors and the Leadership Team

Board members should:

- appreciate that their responsibility is at a strategic level and should not seek to manage the day-to-day activity of the college,
- recognise the need for a clear separation of roles and responsibilities between the Principal and the Senior Leadership team and the governing body,
- support senior leadership and invest in their professional development,
- should constructively challenge, and seek assurance from, senior staff identifying the questions that need to be asked of the leadership team to create robust accountability,
- ensure that senior staff have:
 - developed the business case for any proposal,
 - sufficient and robust data to support reported performance,
 - fully considered the risks involved in any proposed action and ways of mitigating them.

Governor Engagement with Staff and Students

Board members should:

- be alert to college issues and use various methods to meet with students, staff, parents and employers to seek their views,
- be fully aware of their legal safeguarding duties and the associated college policies and procedures,
- take responsibility for their own actions and behaviour when interacting with students and staff,
- avoid any conduct which would lead any reasonable person to question their motivation and intention,
- never share information about staff or students in a casual manner with others,
- challenge banter and bad language when they hear it, in line with CCN policy that does not permit banter on site.

Note: The potential risks which may arise when meeting alone with a student should be recognised and guidance must be sought from the Director of Governance if such a meeting became necessary.

Raising Concerns

Board members should note that the College will support and protect all staff and students who, in good faith and without malicious intent, report suspicions of abuse or concerns about colleagues and their actions through the Whistleblowing procedure.

Similarly, any governor will be supported to raise a concern about any aspect of the college activity that they may have seen themselves or had reported to them. Please contact the Director of Governance in the first instance.

The Seven Principles of Public Life

The Seven Principles of Public Life (also known as the Nolan Principles) apply to anyone who works as a public officeholder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the Civil Service, local government, the police, courts and probation services, non-departmental public bodies (NDPBs), and in the health, education, social and care services. All public officeholders are both servants of the public and stewards of public resources. The principles also apply to all those in other sectors delivering public services.

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.