



## the governance standard - the ten indicators

<b>Indicator one</b>	There is an effective supply of able and motivated board and committee members for all parts of the governance structure
<b>Indicator two</b>	All parts of the governance structure add value by having clearly differentiated roles and business agendas
<b>Indicator three</b>	All parts of the governance structure are interdependent with appropriately defined authorities, accountabilities and two-way communications
<b>Indicator four</b>	All relevant interests are taken into account in setting the direction, vision, values and priorities for the organisation and the entities within it
<b>Indicator five</b>	Effective relationships exist between board members, the chief executive and key staff in the organisation
<b>Indicator six</b>	All parts of the governance structure are well informed about external and internal developments and make robust decisions which sustain the organisation's effectiveness
<b>Indicator seven</b>	Board members fulfil their leadership role and conduct themselves as role models of the organisation's values and behaviours
<b>Indicator eight</b>	The governance arrangements are designed, populated and function in accordance with the principles and best practice of equality and diversity
<b>Indicator nine</b>	The governance structure meets external regulatory and legal requirements
<b>Indicator ten</b>	The organisation reviews its governance arrangements on a planned and regular basis to ensure their efficiency and effectiveness in governing the organisation



## Part one: the leadership standard - the ten indicators

<b>Indicator one</b>	The organisation attaches strategic importance to the effectiveness of leadership in all parts of the organisation
<b>Indicator two</b>	The organisation's requirements for effective leadership are clearly defined in all parts of the organisation
<b>Indicator three</b>	Consistency in leadership behaviours is achieved across the organisation
<b>Indicator four</b>	Leadership practices are consistent with the stated values of the organisation
<b>Indicator five</b>	There is a robust system for identifying leadership potential and developing leaders in line with the organisations needs
<b>Indicator six</b>	Executive and non-executive directors are aligned in providing leadership to the organisation
<b>Indicator seven</b>	There is a succession plan for ensuring the effective renewal of leaders at all levels
<b>Indicator eight</b>	The individual and collective effectiveness of executive and non-executive leaders is assessed using robust systems of appraisal
<b>Indicator nine</b>	There is a demonstrable correlation between the performance of the organisation and the effectiveness of its leaders
<b>Indicator ten</b>	The organisation gives recognition to effective leaders and their value as role models for the organisation



## Part two: the coaching standard - the eight indicators

<b>Indicator one</b>	The organisation's requirement for leaders and staff at all levels to commit to and practice coaching is made clear
<b>Indicator two</b>	A coaching framework exists for leaders and staff to work within
<b>Indicator three</b>	All leaders are equipped with the skills of effective coaching and achieve specified standards of proficiency in their training
<b>Indicator four</b>	Staff are equipped with the skills of being coached and the importance of self responsibility in learning
<b>Indicator five</b>	All leaders conduct regular and effective coaching sessions with staff to provide support which enables everyone to reach their maximum potential
<b>Indicator six</b>	Business performance information and 360° feedback data are used to ensure the quality of coaching in the organisation
<b>Indicator seven</b>	Recognition for effective coaching is provided by the organisation
<b>Indicator eight</b>	Advancement within the organisation is linked to the measurable proficiency and effectiveness of leaders in coaching



## the partnership standard - the eight indicators

<b>Indicator one</b>	The partnership has clearly stated objectives which are mutually agreed
<b>Indicator two</b>	The partnership is value-adding
<b>Indicator three</b>	The partnership has shared values and behaviours
<b>Indicator four</b>	The partner organisations recognise the contribution of all members of the partnership
<b>Indicator five</b>	The partnership provides learning opportunities
<b>Indicator six</b>	The partnership has a positive, measurable effect on stakeholders
<b>Indicator seven</b>	The partnership has a positive, measurable effect on equality and diversity
<b>Indicator eight</b>	The effectiveness of the partnership is reviewed