Black Lion Community Group Limited

Governance Policy

1 Purpose.

The business of the Black Lion Community Group Limited (BLCG Ltd), stated in the registration document as a Community Benefit Society with Financial Conduct Authority, registration number 9199 (Sec 3.2), and the Rules of the Group (Sec1.1) is:

“To promote the sustainability of the Black Lion Public House as a community asset: for the benefit of the local community, those living within the neighbouring Northern Fells and visitors to the Lake District.”

The BLCG Ltd is a co-operative, owned and governed by the community members. The day-to-day management of the organisation is vested in a Management Committee, elected in accordance with the rules of the Group.

The Group can do anything that a natural or corporate person can lawfully do which appears to it to be necessary or desirable to achieve it purpose (Sec9.3 Group Rules)

2. The role of members.

In accordance with Section 2.4 of the Group’s rules, members have a voice in the affairs of the Group, by:

- Attending, speaking and submitting matters to be considered at member’s meetings.
- Proposing resolutions and voting at Members’ Meetings.
- Electing representatives to the Management Committee at Members’ Meetings.
- Subject to meeting the qualification criteria below, Members may stand for election to the Management Committee.
- On a day-to-day basis, Members can help the organisations meet its targets and objectives, by sharing their ideas and volunteering their service to help the Group.

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Qualifying criteria (Sec 3 of the Group's rules), a member must be:

- Listed on the register of members.
- Over the age of 18
- Supportive of the Group's objectives.

In accordance with Sec 4.18 of the Group's rules, every member shall have equal voting rights at Member's meetings, regardless of the size of their shareholding.

3 Governance – the Management Committee.

The Code of Governance ("the Code") establishes a common set of threshold standards of good governance practice, approved by the Black Lion Community Group Ltd, which has regard to the Code for the Voluntary and Community Sector. The Committee will work to ensure that the principles set out in the Code are observed and will establish systems within the limits set by the Articles of Association, to decide how best to discharge its duties in the interests of the Group, its members, the communities served and other stakeholders.

All Committee Members (Members) should engage in rigorous discussion and adopt an open and frank approach to all aspects of the business, supported by separate information, guidance, and general principles to promote the development of effective governance.

Members are required to follow a Code of Conduct, which has regard to the accepted standards of behaviour in public life of leadership, selflessness, objectivity, openness, integrity, honesty and accountability.

The Code requires Members to, collectively and individually, uphold the reputation of the BLCG and not do anything that would harm the work and standing of the BLCG. The Management Committee (Committee) will ensure that its decision-making processes are transparent, properly informed, rigorous and timely, and that appropriate and effective systems of financial and operational control, and risk assessment and management, are established and monitored.

Members are committed to diversity, in the widest sense, ensuring the Committee is inclusive of the communities and people the Group serves. We believe this approach increases our legitimacy and impact.

The Committee will ensure they have, between them, the necessary skills and experience to enable the Committee to undertake its role effectively. It will undertake an annual skills analysis to identify areas of expertise in which it may be deficient and develop strategies to make good any deficiency. It will plan for succession for the office of Chair and other offices held by Members.

The Committee's business will be conducted in accordance with agreed rules and procedures. An annual effectiveness assessment will be carried out by the Committee and will be reported to the AGM as part of the Chair's Report. Duties of the Managment Committee 1 To ensure that the organisation delivers it

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- Over the age of 18
- Supportive of the Group's objectives.

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4. The role of the Management Committee.

The Management Committee manages the affairs of the Group, ensuring:

- That any activities undertaken by or on behalf of the Group are within the purpose of the Group, as set out above and seek to deliver or promote the wider aims of the Group and method of delivery of those aims as detailed at Sec 3.4 and 3.5 of the Group's registration with the FCA.
- That any activities undertaken by the Group are legally compliant.
- That the Group promotes due diligence and good practice in respect of financial conduct, employment practice, inclusivity and supply chain management.
- The Committee may (in accordance with Sec 2.7 of the Rules):
- Delegate any powers conferred upon it to any person or committee consisting of members of the Group.
- Delegate to any employee or Tenant responsibility for the day-day management of some or all of the Group's business.

- Authorise members of the Management Committee to deal with specific matters.
- Make use of the services of volunteers.

Duties of the Managment Committee:

1. To ensure that the organisation delivers its stated purposes by: • ensuring organisational purposes remain relevant and valid • developing and agreeing a long-term strategy • agreeing the Annual Business Plan and budget • monitoring progress and spending against the Plan and budget • evaluating results, assessing outcomes and impact • reviewing and/or amending the Plan and budget as appropriate.
2. To ensure that Members understand their role and responsibilities collectively and individually in relation to: • setting and safeguarding the vision, values and reputation of the organisation • their legal duties • overseeing the work of the organisation • their stewardship of assets • the provisions of the governing document • the external environment • the structure of the organisation • managing and supporting staff and volunteers.
3. To establish policies and procedures to: • find and recruit new Members to meet the organisation's changing needs in relation to skills, experience and diversity • annually review their performance both as individuals and as a team. • undertake annually a self-assessment of the effectiveness of the Committee. • carry out annually a Skills Assessment of members of the committee to assist in succession planning.
4. As the accountable body, the Committee will: • ensure that the organisation understands and complies with all legal and regulatory requirements that apply to it • set effective internal financial and management controls • regularly identify and review the major risks to which the organisation is exposed and establish systems to manage those risks
5. The Committee will: • safeguard and promote the organisation's reputation • act according to high ethical standards • set a code of conduct • identify, understand and manage conflicts of interest and loyalty • maintain independence of decision making
6. The Committee will lead the organisation in being open and accountable, both internally and externally and this will include: • open communications, informing

people about the organisation and its work • appropriate consultation on significant changes to the organisation's services or policies • listening and responding to the views of members and others with an interest in the organisation's work • handling complaints constructively, impartially and effectively • considering the organisation's responsibilities to the wider community.

7. Financial Governance. The overall purpose of this Committee is to manage the financial affairs and to oversee the audit process. The Committee members must act responsibly, reasonably and honestly, exercising sound judgement to ensure the Group's assets are only used to support or carry out the Group's purpose.
8. Adherence to organisational policies. All Committee Members will adhere to and act within the spirit of the policies and any policies listed at Appendix 1, which may be added from time to time.

Skills Audit:

The Chair will ensure that an annual skills audit of the Committee is undertaken. The questions in this survey will provide valuable planning information for the Chair and the Executive Committee. It is divided into three sections, the first to establish your professional qualifications and recent training in governance, then for you to inform of your background in strategic matters affecting an organisation, and finally to establish your personal skills. Appendix 2 – Skills Audit.

Self-assessment by Committee Members

Members are required to undertake a self-assessment to enable them to monitor their understanding of the extent to which they can contribute towards meeting the aims of the organisation. Appendix 3 – Self Assessment

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5. Composition of the Management Committee. (Sec 5 Group Rules)

The Managment Committee shall consist of not less than three and no more than 9 members. Members are appointed at the Annual Members Meeting and shall hold office for a period of 3 years unless removed from office or they resign. At the end of the 3 year period, they may seek further election for another 3 year period. The Committee may co-opt members where it feels it in the interest of the Group to do so. A maximum of three members may be co-opted at any time, subject to the limit of 9 members in total. Co-option will last until the next Members Meeting when election should be sought.

In the event of the membership of the committee falling below 3, the powers of the committee shall be restricted to calling for a Members Meeting.

Members of the Committee shall have responsibility for the ensuring that the following roles are undertaken Chair, Secretary, Treasurer, Community Engagement Officer. They should also seek to ensure that the Committee contains individuals with qualification or demonstrable practical skills in senior management, finance, law, information technology, stakeholder engagement and working in the not-for-profit community-based sector.

6 Roles.

The Chair ensures that the Management Committee functions properly ensuring that everyone can contribute fully during the meetings and that all the items on the agenda are discussed and that effective decisions are made. The Chair is responsible for ensuring that the committee is made up of suitable active committee members with appropriate skills and experience to run the organisation. They act as an ambassador for the group, promoting its aims and achievements to members, stakeholders and collaborative partners.

Specific Duties:

1. To be responsible for the leadership of the Committee and, as Chair of its meetings, to ensure that the necessary business is carried out effectively, in a manner appropriate for the proper conduct of business.
2. To ensure that the Group acts in accordance with the Model Rules, other external regularity requirements, and within any internal rules and regulations.
3. To ensure that the Committee exercises collective responsibility in that decisions are taken corporately by all Members acting as a body seeking to build consensus
4. To ensure that the Committee conducts itself in accordance with accepted standards of behaviour in public life, embracing selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
5. To ensure that any conflict of interest is identified, exposed and managed appropriately
6. To be responsible for ensuring that the Committee exercises control over the strategic direction of the Group, and that performance is adequately assessed against the objectives and indicators which the Group has approved.
7. To ensure that the Committee maximise its effectiveness through critical self-assessment of its own performance and processes, and through ensuring that appropriate performance review processes exist and are acted upon.
8. To ensure that the Committee approves and operates a procedure for the regular appraisal/review of the performance of its individual Members and should participate as appraiser/reviewer in that process.
9. To lead the process for the recruitment of new Members and ensure that satisfactory succession plans exist for recruiting new members which take full

account of the need to ensure a diverse membership with the necessary skills and expertise.

10. To carry out an ambassadorial role on behalf of the Group.
11. To act fairly and impartially in the interests of the Group as a whole, using independent judgement and maintaining confidentiality as appropriate.

Behaviours:

1. To have a commitment to excellence and be an effective communicator at all levels.
2. Will be a robust, resilient, confident and resourceful leader, who sets high standards, constantly striving to secure improvement of the delivery of services and be able to overcome obstacles to achieve objectives.
3. Be able to develop team working with fellow Members and display a commitment to and respect for partnership working.
4. Will have a commitment to equality of opportunity, respect, openness and fairness, promoting high personal standards of behaviour and professionalism.
5. Be able to display the highest standards of personal conduct, probity, credibility, honesty and integrity that engage and inspire the trust and confidence of Members, the tenant, volunteers and other stakeholders

The Treasurer maintains an overview of the organisation's affairs, safeguarding its financial stability and ensuring that proper financial records and procedures are maintained. They ensure that the organisation applies its resources exclusively in pursuance of its objects and contribute actively to the management committee, by overseeing, approving and presenting budgets, accounts and financial statements. They prepare and present financial reports to the Management Committee and the Financial Conduct Authority, ensuring that appropriate accounting procedures and controls are in place. They act as an ambassador for the group, promoting its aims and achievements to members, stakeholders and collaborative partners.

Specific duties:

1. Overseeing and presenting budgets, accounts and financial statements
2. Being assured that the financial resources of the organisation meet its present and future needs
3. Ensuring that the Group has an appropriate reserves policy
4. Ensuring that financial reports are circulated to the Committee
5. Ensuring that appropriate accounting procedures and controls are in place
6. Liaising with the tenant and volunteers about financial matters
7. Advising on the financial implications of the organisation’s strategic and business plans
8. Ensuring that the Group has an appropriate investment policy
9. Ensuring that there is no conflict between any investments held and the aims and objects of the Group
10. Monitoring the organisation’s investment activity and ensuring its consistency with the organisation’s policies and legal responsibilities; also ensuring the organisation’s compliance with legislation
11. Monitoring that equipment and assets are adequately maintained and insured
12. Ensuring that the accounts are prepared and disclosed in the form required by funders and the relevant statutory bodies, e.g. the Finanancial Conduct Authority
13. Ensuring that the accounts are scrutinised in the manner required by independent examination or audit as required and that any recommendations are implemented
14. Keeping the Committee informed about its financial duties and responsibilities
15. Making a formal presentation of the accounts at the Annual General Meeting and drawing attention to important points in a coherent and easily understandable way

16. To make recommendations to the Committee relating to the appointment, reappointment or dismissal of the Auditor.

The Secretary ensures that the organisation complies with its governing document and any other relevant legislation or regulations to safeguard the good name of the organisation.

Specific Duties:

1. To contribute actively to the management committee in giving firm strategic direction to the organisation, helping to set overall policy, defining goals and setting targets.
2. To evaluate performance against agreed targets.
3. To act as an ambassador for the group, promoting its aims and achievements to members, stakeholders and collaborative partners.
4. To ensure that the Rules and operating procedures of the group are adhered to.
5. To ensure that the strategic operating plans are in accordance with the aims of the organisation.
6. To agree the agenda for meetings with the Chair and to ensure that a record of meetings and action points is maintained.

The Community Engagement Officer provides a link between the Committee, the Members and the wider community.

Specific duties.

1. To ensure that the community feel that they are part of the Group and that they have a voice within the group.
2. To promote the work of the Group and seek to draw on the contribution of others in terms of ideas and volunteer work to help ensure that the Group fully meets its objectives.
3. To actively contribute to the management committee in giving firm strategic direction to the organisation, helping to set overall policy, defining goals and setting targets and evaluating performance against agreed targets.
4. To act as an ambassador for the group, promoting its aims and achievements to members, stakeholders and collaborative partners.

7. Succession Planning.

The Committee shall be responsible for ensuring business continuity and the future sustainability of the Group, by operating our succession plan:

- Promoting the work of the group and actively engaging with members.
- Ensuring that members are aware of the benefits of working with the Committee to deliver the aims of the group, enhancing their capabilities and competences and increasing their well-being as a result of increasing their community involvement.
- Undertaking a 6 monthly skills audit and manpower planning exercise to identify current and potential skills deficits and taking measures to address ant deficit.
- Working with the further education sector and other training providers to alert them to the opportunities available within the group to support their learning needs and enhance their career development.
- Promoting inclusivity by identifying and seeking to remove any perceived barriers to individuals joining the Committee.

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8. Operation of the Management Committee (Sec 5.12).

- The Management Committee shall hold such meetings as it considers appropriate to discharge its roles and responsibilities. The meeting will be chaired by the Chair or another member of the Committee in their absence who shall assume the role of Chair. A quorum shall comprise of 3 members of the Management Committee.
- A member of the Committee shall declare an interest and shall not vote in respect of any matter in which they or their partner or immediate relative have a personal, financial or other material interest in (Sec 5.17 Group Rules). Members are invited to provide the same information, if known to him or her, in respect of his or her spouse or partner, children or other close relatives (e.g. father, mother, brother, sister, child, stepchild or grandchild).
- Interests should be disclosed by reference to the following headings: financial Interests, remunerated employment, office holding, profession, directorship of a company, shareholdings in a company, partnership in a business or professional partnership, consultancies (whether or not remunerated), or trusteeship of a trust, membership of or public appointment to: a local authority, including a Parish Council, school or college governing body, membership of professional bodies, trade unions, membership of closed organisations.
- The Committee shall prepare on an annual basis a revenue account which gives a true and fair view of the income and expenditure of the Group and a balance sheet giving a true and fair view at the date thereof of the state of affairs of the Group (Sec6 Group Rules).
- Within the time allowed, a general financial statement in the prescribed form shall be sent to the Financial Conduct Authority (Sec 6.14 Group Rules).

Proceedings of meetings.

- The Minutes of the last meeting will normally be taken on the agenda after apologies for absence and welcoming new Members. The Minutes, will either be agreed as a correct record and signed by the Chair of the meeting or, will be signed subject to any amended as agreed by the meeting, and a note of any such

amendment will be made by the Minute Taker in the Minutes of the meeting where the amendment was made.
- Where the next meeting of the Committee is a Special Meeting, the next following ordinary meeting will be treated as a suitable meeting for the purpose of signing Minutes.
- The order of business of the meeting may be altered in accordance with the wishes of the meeting.
- Generally, every recommendation to be decided at a meeting of the Committee will be determined by the consensus view, following full and open discussion. The Chair will normally ask for agreement on the recommendation of those eligible Members present at the end of the discussion.
- The Chair will seek a vote if there is clear expression of dissent or if the matter is of particular significance, for example, approval of the annual budget, change in the mission statement. Where a recommendation requires a vote the decision will be determined by a majority of the votes of the those present and voting on the recommendation. Where there is an equal division of the votes, the Chair shall have a second or casting vote. The normal way of voting will be a show of hands.
- If a majority of Members present and entitled to vote on a particular issue so wish, the vote may be conducted by secret ballot, in which case Members will be invited by the Chair to vote on a piece of paper, to fold it in half and to hand it to a nominated person. The nominated person will then count the votes and announce the ballot result. The number of votes for and against and any abstentions will be recorded in the Minutes. Agenda and papers for meetings.
- The Secretary will be responsible for ensuring that an agenda is drafted for meetings of the Committee and the AGM and for the preparation of papers, in consultation with the Chair. Communications and

Behaviours.

- Members will attend all appropriate meetings or give apologies.
- Members will prepare fully for all meetings and work for the organisation. This will include reading papers, querying anything they do not understand, thinking through issues before meetings and completing any tasks assigned to them in the agreed time.
- Members will actively engage in discussion, debate and voting in meetings; contributing in a considered and constructive way, listening carefully, challenging sensitively and avoiding conflict.

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- Members will participate in collective decision making, accept a majority decision of the Committee and will not act individually unless specifically authorised to do so.
- Members will respect confidentiality and be collectively bound by the decisions of the Committee and will not publicly challenge any decision of the Committe having been reached after following the correct operating procedures.

9 Communications and Data Protection Etiquette.

- All communications (whether telephone, post, email or face-to-face) regarding the Group should aim to be carried out in a polite, positive and professional manner. Members email and phone details will only be shared with the rest of the Members after consent from each Members.
- Members are encouraged to share information and discussions electronically with the rest of the Committee where appropriate. Any emails containing confidential matter, including personal data (name, address, emails etc) or with confidential attachments, should be marked as such.
- Members should delete all confidential, or personal-data-containing, emails from their in-box (or associated folders) once read, or at the very latest when they cease their role as a Member of the Committee. Any printed papers that contain confidential, or personal, data content should be handed to the Secretary at the end of the meeting for secure disposal.
- Members are expected to adhere to data protection and confidentiality guidance and keep any personal or confidential information secure at all times, and not to share this with anyone outside the organisation. Members must inform the Chair and Secretary immediately if they suspect any personal data may have been lost or stolen

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10. Removal from office.

A member of the Committee shall immediately vacate their office if they:

- Resign from office, in writing to the Secretary or Chair.
- Cease to be a Member of the Group.
- Become bankrupt or subject to disqualification under the Company Directors Disqualification Act 1986.
- Are removed by a resolution passed by two thirds of those present at a Management Committee meeting on the grounds that they are in serious breach of the obligations placed upon them as a Committee member.
- Are removed by a simple majority of members at a Special Members Meeting where the issue of the removal of the Committee Member was to be considered.

11. Performance Management.

Strategic overview: the Management Committee will agree and publish a three year strategic plan which will be shared with members at the Annual Members Meeting. The plan will be developed in full consultation with the members, the Tenant and other relevant stakeholders. The plan will set a clear vision of where the Group will be in three years, setting achievable objectives and clear milestones. Progress against the plan will be assessed as a standing agenda item at one meeting per month of the Committee. A risk assessment process, based on likelihood of not achieving the objective and the impact of failing to do so will enable the Committee to identify risk and prioritise ways of reducing the risk.

Day to day management: an agreed suite of management data will be developed to agree yearly targets and objectives. Financial data will be provided to each meeting of the Committee. This will detail income and expenditure against agreed profile on a month-by-month basis over the financial year. As well as looking back, it will also look forward by comparing trend data from previous years and highlighting events which may impact on the original profiling.

In terms of non-financial data, individual projects once agreed by the Committee will be assigned to a Project Manager from within the Committe (co-opted if deemed necessary). The project manager will be required to produce a project plan, agreed with the Committee, and required to report back to the Committe at the monthly meeting.

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12. Fiduciary Duties of Committee Members:

Honesty and integrity are the essential underpins of membership of the Committee, to secure trust within the Committee, amongst members, employees, volunteers and across the supply chain. The fiduciary duties placed upon Committee Members are the same as those that apply to the Director of any company:

- To act in the best interest of the Group.
- To act within powers.
- To avoid conflicts of interest.
- To exercise independent judgement
- To exercise reasonable skill and care, obtaining professional advice where appropriate
- To comply with the Fraud Act 2006.

Fraud Policy.

The attention of Committee Members is drawn to the Fraud Act of 2006 and the Group's Anti-Fraud Policy. They are made aware of their individual liability arising out of any breach of the Act. A breach of the act will include:

- The misrepresentation of a financial statement.
- A misrepresentation or a failure to disclose information with the intention that the other party will act on it and that party goes on to suffer a loss as a result or you go on to make a gain which you would otherwise not have made.
- Obtaining goods and services by deception.

In addition to raising awareness of the importance attached to operating with the utmost honesty and integrity the Group has put in place the following measures:

- All commitments to incur expenditure are discussed at Committee Meetings.
- All financial transactions must be signed off by two unrelated members of the Committee.
- Four members of the Committee have access to the on-line bank account and can monitor income and expenditure.
- Our accounts are shared with Members.
- We have external auditors.
- We actively encourage Whistleblowing from Members, employees and volunteers.
- We openly engage with members (see below).

13. Reporting.

Annual Members' Meeting.

Under Sec 4 of the Group's rules, an Annual Members Meeting will be held within six months of the close of the financial year end. The Management Committee will decide the date, time, venue, agenda and scope for remote access for the meeting. At least 14 days' notice, sent by electronic communication to the member's electronic address will be provided.

The purpose of the meeting shall be to (Sec 4.4 of the Group's rules):

- Receive the Annual Accounts of the Group.
- Receive a report on the state of membership of the Group.
- Receive a report on the performance of the Group in the previous year and the plans for the current and next year.
- Appoint the financial Auditors of the Group.
- Elect the members of the Management Committee.
- Receive, consider and vote upon any resolutions or special resolutions.

The meeting will be quorate when 5 members or 10% of the members entitled to vote (whichever is the greater) are present. If a quorum is not reached within half an hour of the published starting time, the meeting will be adjourned until a time set by the Management Committee, no later than four weeks after the initial meeting. The time of the new meeting will be communicated electronically to Members. At the reconvened meeting a quorum will be as above, or the number of members present within half an hour of the stated start time.

Resolutions should ordinarily be received five days in advance of the meeting.

Special Members' Meeting (Sec 4.5 Group Rules).

- A special members' meeting shall be convened if a written requisition is received by the Secretary either by post to the registered office or electronically, signed by not less than 12 or 10% of the members whichever is less.
- Subject to the requirements being met, a Special Member's Meeting shall be held within 28 days of the receipt of the requisition.

Voting (Sec 4.16 Group Rules).

- Shall be by a show of hands, proxy or live electronic systems. The Management Committee will determine the arrangements for proxy and electronic voting.
- Each Member shall have one vote, regardless of the size of their shareholding.
- A resolution shall be passed by a simple majority.
- A special resolution (one seeking a rule change) will require a two thirds majority of those resent and entitled to vote at the meeting.

- It shall be the role of the Chair to ensure the proper conduct of any meeting. In the absence of the Chair, any of the Management Committee may Chair the meeting.

Appendix 1 – list of policies and procedures

- Code Of Conduct
- Anti –Fraud
- Disputes and Complaints
- Equal Opportunities
- GDPR & Data Protection
- Health and Safety
- Safeguarding and lone working

Appendix 2 – Skills Audit

1. Relevant Professional Qualifications - please list.
2. Indicate as to which best matches your level of knowledge/expertise.

1 extensive

2 some

3 none.

> running a third sector organisation
>running a business in this sector
> financial planning and budget management monitoring performance against a Business Plan.
> implementing and managing IT systems
> project management
> estates management
> dealing with legal issues
> HR management
> conflict resolution
> stakeholder engagement and collaborative working

> communications and media engagement
> working with volunteers

3. Other personal characteristics and competences which contribute to achieving organisational sustainability – please list.

Appendix 3 – self assessment.

The responsibilities of the Committee are set out in the Committee Job Description. This self-assessment seeks to test how well you feel the Executive Committee as an entity has performed over the last year. Please ✓ the appropriate response.

1. Objectives of the Group a) How confident are you that you understand what these are? Fully: Mostly: Partly: Not confident: Comment:
2. Do you feel that the Committee adequately addresses these objectives? Fully: Mostly: Partly: No: Comment:
3. Do you feel able to contribute to the debate on the vision and ambition of the Group? Fully: Mostly: Partly: No: Comment:
4. How confident are you that the Committee: a) ensures its organisational aims remain relevant and valid: Fully: Mostly: Partly: Not confident: Comment:
5. How confident are you that the Committee develops and agrees a long-term Strategic Direction: Fully: Mostly: Partly: Not confident: Comment:
6. How confident are you that the Committee develops and agrees the Annual Business Plan and budget, monitors progress and spending against the Plan and budget: Fully: Mostly: Partly: Not confident: Comment:
7. How confident are you that the Committee evaluates results, assesses outcomes and impacts to enable it to review and/or amend the Strategic Direction, Plan and budget as appropriate Fully: Mostly: Partly: Not confident: Comment:
8. How confident are you that Members, individually and collectively, understand their roles and responsibilities. Fully: Mostly: Partly: Not confident Comment