

APPENDIX 1 : FINANCIAL MATTERS

Key Financial Controls will be performed monthly as a minimum – to include reconciliation of all Cash & Bank balances, Aged Debtors, Aged Creditors, Fixed Assets, Prepayments & Accruals and all Payroll/VAT related accounts, plus any accounts deemed necessary to establish and demonstrate a strong control environment in the judgement of the Trust Trustees.

Financial Reporting will be performed monthly for each academy within the Trust, and consolidated at the Trust level. This will include Balance Sheet, Management Accounts, Aged Debtors and updated Asset Register as defined by the PS Financials Software package (Reporting Menu included below). The Trustees and Local Governing Body reserve the right to stipulate additional reporting requirements on a regular or ad hoc basis. Any variances to budget require explanation, and if in aggregate the school's position moves into deficit in-year, remedial action must be taken to eliminate this in-year deficit.

ALL ACADEMIES WILL BE SUBJECT TO THE TRUST FINANCE POLICY (also known as the “Trust Financial Handbook”), and this will be audited by Trust Internal Audit every term. Compliance is mandated to all Trust Academies, and internal audit reports will be shared with the Trust Finance & Audit Committee routinely. Repeated areas of non-compliance may result in intervention by Trust Centre and/or Trustees in school financial matters.

ALL ACADEMIES WILL BE EXPECTED TO BALANCE THEIR BUDGET EACH YEAR – this EXCLUDES any brought forward reserves. Any planned deficit will require specific authorisation from Trustees. Any unplanned deficit will require the Academy to take immediate action to recover.

Trustees will provide the LGB with Finance Support from Trust Centre. The Chair must ensure Trust Finance is invited to every Finance Committee and every Full Governor meeting discussing Budget setting.

Financial limits

Delegated Duty	Value	Delegated Authority
Payments	Up to £10,000	Two authorised signatories
	£10,000 up to £100,000	One from (A) SBM/Headteacher/Deputy Headteacher AND one from (B) Trust Executive Team
	Over £100,000	One from (A) SBM/Headteacher/Deputy Headteacher AND one from (B) Board of Trustees
Purchase Orders	Up to £1,000	Budget Holder/SBM
	£1,000 - £3,000	Budget Holder AND Headteacher/Deputy Head
	£3,000 - £10,000	Budget Holder AND Headteacher/Deputy Head AND Chair of LGB
	£10,000 - £100,000	Headteacher AND Trust Executive Team
	Over £100,000	Chair of Trustees AND Executive Team
Tendering	Up to £3,000	Budget Holders obtain best value for money
	£3,000 - £50,000	Minimum of three quotes to be obtained by Headteacher/Deputy Head/Budget Holder/Chair of LGB/Trustee
	£50,000 to relevant OJEU limit	Formal tendering process requiring Trust Trustees approval
	Over OJEU limit	OJEU advertising requiring Trust Trustees approval

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Asset Reporting	Account Index Reporting Account Index Analysis Account Index Income / Expenditure Account Summary Account Summary with Nominal Details Income / Expenditure by Funding Type Ledger Income / Expenditure Summary	Creditors\Debtors Aged Creditors Aged Debtors Creditors List Debtors List
Management\Strategy Reporting AAR Balance Sheet AAR Income / Expenditure Balance Sheet CFR GAG Management Accounts SoFA WGA	Budget Holder Reporting Budget Holder Budget Holder (Detailed) Budget Holder (Nominal Summary) Budget Holder (Period Analysis) Budget Holder by Nominals	General Reports Budget by Account Budget by Nominals Budget Matrix Chart of Accounts Document Enquiry Paylist PSF Security Roles Overview Sales Statement
Additional Reports Academy Dashboard Federation Reporting Suite VAT 100 VAT 126	Nominal Reporting Nominal Summary Nominal Transactions Nominal Transactions (Detailed)	Purchase Ordering Current Commitments Outstanding GRN's by Document Outstanding GRN's by Supplier Outstanding Purchase Orders by Document Outstanding Purchase Orders by Supplier Search by Description Unauthorised Purchase Orders

Aged Debtors

Aged Debtors as at 24/06/2013										
ACCOUNT	DATE	INVOICE NO.	DESCRIPTION	DETAIL STATUS	CURRENT	31-60 DAYS	61-90 DAYS	91-120 DAYS	OLDER	TOTAL
Location: Academy Activities					0.00	0.00	0.00	0.00	0.00	0.00
AA0001		ABCTaxi			0.00	500.00	0.00	0.00	0.00	500.00
	17/05/2013	SINV0		Open	0.00	500.00	0.00	0.00	0.00	500.00
TOTAL					0.00	500.00	0.00	0.00	0.00	500.00

Balance Sheet

Balance Sheet	
Selection Criteria:	
Click to return	
Compare Current Month	
	TOTAL 2012/13
Current Assets	
Debtors	0.00
VAT	0.00
Cash at Bank and in Hand	0.00
	0.00
Current Liabilities	
Creditors	0.00
Salary Control	0.00
Expenses Control Account	0.00
	0.00
Total Net Assets	0.00
Current Year Income & Expenditure	0.00
	0.00

Management Accounts

Management Accounts Report											
	CURRENT PERIOD			YTD TOTALS			FULL YEAR		REVISED	VARIANCE	
	Actual	Commitments	Budget	Variance	Actual	Commitments	Budget	Variance	Budget	Forecast	[%]
INCOME											
A0 - GAG funding	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
A2 - Other Govt Grants	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
A3 - Private Sector Funding	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
A4 - Other Income	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
Total INCOME	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
EXPENDITURE											
Staffing Expenditure											
B0 - Teaching Staff	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
B1 - Educational Support Staff	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
B2 - Premises Staffing	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
B3 - Admin Staffing	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
B5 - Agency Staff	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
Total Staffing Expenditure	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
C0 - Maintenance of Premises	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
C1 - Other Occupational Costs	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
D0 - Educational Supplies and Services	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
E0 - Other Supplies and Services	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
F0 - ICT Costs (Non Capital)	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
G0 - Staff Development	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
Total EXPENDITURE	0.00	0.00	-	0.00	-	0.00	-	-	-	-	0.00%
Total INCOME / EXPENDITURE	-	0.00	-	-	-	0.00	-	-	-	-	0.00%

APPENDIX 2 - FUNCTIONING OF THE LOCAL GOVERNING BODY

1. CHAIR OF THE LOCAL GOVERNING BODY

- 1.1 The Trustees of the Trust shall appoint the Chair to the LGB. This is the cornerstone of delegating powers to the LGB.
- 1.2 Subject to paragraph 1.4, the Chair shall hold office as such until a successor is appointed.
- 1.3 The Chair may at any time resign their office by giving notice in writing to the Trustees. The Chair shall cease to hold office if:
 - 1.3.1 they cease to serve on the Local Governing Body;
 - 1.3.2 they are removed from office in accordance with this Scheme of Delegation;
 - 1.3.3 Trustees judge the Chair to be under performing, or
- 1.4 Where by reason of any of the matters referred to in paragraph 1.3, a vacancy arises in the office of Chair, the Trustees shall appoint a temporary Chair while a new Chair is formally appointed.
- 1.5 Where the Chair is absent from any meeting, the vice-Chair as appointed by the members of the LGB shall act as the Chair for the purposes of the meeting.
- 1.6 Where in the circumstances referred to in paragraph 1.5 the vice-Chair is also absent from the meeting or there is at the time a vacancy in the office of vice-Chair, the members of the Local Governing Body shall elect one of their number to act as a Chair for the purposes of that meeting.
- 1.7 The Chair may be removed from office by the Trustees at any time in accordance with this Scheme of Delegation.
- 1.8 A resolution to remove the Chairman from office which is passed at a meeting of the LGB shall have no effect.

- 1.9 The Chair of Governors shall become a member of Trust's Local Governing Bodies Chairs' Forum.

2. **CONFLICTS OF INTEREST**

- 2.1 Any member of the Local Governing Body who has or can have any direct or indirect duty or personal interest (including but not limited to any Personal Financial Interest) which conflicts or may conflict with their duties as a member of the Local Governing Body shall disclose that fact to the Chair as soon as they become aware of it. A person must absent themselves from any discussions of the Local Governing Body in which it is possible that a conflict will arise between their duty to act in the interests of the Trust or School, and any duty or personal interest (including but not limited to any Personal Financial Interest).
- 2.2 In any conflict between any provision of this Scheme of Delegation and the Articles, the Articles shall prevail.
- 2.3 Any disagreement between the members of the Local Governing Body and the Headteacher or any subcommittee of the Local Governing Body shall be referred to the Trustees for their determination.
- 2.4 All Governors are expected to comply with the National Governors' Association's Code of Conduct for Governors given in Appendix 4.

3. **THE MINUTES**

- 3.1 The minutes of the proceedings of a meeting of the Local Governing Body shall be drawn up and recorded for the purpose by the person authorised to keep the minutes of the Local Governing Body; and shall be signed (subject to the approval of the members of the Local Governing Body) at the same or next subsequent meeting by the person acting as Chair thereof. The minutes shall include a record of:
- 3.1.1 all appointments of officers made by either the Trust or the Local Governing Body; and
- 3.1.2 all proceedings at meetings of the Local Governing Body and of

committees of the Local Governing Body including the names of all persons present at each such meeting.

- 3.2 The Chair shall ensure that copies of minutes of all meeting of the Local Governing Body shall be provided to the Trustees within 28 days of the meetings.

4. **COMMITTEES**

- 4.1 Subject to this Scheme of Delegation, the Local Governing Body may establish any subcommittee. The constitution, membership and proceedings of any subcommittee shall be determined by the Local Governing Body but having regard to any views of Trustees. The establishment, terms of reference, constitution and membership of any subcommittee shall be reviewed by the Chair at least once in every twelve months. No vote on any matter shall be taken at a meeting of a subcommittee unless the majority of members of the subcommittee present serve on the Local Governing Body.

5. **DELEGATION**

- 5.1 Provided such power or function has been delegated to the Local Governing Body, the Local Governing Body may further delegate to any person serving on the Local Governing Body, committee, the Headteacher or any other holder of an executive office, such of their powers or functions as they consider desirable to be exercised by them. Any such delegation may be made subject to any conditions either the Trustees or the Local Governing Body may impose and may be revoked or altered similarly as stated in Appendix 3.
- 5.2 Where any power or function of the Local Governing Body is exercised by any subcommittee, any member of the Local Governing Body, the Headteacher or any other holder of an executive office, that person or subcommittee shall report to the Local Governing Body in respect of any action taken or decision made with respect to the exercise of that power or function at the meeting of the Local Governing Body immediately following the taking of the action or the making of the decision.

6. MEETINGS OF THE LOCAL GOVERNING BODY

6.1 Subject to this Scheme of Delegation, the Local Governing Body may regulate its proceedings as the members of the Local Governing Body think fit.

6.2 The Local Governing Body shall meet at least three times in every school year. Meetings of the Local Governing Body shall be convened by the clerk to the Local Governing Body. In exercising their functions under this Scheme of Delegation the Clerk shall comply with any direction:

6.2.1 given by the Trustees or the Local Governing Body; or

6.2.2 given by the Chair of the Local Governing Body or, in their absence or where there is a vacancy in the office of Chair, the vice-Chair of the Local Governing Body, so far as such direction is not inconsistent with any direction given as mentioned in 6.2.1 above.

6.3 Any three members of the Local Governing Body may, by notice in writing given to the Chair & Clerk, requisition a meeting of the Local Governing Body; and it shall be the duty of the Chair & Clerk to convene such a meeting as soon as is reasonably practicable.

6.4 The Clerk (as defined below) shall provide to each member of the Local Governing Body at least seven clear days before the date of a meeting:

6.4.1 notice in writing thereof sent to each member of the Local Governing Body at the address provided by each member from time to time;

6.4.2 all reports or other papers to be considered at the meeting; and

6.4.3 a copy of the agenda for the meeting;

provided that where the Chair or, in their absence or where there is a vacancy in the office of Chair, the vice-Chair, so determines on the ground that there are matters demanding urgent consideration, it shall be sufficient if the written notice of a meeting, and the copy of the agenda thereof are given within such shorter period as he directs.

- 6.5 The convening of a meeting and the proceedings conducted thereat shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda thereof.
- 6.6 A resolution to rescind or vary a resolution carried at a previous meeting of the Local Governing Body shall not be proposed at a meeting of the Local Governing Body unless the consideration of the rescission or variation of the previous resolution is a specific item of business on the agenda for that meeting.
- 6.7 A meeting of the Local Governing Body shall be terminated forthwith if:
- 6.7.1 the members of the Local Governing Body so resolve; or
 - 6.7.2 the number of members present ceases to constitute a quorum for a meeting of the Local Governing Body in accordance with paragraph 6.10, subject to paragraph 6.12.
- 6.8 Where in accordance with paragraph 6.7 a meeting is not held or is terminated before all the matters specified as items of business on the agenda for the meeting have been disposed of, a further meeting shall be convened by the Clerk as soon as is reasonably practicable, but in any event within seven days of the date on which the meeting was originally to be held or was so terminated.
- 6.9 Where the Local Governing Body resolves in accordance with paragraph 6.7 to adjourn a meeting before all the items of business on the agenda have been disposed of, the Local Governing Body shall before doing so determine the time and date at which a further meeting is to be held for the purposes of completing the consideration of those items, and they shall direct the Clerk to convene a meeting accordingly.
- 6.10 Subject to paragraph 6.12, the quorum for a meeting of the Local Governing Body, and any vote on any matter thereat, shall be any three of the members of the Local Governing Body, or, where greater, any one third (rounded up to a whole number) of the total number of persons holding office on the Local Governing Body at the date of the meeting. If the Trustees have appointed any additional members of the Local Governing Body pursuant to clause 4.1.2.6 of this Scheme of Delegation

then a majority of the quorum must be made up of such persons.

6.11 The Local Governing Body may act notwithstanding any vacancies on its board, but, if the numbers of persons serving is less than the number fixed as the quorum, the continuing persons may act only for the purpose of filling vacancies or of calling a general meeting.

6.12 The quorum for the purposes of:

6.12.1 appointing a parent member;

6.12.2 any vote on the removal of a person in accordance with this Scheme of Delegation;

shall be any two-thirds (rounded up to a whole number) of the persons who are at the time persons entitled to vote on those respective matters.

6.13 Subject to this Scheme of Delegation, every question to be decided at a meeting of the Local Governing Body shall be determined by a majority of the votes of the persons present and entitled to vote on the question. Every member of the Local Governing Body shall have one vote.

6.14 Subject to paragraphs 6.10 – 6.12, where there is an equal division of votes, the Chair of the meeting shall have a casting vote in addition to any other vote they may have.

6.15 The proceedings of the Local Governing Body shall not be invalidated by

6.15.1 any vacancy on the LGB; or

6.15.2 any defect in the election, appointment or nomination of any person serving on the Local Governing Body.

6.16 A resolution in writing, signed by all the persons entitled to receive notice of a meeting of the Local Governing Body or of a subcommittee of the Local Governing Body, shall be valid and effective as if it had been passed at a meeting of the Local Governing Body or (as the case may be) a subcommittee of the Local Governing Body duly convened and held. Such a resolution may consist of several documents

in the same form, each signed by one or more of the members of the Local Governing Body and may include an electronic communication by or on behalf of the Local Governing Body indicating his or her agreement to the form of resolution providing that the member has previously notified the Local Governing Body in writing of the email address or addresses which the member will use.

6.17 Subject to paragraph 6.18, the Local Governing Body shall ensure that a copy of:

6.17.1 the agenda for every meeting of the Local Governing Body;

6.17.2 the draft minutes of every such meeting, if they have been approved by the person acting as Chair of that meeting;

6.17.3 the signed minutes of every such meeting; and

6.17.4 any report, document or other paper considered at any such meeting,

are, as soon as is reasonably practicable, made available at the School to persons wishing to inspect them.

6.18 There may be excluded from any item required to be made available in pursuance of paragraph 6.17, any material relating to:

6.18.1 a named teacher or other person employed, or proposed to be employed, at the School;

6.18.2 a named pupil at, or candidate for admission to, the School; and

6.18.3 any matter which, by reason of its nature, the Local Governing Body is satisfied should remain confidential.

6.19 Any member of the Local Governing Body shall be able to participate in meetings of the Local Governing Body by telephone or video conference provided that:

6.19.1 they have given notice of their intention to do so detailing the telephone number on which they can be reached and/or appropriate details of the video conference suite from which they shall be taking part at the time of the meeting at least 48 hours before the meeting; and

6.19.2 the Local Governing Body has access to the appropriate equipment if after all reasonable efforts it does not prove possible for the person to participate by telephone or video conference the meeting may still proceed with its business provided it is otherwise quorate.

7. CLERK

7.1 Trustees in agreement with LGB must appoint a clerk (the “Clerk”) (who must not be the Headteacher) and may collectively remove the Clerk from office at any time.

7.2 In the absence of the Clerk from a Local Governing Body meeting, the Local Governing Body may appoint any one of the Governors to act as Clerk for the purposes of that meeting.

7.3 The Clerk must:

7.3.1 convene meetings of the Local Governing Body;

7.3.2 attend meetings of the Local Governing Body and ensure that minutes of the proceedings are drawn up and issued within 28 days; and

7.3.3 perform any other functions determined by the Local Governing Body.

8. NOTICES

8.1 Any notice to be given to or by any person pursuant to this Scheme of Delegation (other than a notice calling a meeting of the Local Governing Body) shall be in writing or shall be given using electronic communications to an address for the time being notified for that purpose to the person giving the notice. In these Articles, “Address” in relation to electronic communications, includes a number or address used for the purposes of such communications.

8.2 A notice may be given by the Local Governing Body to its members either personally or by sending it by post in a prepaid envelope addressed to the member at their registered address or by leaving it at that address or by giving it using electronic communications to an address for the time being notified to the Local Governing Body by the member. A member whose registered address is

not within the United Kingdom and who gives to the Local Governing Body an address within the United Kingdom at which notices may be given to them, or an address to which notices may be sent using electronic communications, shall be entitled to have notices given to them at that address, but otherwise no such member shall be entitled to receive any notice from the Local Governing Body.

8.3 A member of the Local Governing Body present, either in person or by proxy, at any meeting of the Local Governing Body shall be deemed to have received notice of the meeting and, where necessary, of the purposes for which it was called.

8.4 Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given. Proof that a notice contained in an electronic communication was sent in accordance with guidance issued by the Institute of Chartered Secretaries and Administrators shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted or, in the case of a notice contained in an electronic communication, at the expiration of 48 hours after the time it was sent.

9. INDEMNITY

9.1 Subject to the provisions of the Companies Act 2006 every member of the Local Governing Body or other officer or auditor of the Company acting in relation to the School shall be indemnified out of the assets of the Company against any liability incurred by them in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which they are acquitted or in connection with any application in which relief is granted to them by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Company.

Model Procedures:

Code of Conduct

Legislation, policies and procedures



Need advice?

For advice on any issue, GOLD members have access to GOLDline legal advice 9–5pm weekdays. Find out more T: 0121 237 3782 www.nga.org.uk/goldline



National Governance Association

The National Governance Association (NGA) is an independent charity representing and supporting governors, trustees and clerks in maintained schools and academies in England. The NGA's goal is to improve the well-being of children and young people by increasing the effectiveness of governing boards and promoting high standards. It does this by providing information, guidance, research, advice and training. It also works closely with, and lobbies, UK government and educational bodies, and is the leading campaigning national membership organisation for school governors and trustees.

The NGA online Guidance Centre is the information hub for governors. It supports you in your role as a governor, giving you access to up to date guidance and advice covering all aspects of school governance, including finance; staffing; Ofsted; curriculum; special educational needs; legislation and school improvement.

Practical governance resources include sample documents; templates; checklists; information summaries; insights; case studies and much more.

To join NGA and receive regular updates, contact:

T: 0121 237 3780 | E: membership@nga.org.uk | www.nga.org.uk



Code of Conduct for School Governing Boards

2017 Version

This code sets out the expectations on and commitment required from school governors, trustees and academy committee members in order for the governing board to properly carry out its work within the school/s and the community. It can be amended to include specific reference to the ethos of the particular school. Unless otherwise stated, 'school' includes academies, and it applies to all levels of school governance.

This code can also be tailored to reflect your specific governing board and school structure, whether that is as a maintained school or academy, either as a single school or group of schools. Where multiple options are given, i.e. senior executive leader/headteacher and governor/trustee/academy committee member, please amend to leave the option relevant to your governing board.

Once approved by the governing board, the Code will apply to all governors/trustees/academy committee members.

This Code should be read in conjunction with the relevant law and for academies, their articles of association and agreed scheme of delegation. It should be adapted as appropriate depending on the governance setting and level of delegation.

The governing board has the following core strategic functions:

Establishing the strategic direction, by:

- Setting and ensuring clarity of vision, values, and objectives for the school(s)/trust
- Agreeing the school improvement strategy with priorities and targets
- Meeting statutory duties

Ensuring accountability, by:

- Appointing the lead executive/headteacher (where delegated)
- Monitoring the educational performance of the school/s and progress towards agreed targets
- Performance managing the lead executive/headteacher (where delegated)
- Engaging with stakeholders
- Contributing to school self-evaluation

Overseeing financial performance, by:

- Setting the budget



- Monitoring spending against the budget
- Ensuring money is well spent and value for money is obtained
- Ensuring risks to the organisation are managed

As individuals on the board we agree to the following:

Role & Responsibilities

- We understand the purpose of the board and the role of the executive leaders.
- We accept that we have no legal authority to act individually, except when the board has given us delegated authority to do so, and therefore we will only speak on behalf of the governing board when we have been specifically authorised to do so.
- We accept collective responsibility for all decisions made by the board or its delegated agents. This means that we will not speak against majority decisions outside the governing board meeting.
- We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer.
- We will encourage open governance and will act appropriately.
- We will consider carefully how our decisions may affect the community and other schools.
- We will always be mindful of our responsibility to maintain and develop the ethos and reputation of our school/group of schools. Our actions within the school and the local community will reflect this.
- In making or responding to criticism or complaints we will follow the procedures established by the governing board.
- We will actively support and challenge the executive leaders
- We will accept and respect the difference in roles between the board and staff, ensuring that we work collectively for the benefit of the organisation;
- We will respect the role of the executive leaders and their responsibility for the day to day management of the organisation and avoid any actions that might undermine such arrangements;
- We agree to adhere to the school's rules and policies and the procedures of the governing board as set out by the relevant governing documents and law
- When formally speaking or writing in our governing role we will ensure our comments reflect current organisational policy even if they might be different to our personal views;
- when communicating in our private capacity (including on social media) we will be mindful of and strive to uphold the reputation of the organisation

Commitment

- We acknowledge that accepting office as a governor/trustee/academy committee member involves the commitment of significant amounts of time and energy.



- We will each involve ourselves actively in the work of the governing board, and accept our fair share of responsibilities, including service on committees or working groups.
- We will make full efforts to attend all meetings and where we cannot attend explain in advance why we are unable to.
- We will get to know the school/s well and respond to opportunities to involve ourselves in school activities.
- We will visit the school/s, with all visits arranged in advance with the senior executive leader/headteacher and undertaken within the framework established by the governing board.
- When visiting the school in a personal capacity (i.e. as a parent or carer), we will maintain our underlying responsibility as a governor/trustee/academy committee member.
- We will consider seriously our individual and collective needs for induction, training and development, and will undertake relevant training.
- We accept that in the interests of open governance, our full names, date of appointment, terms of office, roles on the governing board, attendance records, relevant business and pecuniary interests, category of governor and the body responsible for appointing us will be published on the school's website.
- In the interests of transparency we accept that information relating to governors/trustees/academy committee members will be collected and logged on the DfE's national database of governors (Edubase).

Relationships

- We will strive to work as a team in which constructive working relationships are actively promoted.
- We will express views openly, courteously and respectfully in all our communications with other governors/trustees/academy committee members, the clerk to the governing board and school staff both in and outside of meetings.
- We will support the chair in their role of ensuring appropriate conduct both at meetings and at all times.
- We are prepared to answer queries from other board members in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved.
- We will seek to develop effective working relationships with the executive leaders, staff and parents, the trust, the local authority and other relevant agencies and the community.

Confidentiality

- We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, both inside or outside school.
- We will exercise the greatest prudence at all times when discussions regarding school/trust business arise outside a governing board meeting.



- We will not reveal the details of any governing board vote.
- We will ensure all confidential papers are held and disposed of appropriately.

Conflicts of interest

- We will record any pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the governing board's business in the Register of Business Interests, and if any such conflicted matter arises in a meeting we will offer to leave the meeting for the appropriate length of time.
- We accept that the Register of Business Interests will be published on the school/trust's website.
- We will also declare any conflict of loyalty at the start of any meeting should the situation arise.
- We will act in the best interests of the school as a whole and not as a representative of any group, even if elected to the governing board.

Ceasing to be a governor/trustee/academy committee member

- We understand that the requirements relating to confidentiality will continue to apply after a governor/trustee/academy committee member leaves office

Breach of this code of conduct

- If we believe this code has been breached, we will raise this issue with the chair and the chair will investigate; the governing board will only use suspension/removal as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.
- Should it be the chair that we believe has breached this code, another governing board member, such as the vice chair will investigate.

The Seven Principles of Public Life

(Originally published by the Nolan Committee: The Committee on Standards in Public Life was established by the then Prime Minister in October 1994, under the Chairmanship of Lord Nolan, to consider standards of conduct in various areas of public life, and to make recommendations).

Selflessness - Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.



Objectivity - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability - Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership - Holders of public office should promote and support these principles by leadership and example.

Adopted by the governing board of [name of school] on [date].