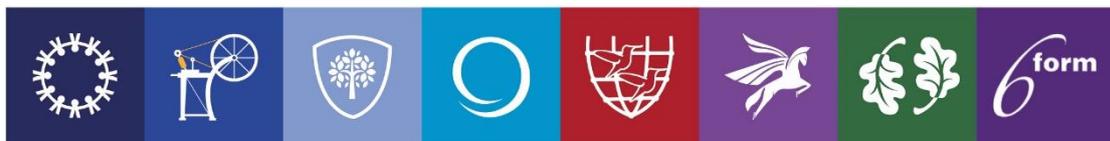




NINESTILES ACADEMY TRUST

Governance Arrangements 2018 – 19

Updated 11.10.18

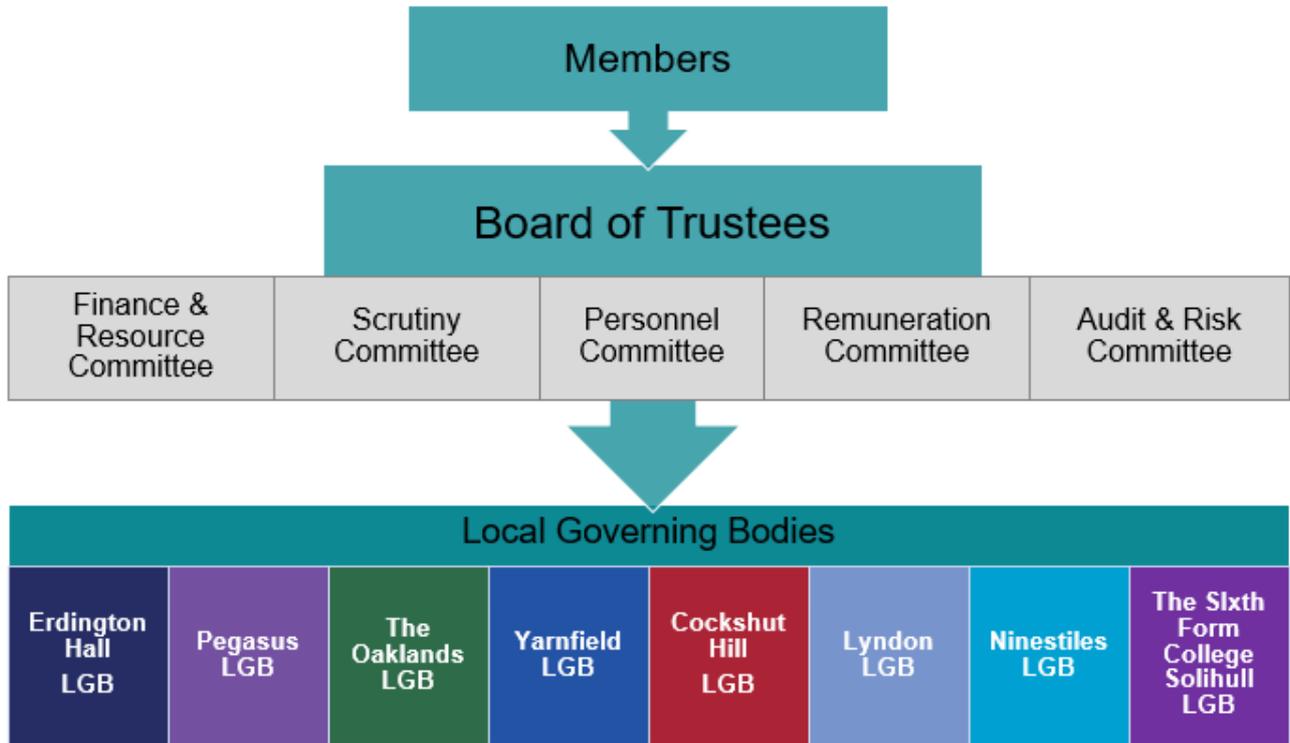




NINESTILES
ACADEMY TRUST

Strength Through Diversity
Ambition Through Challenge
Excellence Through Curiosity

Governance Structure



Members	
Karen Crowston	Vice Chair of the Board of Trustees
Sir Dexter Hutt	Chair of Members
Alan Price	Chair of the Board of Trustees
Roy Lowe	
David Werry	
Role	

Members have a similar role to the shareholders in a company limited by shares.

Members:

- Are the subscribers to the Trust's memorandum of association (where they are founding members)
- May amend the articles of association, subject to any restrictions created by the trust's funding agreement or charity law;
- may, by special resolution (which requires 75% rather than a simple majority of Members to agree) appoint new Members or remove existing Members other than, where there is one, the foundation/ sponsor body and any Members it has appointed;
- Have power to appoint and remove Trustees in certain circumstances
- Appoint the trust's auditors and receive the trust's annual audited accounts (subject to the Companies Act)
- Have power to change the name of the charitable company and ultimately, wind up the academy trust.

Any obligation on Members to meet (e.g. for an Annual General Meeting) will be set out in the Trust's Articles of Association. However, under the current model articles of association, Members may instruct the Trustees to convene a general meeting at any point, at which Trustees may speak but not vote.

Board of Trustees

Catherine Anwar	CEO
Alan Price	Chair of the Board (Member)
Karen Crowston	Vice Chair of the Board (Member)
Neal Clements	Chair of Finance and Resources
Jonathan Bridges	Chair of Audit at Risk
Vrigu Dey	Chair of SFCS LGB; Trustee Lead on Safeguarding
Ateef Azam	Chair of Yarnfield LGB; Trustee Lead on Disadvantaged Pupils
Fiona Dennis-Stephens	
Shilpa Unarkat	
Mary Le Breuilly	Vice Chair of Yarnfield LGB
Richard Beamish	Chair of Cockshut Hill LGB; Trustee Lead on SEND
Charles Brant	

Role

Trustees are the accountable body for the Trust. They are responsible for:

- Ensuring clarity of vision, ethos and strategic direction
- Holding Executive Leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff
- Overseeing the financial performance of the organisation and making sure its money is well spent, and that Trust funds are used only in accordance with the law

The Board is made up of the Trustees and includes the CEO. The board meets four times each academic year and otherwise as required. Any additional meetings require at least 7 days' notice. The quorum is half of the board rounded down and meetings are minuted by the clerk. The Trustees elect a chair and vice chair annually at their first meeting in the school year. The chair is responsible for drawing up the agenda with the CEO and sending it out to the Board with all associated papers at least 7 days in advance. Should the chair or vice chair not be present at the meeting, a temporary chair should be elected for the meeting.

The Board will identify individual trustees with a specific remit and oversight for Safeguarding, SEND and the progress of Disadvantaged pupils across the Trust for a one-year tenure.

The term of office for any shall be four years, save that this time limit shall not apply to the Chief Executive Officer, any post which is held ex officio. Subject to remaining eligible to be a particular type of Trustee, any Trustee may be re-appointed by Members at an Annual General Meeting.

Committees and Terms of Reference

Finance and Resources Committee

Neal Clements	<i>Chair, Trustee</i>
Catherine Anwar	<i>CEO</i>
Karen Crowston	<i>Trustee; Member</i>
Richard Beamish	<i>Trustee</i>
Steve Ralph	<i>Finance Director</i>
Steve Smith	<i>Estates and Facilities Director</i>
	<i>Principal representative</i>
	<i>LGB representatives</i>

Terms of Reference

1. **General Principle**

- 1.1 To carry out the function delegated from the Board of Trustees
- 1.2 To ensure that the Board's responsibility to adhere to the ESFA's *Academies Financial Handbook*, is met

2. **Membership**

- 2.1 The membership of the committee will be agreed on an annual basis at the first meeting of the Trust Board in the Autumn Term.
- 2.2 The Committee is appointed by the Board of Trustees and shall consist of not less than three members
- 2.4 The Chair of the Board of Trustees shall not be a member of the Finance and Audit Committee nor can employees be a member of the committee.
- 2.5 Membership will be drawn from members of the Board of Trustees, representatives from each Local Governing Body and a representative from the Principals' Group. The committee shall have such co-opted non-voting members as the Board of Trustees shall appoint. The committee may make recommendations for these appointments. The CEO, and Finance Director are expected to attend.

3. **Meetings**

- 3.1 Meetings shall be held three times a year (to coincide with key dates in the Academy's financial reporting cycle)
- 3.2 Any Trustee may attend meetings of committees but only Trustees who are members of the committee may vote at committee meetings.
- 3.3 Where necessary, the elected Chair may have a second or casting vote. Trust Board members employed by the Academy are not entitled to vote on Finance and Resources Committee business.
- 3.5 Where decisions within the remit of the committee are required between formal meetings, they will be agreed by email between members.

4. **Quorum**

- 4.1 The quorum shall be three voting members.

5. **Chairing**

5.1 The committee shall elect a Chair annually.

6. Minutes

6.1 The Clerk to the Board will take the minutes.

7. Reporting to the Trust Board

7.1 The Chair of the Committee will provide a summary to the Trust Board on main decisions taken and any recommendations requiring Trust Board approval

7.2 The Board will retain ultimate responsibility for signing off the accounts recommended by the Finance and Resources Committee

8 Areas of Responsibility

8.1 To provide assurance over the suitability of, and compliance with, the financial systems and controls in accordance with the ESFA's Academies Financial Handbook, particularly section 4

8.2 Consider the Trusts' indicative funding, notified annually by the DfE, and assess implications for each of the academies.

8.3 Draw any matters of significance or concern to the attention of the Board of Trustees.

8.4 Consider and recommend acceptance/non-acceptance of the Trust budget, and that of individual academies at the start of each financial year.

8.5 Receive and make recommendations on the broad budget headings and areas for expenditure to be adopted each year, including the level and use of any contingency fund or balances, ensuring the compatibility of all such proposals with the development priorities set out in the development plan.

8.6 Monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the academies, and with the financial regulations of the DfE, drawing any matters of concern to the attention of the Board of Trustees.

8.7 Monitor and review procedures for ensuring the effective implementation and operation of financial procedures, on a regular basis, including the implementation of bank account arrangements and, where appropriate to make recommendations for improvement.

8.8 Oversee all matters relating to Health and Safety ensuring that the appropriate policies and practice are in place to meet statutory responsibilities.

8.9 Oversee the function and project management of the Trust Estate and facilities

8.10 Oversee the development and management of the business information systems, the IT infrastructure and the physical assets of the Trust in accordance with the authorities and responsibilities set out in the financial regulations

8.11 Monitor significant value (both internally resourced and/or capital resources) projects with serious financial implications

8.12 Oversee the implementation of the GDPR requirements across the Trust

Audit and Risk Committee

Jonathan Bridges	Chair, Trustee
Fiona Dennis-Stephens	Trustee
Steve Ralph	Finance Director
Catherine Anwar	CEO

1. General Principle

- 1.1 To assist the decision-making of the Board of Trustees through detailed consideration of the best means of fulfilling the Board's responsibility to adhere to the ESFA's *Academies Financial Handbook*, and to support sound management of the Trust's finance and resources, including proper planning, monitoring and probity.
- 1.2 To monitor and review mitigation of risk in all areas across the Trust
- 1.3 To make appropriate comments and recommendations on such matters to the Trust Board on a regular basis.
- 1.4 Major issues will be referred to the Trust Board for ratification.

2. Membership

- 2.1 The membership of the committee will be agreed on an annual basis at the first meeting of the Trust Board in the Autumn Term.
- 2.2 The Committee is appointed by the Board of Trustees and shall consist of not less than three members
- 2.3 The Chair of the Board of Trustees and the Chair of the Finance and Resources Committee shall not be members of the Audit and Risk Committee nor can employees be a member of the committee.
- 2.4 The Audit and Risk Committee may recommend to the Board the appointment of one person as a member of the Committee who is not a member of the Trust (i.e. does not have the right to attend or vote at meetings of the Board of Trustees). Such person shall not be eligible to chair the Audit Committee.

3. Meetings

- 3.1 Meetings shall be held not less than twice a year (to coincide with key dates in the Academy's financial reporting cycle)
- 3.2 Any Trustee may attend meetings of committees but only Trustees who are members of the committee may vote at committee meetings.
- 3.3 Where necessary, the elected Chair may have a second or casting vote. Trust Board members employed by the Academy are not entitled to vote on Audit and Risk Committee business.
- 3.4 The committee may invite attendance at meetings from persons to assist or advise on a particular matter or range of issues, including parents and members of Trust staff who are not Trustees.
- 3.5 Where decisions within the remit of the committee are required between formal meetings, they will be agreed by email between members.

4. Quorum

- 4.1 The quorum shall be three voting members.

5. Chairing

- 5.1 The committee shall elect a Chair annually.
- 5.2 No Trustee who is employed at the Academy will act as Chair to the Committee.

6. Minutes

- 6.1 The Clerk to the Committee will take the minutes.

7. Reporting to the Trust Board

- 7.1 The Chair of the Committee will provide a summary to the Trust Board on main decisions taken and any recommendations requiring Trust Board approval.

8. Areas of Responsibility

- 8.1 To provide assurance over the suitability of, and compliance with, the financial systems and controls in accordance with the ESFA's Academies Financial Handbook, particularly section 4
- 8.2 To make recommendations, review and approve the programme of work to be performed by the Internal Auditor to review the risks to internal financial controls and provide assurance on those risks.
- 8.3 To review the reports of the Internal Auditor on the effectiveness of the financial procedures and internal financial controls and report their findings to the Governing Body.
- 8.4 Receive the planning letter of the annual audit from the external auditor.
- 8.5 To receive auditors' reports, consider the annual management letter and to recommend to the trust board action as appropriate in response to audit findings received from the external auditor. To monitor progress against any action plans arising from the audit.
- 8.7 Meet with the external audit partner at least once a year, without management, to discuss matters relating to its remit and any issues arising from the audit.
- 8.8 To ensure that there are annual independent checks of assets and that the asset register is maintained accurately.
- 8.9 To review management's reports on the effectiveness of the systems for internal financial control, financial reporting and risk management.
- 8.10 To assess the scope and effectiveness of the systems established by management to identify, assess, manage, monitor and address financial and non-financial risks.

People and Resource Committee

TBC	Chair
Karen Crowston	Trustee
Shilpa Unarkat	Trustee
Charles Brant	Trustee
<i>Donna Farrugia</i>	<i>HR Director</i>
<i>Catherine Anwar</i>	<i>CEO</i>

1. General Principle

- 1.1 To carry out the function delegated from the Board of Trustees
- 1.2 Act in accordance with the Trust's Governance Principles and Scheme of Delegation;
- 1.3 Respect the important, confidential and sensitive nature of its work.

2. Membership

- 2.1 The membership of the committee will be agreed on an annual basis at the first meeting of the Trust Board in the Autumn Term.
- 2.2 The Committee is appointed by the Board of Trustees and shall consist of not less than five members
- 2.3 Membership will be drawn from members of the Board of Trustees. The committee can have such co-opted non-voting members as the Board of Trustees shall appoint. The committee may make recommendations for these appointments. The CEO, and HR Director are expected to attend.

3. Meetings

- 3.1 Meetings shall be held three times a year. Additional meetings may be called as required.
- 3.2 Any Trustee may attend meetings of committees but only Trustees who are members of the committee may vote at committee meetings.
- 3.3 Where necessary, the elected Chair may have a second or casting vote.
- 3.4 Where decisions within the remit of the committee are required between formal meetings, they will be agreed by email between members.

4. Quorum

- 4.1 The quorum shall be three voting members.

5. Chairing

- 5.1 The committee shall elect a Chair and Vice Chair annually.

6. Minutes

6.1 The Clerk to the Board will take the minutes.

7. Reporting to the Trust Board

7.1 The Chair/ Vice Chair of the Committee will provide a summary to the Trust Board on main decisions taken and any recommendations requiring Trust Board approval

8. Areas of Responsibility

8.1 Oversee all matters relating to Personnel ensuring that the appropriate policies and practice are in place to meet statutory responsibilities.

8.2 To comply with the requirements set out in the Scheme of Delegation.

8.3 Draw any matters of significance or concern to the attention of the Board of Trustees.

8.4 To review and recommend to the Board the succession plan for key executive posts.

8.5 To discuss and review the Trust's workforce plan, including plans for the continuing professional development of the Trust's senior managers and leaders.

8.6 To provide assurance to the Board that the Trust has effective HR and Pay policies in place and that its overall approaches to people management support the delivery of the Trust's strategic aims.

8.7 To liaise with and receive reports from the other committees, as appropriate, and to make recommendations to those committees where appropriate

8.8 The Chair of the committee will provide a summary to the Trust Board on main decisions taken and any recommendations that the Trust Board needs to vote on

The work of the Committee must reflect a good understanding of personnel legislation that applies to the Trust. The Committee is required to determine compliance systems that give assurance that the Trust is meeting its statutory and legal responsibilities in relation to its staff.

8.9 The Committee will hold an annual review or audit of the Trust staffing establishment, usually prior to the setting of the budget, so that recommendations on the need to increase or decrease staff, or to alter the staffing structure, are made at the appropriate time. This will include having regard to the recommendations of the Executive Team and the Trust Development Plan and ensuring that advice is sought from the HR Director about the process of any restructuring.

8.10 Approval of HR policies as set out in the Scheme of Delegation. To assure the Board that the Pay policies and principles are being applied.

Remuneration Committee

Alan Price	<i>Chair, Chair of Board of Trustees</i>
Karen Crowston	<i>Vice Chair Board of Trustees</i>
Neal Clements	<i>Chair of Finance & Resources</i>
Catherine Anwar	<i>CEO</i>
Ateef Azam	<i>Trustee</i>

Purpose:

1. To oversee issues relating to the remuneration of staff, with specific responsibility for making recommendations to the Board regarding the Trust Pay policies and the Executive Management Team's remuneration.

Membership

1. Committee members shall be appointed by the Board and shall consist of four Trustees being the Chair of the Trust, the Vice Chair of the Trust, the Chair of the Finance and Resources Committee and one additional trustee.
2. The Chair of the Committee shall be appointed by the Board and will be a Trust Board member.
3. The Committee has the power to co-opt members.
4. A quorum shall be two members.
5. Members are appointed on an annual basis. This term can be renewed up to the maximum of six years.
6. The Chair of the Board of Trustees will have a casting vote in the event of an evenly split vote.
7. The Trust's Chief Executive and the HR Director are normally in attendance, except when the discussions relate to their own salary and conditions. The Committee may co-opt additional members to the panel where specialist knowledge is required to make appointments or assess remuneration.
8. The Committee will meet twice a year but additional meetings may be called as required.

Specific Responsibilities

1. To review with the Chief Executive, and the Executive Team's remuneration at least annually and to make recommendations to the Board.
2. To ensure that there is coherence between Executive pay and broader staff pay both within the trust and across other trusts when making their recommendations.

Performance Reviews

POST	Performance Reviewer	SALARY AUTHORISATION
Chief Executive Officer	Chair/Vice Chair of the Board of Trustees	Remuneration committee
Director of School Improvement Primary	Chair of the Board of Trustees Chief Executive Officer	Remuneration committee
Director of School Improvement Secondary & 6 th Form	Chair of the Board of Trustees Chief Executive Officer	Remuneration committee
Finance Director	Chair of the Board of Trustees Chief Executive Officer	Remuneration committee
Estates and Facilities Director	Chair of the Board of Trustees Chief Executive Officer	Remuneration committee
HR Director	Chair of the Board of Trustees Chief Executive Officer	Remuneration committee
IT Director	Chair of the Board of Trustees Chief Executive Officer	Remuneration committee
Strategic Business Director	Chair of the Board of Trustees Chief Executive Officer	Remuneration committee
Principals	Chair of the LGB Chief Executive Officer	CEO/HR Director
Director of the Teaching School	Chief Executive Officer	Chief Executive Officer
Trust Lead for Mathematics	SIDs CEO	Chief Executive Officer
Trust SENDCO	SIDs CEO	Chief Executive Officer
Vice Principals (Primary)	Principal Director of School Improvement Primary	Chief Executive Officer
Vice Principals (Secondary & 6 th form)	Principal Director of School Improvement Secondary & 6 th form	Chief Executive Officer
Executive Assistant to CEO	Chief Executive Officer SIDs	Chief Executive Officer
HR Business Partners	HR Director	Chief Executive Officer
Clerk to Governing Body, Company Secretary	CEO Chair of Board of Trustees	Chief Executive Officer

Local Governing Bodies 2018-19

The Ninestiles Academy Trust chooses to delegate some governance functions to the Local Governing Bodies (LGB) of each school. The NAT will agree the appointment of the Chairs and members of the LGBs.

The LGBs are a full and formal part of the governance structure of the Academy Trust. The NAT will have very close links with the LGBs through Trustee membership and/or chairing of the LGBs, and may increase or remove delegated responsibilities according to the strength of the LGB and the success of the school.

Local Governing Bodies play a crucial role in supporting and challenging schools and in engaging meaningfully with parents and the local community.

LGBs are responsible for:

- Ensuring appropriate processes are in place for Risk Registers within schools
- Review of the school's performance targets, and holding the Principal to account for reaching them
- Approving and monitoring the school's improvement plans
- Monitoring any post-Ofsted improvement plans
- Approval and monitoring of any local school policies, including admissions, annually
- Convenes hearings for any permanent exclusions
- General review of the school's financial position, linked to pupil numbers, for example
- Involvement in staff appointments; appointing all staff (except Principals, teaching staff on Leadership Scale and Support Staff on Grade 6 or above)
- Involvement in Principal and senior team performance management
- Part of panels for disciplinary hearings
- Implementation of Health and Safety Policy, and Health and Safety in the school
- Implementation and review of the Safeguarding Policy
- Keeping up to date with safeguarding training, ensuring that staff are trained and that there is a safeguarding governor on the LGB
- Ensuring the academy is operating within the mission and ethos of the Trust and contributing to the trust's key strategic priorities
- Monitoring the quality of teaching and learning, attendance, behaviour and safety, within the academy and progress against the academy improvement plan
- Engaging with wider academy activities as a means of monitoring overall quality

Each LGB will identify lead governors with a specific remit and oversight for Safeguarding, the progress of Disadvantaged pupils and the provision of students with SEND.

A member of the LGB (usually the Chair) is nominated to be responsible for working closely with the SID in liaising with the local authority and other partner agencies in the event of allegations of abuse being made against the Principal.

The LGBs meet three times each academic year and otherwise as required. Any additional meetings require at least 7 days' notice. **There is an expectation that governors attend 'events' between meetings which enable them to develop a clear picture of the quality of provision across the schools in their council group.**

The quorum is half of the board rounded down and meetings are minuted by the clerk. The LGB will elect a Vice Chair on an annual basis.

The Trustees will be responsible for drawing up the agenda and getting it sent out to academy councillors at least 7 days in advance. Should the Chair or Vice Chair not be present at the meeting, a temporary Chair should be elected for the meeting.

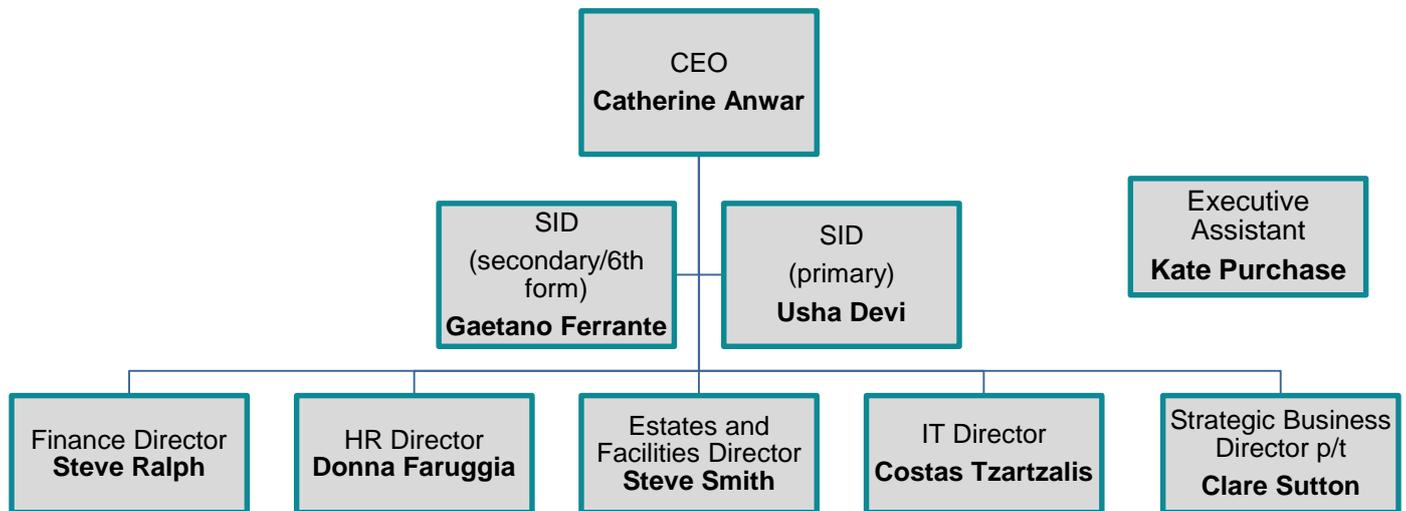
The Chair of the LGB provides an important link between the trust and individual schools. They are responsible for:

- Chairing LGB meetings, ensuring all governors have a voice and are able to contribute to the meetings.
- Ensuring the LGB is meeting its duties under the trust Scheme of Delegation, holding senior school leaders to account.
- Reporting back the views of the school to the Board of Trustees, including the recommendation of any training needs of the LGB.
- Contributing to the performance management of the Principal.
- Developing an effective working relationship with the Principal and senior staff through regular communication between meetings.
- Liaising with CEO/SID on matters of importance between meetings e.g. pupil exclusion or staff competency issues.
- Being proactive in the self-review of the LGB

The term of office for any Governor shall be four years, subject to remaining eligible to be a particular type of governor, any Trustee appointed councillor may be re-appointed by Trustees at a Board Meeting. Parent and staff representative's vacancies will be filled by process of election.

The Executive Team

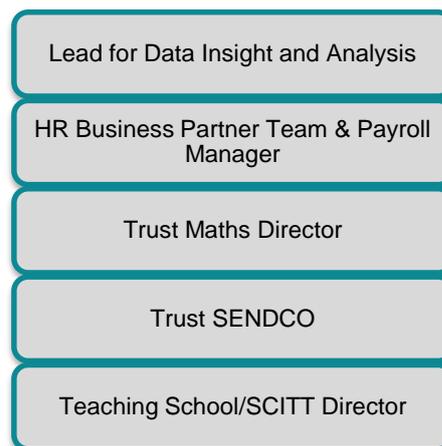
The Executive Team is formed of the Trust Directors who lead on the following areas:



Directors report to the CEO. The Executive meets fortnightly, and once a month with Principals. Key priorities are shared, and every school is invited to a meeting once a term to hear feedback about the impact of the Executive's work. Trustees are invited to the Executive meeting once a term.

The Executive, informed by the SIDs, allocates a designation to each school on an annual basis following a detailed evidence review of all aspects of the school. (Stabilise; Repair; Improve; Sustain). Allocation of resource to each school is linked to the designation.

The Core Team



The Core Team report to the Executive and are supported by administrative assistants. This team meets once a half term.

Together, the Executive and Core Teams form a 'Team around the School' ensuring support and challenge in all key areas. This is known as the **Trust Core Offer**.

Operational Groups

The Principals' Group

Our Trust Principals' Group meets monthly in order to:

- promoting the Trust within the education sphere and profession
- advising Trustees on strategy for schools within the local and national context
- Identifying effective strategies for school improvement to improve outcomes for pupils
- Sharing good practice across all areas of the group's remit
- Ensuring that policies and procedures are adhered to consistently across the trust
- Challenging and supporting each other in the delivery of the Trust Mission

The membership includes the CEO, School Improvement Directors, the Academy Principals and the Director of Teaching School. The group meet monthly during term time. The meetings will be chaired by the CEO. A note of actions arising from the meeting will be taken and circulated to all members.

The Operations Group

Our Operations Group is responsible for:

- ensuring that policies and procedures are adhered to consistently across the trust
- sharing good practice across all areas of the group's remit, e.g. Health and Safety
- ensuring value for money is achieved by working together to procure goods and services as a group where possible and appropriate
- ensuring the group offer the capacity to cover for absence, sickness, vacancies etc
- complying with the accountabilities demanded by the Terms of Reference of the Finance and General Purposes committee and the Finance Audit Committee

The membership includes the Operations and Business Managers from all of the Trust schools. The committee shall meet monthly during term time. The quorum shall be 5 members. A note of actions arising from the meeting will be taken and circulated to all members.

CODE OF PRACTICE FOR THE BOARD OF TRUSTEES, COMMITTEES AND LOCAL GOVERNING BODIES OF NINESTILES ACADEMY TRUST

The role of Trustees, Committee Members and Local Governors

The Board of Trustees is a corporate body and the Academy Council is a sub-committee of the Board of Trustees, which means:

- no director or academy councillor can act on her/his own without proper authority from the board of Trustees;
- although appointed through different routes (i.e. parents, staff, board of Trustees), the overriding concern of all Trustees and academy councillors has to be the welfare of the schools and all the pupils and students who attend them.

Code of Conduct for Trustees, Committee Members and Local Governors

- We understand the purpose of the Trustees, Committee Members and local governors.
- We are aware of and accept the Nolan seven principles of public life: see appendix
- We accept that we have no legal authority to act individually, except when the Board of Trustees has given us delegated authority to do so, and therefore we will only speak on behalf of the Board of Trustees, Committee Members or LGB when we have been specifically authorised to do so.
- 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 government and will act appropriately.
- We accept collective responsibility for all decisions made by the Board of Trustees, Committee Members and LGB. This means that we will not speak against majority decisions outside the Trustees, Committee Members or LGB meeting.
- 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. Our actions within the schools and the local community will reflect this.
- In making or responding to criticism or complaints affecting the schools we will follow the procedures established by the board of Trustees.

Commitment

- We acknowledge that accepting office as a director, Committee Member and or any local governor involves the commitment of significant amounts of time and energy.
- We will each involve ourselves actively in the work of the board of Trustees, Committees and or LGB, and accept our fair share of responsibilities, including service on strategic groups.
- We will make full efforts to attend all meetings and where we cannot attend explain in advance in full why we are unable to.
- We will get to know the school well and respond to opportunities to involve ourselves in school activities.
- Our visits to school will be arranged in advance with the Principal and staff and undertaken within the framework established by the academy and agreed with the principal.
- We will consider seriously our individual and collective needs for training and development, and will undertake relevant training
- We are committed to actively supporting and challenging the principal.

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 Trustees, Committee Members and or local governors.
- 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 Trustees and local governors 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 principal, staff and parents, 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 students, both inside or outside school
- We will exercise the greatest prudence at all times when discussions regarding school business arise outside a board of Trustees, committee meetings or LGB meetings.
- We will not reveal the details of any board of director, committee or LGB vote.

Conflicts of interest

- We will record any pecuniary or other business interest that we have in connection with the Trust's business in the Register of Business Interests.
- We will declare any pecuniary interest - or a personal interest which could be perceived as a conflict of interest - in a matter under discussion at a meeting and offer to leave the meeting for the appropriate length of time.

Breach of this code of practice

- If we believe this code has been breached, we will raise this issue with the Chair and the Chair will investigate; the Trustees should only use suspension as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.

SEVEN PRINCIPLES OF PUBLIC LIFE

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 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.