



## **Terms of Reference and Standing Orders (Circle Model – Full Governing Board)**

**The Governing Board will operate at all times in accordance with the requirements of the Education Act, the School Governance Regulations, the Local Authorities Scheme for Financing Schools and all other relevant legislation, and will review these Standing Orders at least annually.**

**In addition to the requirements set out in legislation, the following procedures will apply to the operation of the Governing Board.**

**These documents were agreed by the Governing Board at their meeting held on 30 November 2016**

**Review Date: 20 December 2017**

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### Terms of Reference for the Governing Board

The Governing Board works as a 'whole team', meeting 6 times per year, twice in each term, without any separate committees. Agendas for meetings will include all the tasks which the governing Board is required to consider. Individual or pairs of governors will be delegated to monitor and report back on specific functions: budget/finance/resources, standards, performance management/quality of teaching, premises/health & safety, attendance, safeguarding, SEND, governor training, pupil premium. The governing Board will 'commission' individuals or pairs of governors to monitor activities arising from the business of the meeting or from the Learning Improvement Plan.

In each case where a function has been delegated there is a statutory duty to report any action or decision to the governing board at the next meeting.

#### Delegation

The attached Standing Order 'Delegation of Functions to Head teacher' outlines those responsibilities wholly delegated to the Head teacher.

The main responsibilities to be managed by the Governing Board are outlined below.

**Items in bold cannot be delegated.**

#### OPERATIONAL

- **To draw up the Instrument of Government and any amendments thereafter**
- **To review the standing order for election of the Chair and Vice Chair including the length of the term of office.**
- **Elect (or remove) the Chair and Vice Chair.**
- **To appoint (or dismiss) the Clerk to the Governing Board.**
- **To hold at least 6 Governing Board meetings each year.**
- **To appoint and remove Co-opted and any associate members.**
- **To suspend or remove a governor.**
- **To decide which functions of the Governing Board will be delegated and to whom.**
- **To receive reports from any pair or individual to whom a delegation has been made and to consider whether any further action by the Governing Board is necessary.**
- **To review the delegation arrangements annually.**
- To recruit new governors as vacancies arise.
- To set up and publish a register of Governors' Business Interests.
- To approve and set up a Governors' Allowances Scheme.
- To regulate the Governing Board procedures where not set out in law, and record these as Standing Orders.
- To delegate to the Head teacher the functions as described in the Delegation of Functions to Head teacher Standing Order (attached).
- To assign individuals or pairs of governors to monitor the priorities of the Learning Improvement Plan in accordance with the attached terms of reference.
- To arrange a suitable induction process and mentoring for newly appointed or elected governors.
- To audit individual and collective development needs and promote appropriate training.
- To ensure the Head teacher provides such reports as requested by the Governing Board to enable it to undertake its role.
- To receive reports on bullying, homophobic and racial incidents.

#### GENERAL

- Regularly review the vision and values of the school and ensure that these are shared with all stakeholders.
- To take an active role in School Self Evaluation identifying successes and areas requiring improvement.
- To update and review regularly the Learning Improvement Plan identifying monitoring

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opportunities for the governing Board.

- To review regularly how the school is regarded by pupils and parents.
- To ensure the school has in place all **statutory policies** and to keep these under regular review, consulting with representative stakeholders as appropriate.
- To approve policies on review.
- To approve all school trips involving an overnight stay away from home.
- To ensure that the school does not discriminate against pupils, job applicants or staff on the basis of race, religion, gender, age disability or sexual orientation.
- To discharge duties in respect of pupils with special needs by appointing a 'SEND governor'.
- To ensure the school has a Complaints Procedure for Parents and that parents know how to raise concerns and make a complaint.
- To ensure that the Governing Board complies with all other legal duties placed upon them.

### **BUDGET**

- To approve the first formal budget plan each year.
- To engage in strategic planning.
- To agree a 3 year budget.
- To analyse and recommend the annual budget.
- To annually review and approve the Finance Policy and recommend levels of delegation.
- To annually review and approve the Charging and Remissions policy.
- To make decisions in respect of service agreements and insurance.
- To ensure the school complies with the SFVS guidelines.
- To review and take account of any consultations to change the LA Finance Scheme.

### **STAFFING**

- To make Head teacher and Deputy Head teacher appointments.
- To determine the staff complement.
- To agree a pay policy and pay discretions.
- To establish a governor panel to hear staff appeals against dismissal, redundancy or grievances.
- To dismiss the Head teacher.
- To end the suspension of staff or Head teacher.
- To determine dismissal payments/early retirement.

### **CURRICULUM**

- Ensure The National Curriculum is taught to all pupils.
- To monitor the curriculum policy.
- To establish a charging and remissions policy for activities.

### **PERFORMANCE MANAGEMENT**

- To establish, review and approve annually the Performance Management Policy.
- To determine the timing of the Head teacher appraisal review cycle and appoint three governors to act as reviewers alongside an external advisor.

### **BEHAVIOUR / EXCLUSIONS**

- To establish a statement of behaviour principles on which the school can produce a behaviour policy.
- To review the use of exclusion and decide whether or not to confirm all permanent exclusions and fixed term exclusions where a pupil is either excluded for more than 15 days in total in a term, or would lose the opportunity to sit a public exam. (This may be delegated to the Chair/Vice Chair in cases of urgency).
- To direct the reinstatement of excluded pupils.

### **PREMISES / INSURANCE**

- To develop a school buildings strategy.
- To procure and maintain buildings, including a properly funded maintenance plan.
- To seek advice from the LA, where appropriate, to ensure adequate levels of buildings insurance and personal liability.
- To receive an annual site report.

**HEALTH & SAFETY**

- To institute a Health & Safety policy
- To ensure that Health & Safety regulations are followed and appropriately prioritised.
- To receive an annual Health & Safety Inspection Report and agree any actions.

**ADMISSIONS**

- To review the admissions policy.

**COLLECTIVE WORSHIP**

- To ensure that the school provides teaching of religious education for all pupils in accordance with the agreed syllabus or has informed parents of their right to withdraw their child.
- To ensure the school provides an act of daily collective worship in accordance with the denominational nature of the school.

**SCHOOL ORGANISATION**

- To set the time of the school sessions.
- To publish proposals to change category of school.

**INFORMATION FOR PARENTS**

- To ensure that the school keeps parents and prospective parents informed by publishing a school prospectus.
- To adopt and review home school agreements.
- To review the school website to ensure it meets the statutory requirements

**FEDERATIONS**

- To consider forming a federation or joining an existing federation.
- To consider requests from other schools to join a federation.
- To leave a federation.

**EXTENDED SERVICES**

- To decide to offer additional activities and agree what form these should take.
- To cease providing extended services provision.

**Quorum for decisions at meetings is one half of the number of governors in post (rounded up).**

### Terms of Reference for the Clerk to the Governing Board

#### The Clerk is expected to work within the following terms of reference:

##### Guiding Principles

- The Clerk is accountable to the Governing Board.
- He/she is employed by the Governing Board and line managed by the Head Teacher / Chair of Governors, whose responsibility it is to provide induction and conduct an annual appraisal.
- The Clerk will be provided with a contract of employment.
- Governors, Associate Members and the Head teacher cannot be appointed as Clerk to the Governing Board.

##### The main responsibilities of the Clerk are:

- To work effectively with the Chair of governors, the other governors and the Head teacher to support the Governing Board.
- To advise the Governing Board on constitutional and procedural matters, powers and duties.
- To convene meetings of the Governing Board.
- To attend meetings of the Governing Board and ensure minutes are taken.
- To create an action list after each meeting and monitor progress to ensure that actions agreed are carried out before the next meeting.
- To maintain and publish on the school website a register of Business Interests.
- To maintain a register of members of the Governing Board and report vacancies to the Governing Board.
- To maintain a register of attendance and report non-attendance to the Governing Board.
- To give and receive notices in accordance with relevant regulations.
- To perform such other functions as may be determined by the Governing Board from time to time.
- To undertake appropriate professional development.
- If the Clerk does not attend a meeting, the governors present at the meeting may appoint a member of the Governing Board (but not the Head teacher) to act as Clerk for that meeting.

#### Clerk's Induction Programme

The key elements of the induction programme include:

- Helping the clerk to locate essential documentation and information
- Discussing access to a computer (this may include discussion of use of home computer and consumables)
- Discussing use of school reprographics equipment or alternative means of copying documents for governors
- Clarifying the use of email for communication with governors
- Clarifying pay and conditions of service
- Agreeing the form of appraisal for the Clerk
- Agreeing release and payment of time for the Clerk's professional development.

<b>Delegation of Functions to Head teacher</b>	
<b>The Head teacher is expected to work within the following terms of reference, and to provide the Governing Board with such reports in connection with his or her functions as the Governing Board requires</b>	
<b>Budget</b>	<ul style="list-style-type: none"> <li>• To make miscellaneous financial decisions up to an agreed limit of £10,000.</li> <li>• To monitor monthly expenditure.</li> <li>• To make payments.</li> </ul>
<b>Staffing</b>	<ul style="list-style-type: none"> <li>• To appoint teachers and non-teaching staff.</li> <li>• To establish disciplinary, capability and grievance procedures.</li> <li>• To suspend staff.</li> <li>• To dismiss staff.</li> <li>• To make decisions on individual staff requests for planned absence in term time</li> </ul>
<b>Curriculum</b>	<ul style="list-style-type: none"> <li>• To ensure the National Curriculum is taught to all pupils and consider disapplication for pupils as appropriate.</li> <li>• To establish and implement a Curriculum policy.</li> <li>• To be responsible for standards of teaching.</li> <li>• To be responsible for each individual child’s education.</li> <li>• To agree the content of any Sex and Relationship Education and to keep up to date a written policy for its delivery.</li> <li>• To ensure the balanced treatment of political issues and to prohibit political indoctrination.</li> <li>• To promote British values.</li> </ul>
<b>Performance Management</b>	<ul style="list-style-type: none"> <li>• To formulate and implement a Performance Management policy.</li> </ul>
<b>Target Setting</b>	<ul style="list-style-type: none"> <li>• To set targets for pupil achievement.</li> </ul>
<b>Religious Education</b>	<ul style="list-style-type: none"> <li>• To provide Religious Education in line with school’s basic curriculum.</li> </ul>
<b>Collective worship</b>	<ul style="list-style-type: none"> <li>• For maintained schools – to ensure, after consultation with the Governing Board, that all pupils take part in a daily act of collective worship.</li> </ul>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• To ensure that Health &amp; Safety regulations are followed.</li> </ul>
<b>School Organisation</b>	<ul style="list-style-type: none"> <li>• To ensure that the school meets for 380 sessions in a school year.</li> <li>• To employ caterers who ensure that school lunch nutritional standards are met.</li> </ul>
<b>Information for Parents</b>	<ul style="list-style-type: none"> <li>• To prepare and publish the School Prospectus.</li> <li>• To proactively promote free school meals provision to parents of those pupils meeting the criteria.</li> <li>• To ensure that parents are aware of their rights to withdraw their child from collective worship, RE and Sex and Relationship education.</li> <li>• To ensure that a report on each child’s educational achievement is forwarded to parents /guardians.</li> </ul>
<b>Extended Schools</b>	<ul style="list-style-type: none"> <li>• To put into place any additional services provided.</li> <li>• To ensure delivery of services provided.</li> </ul>

**Terms of Reference for Individuals or Monitoring Pairs**

**Any individual to whom responsibility has been delegated is expected to work within the following terms of reference.**

To monitor an identified target on the Learning Improvement Plan or a statutory function of the Governing Board or an agreed task of the Governing Board and report back to the Governing Board. It is expected that a minimum of 3 monitoring visits will be made to the school during the year. Other forms of communication such as telephone calls, emails etc. may be substituted for one or more visits. A visit does not necessarily have to take place during the time when pupils are in school, and could be just as effective as a meeting between governor(s) and the lead professional at the end of the day as mutually agreed.

- To meet with the lead professional within the school to gain an understanding of the scope of the target and the activities the school is conducting to achieve success.
- To undertake any necessary training (in or out of school) to enable effective monitoring of the areas/subject.
- To monitor the progress of school activities towards the target or duty.
- To evaluate the extent of success at the end of the set timescale.

All visits to the school will be arranged with reference to the Head teacher and in accordance with the Governor Visits policy.

Reports on monitoring activity will be shared with governors and staff through GovernorHub and then summarised at one of the termly FGB meetings. If the monitoring requires clarification with the Head or Deputy such clarifications will be logged and filed by the Head or Deputy.

### Terms of Reference for the Monitoring of the School Budget

A pair of governors or an individual will be assigned to monitor the financial management of the school on behalf of the Governing Board.

A minimum of 3 monitoring visits should be made each year, although at least one of these may be conducted virtually, by emails or by telephone discussion.

- To maintain an up-to-date 'balanced' three year budget plan, which shows clear links to the 'Learning Improvement' and 'Staffing' plans.
- To report monitoring and rollover to the full Governing Board, highlighting any significant variances.
- To evaluate any virement recommendations and report to the Governing Board.
- Analyse and report on Tenders for Contract Services.
- To keep in-school financial procedures under review.
- To benchmark school financial performance against similar schools and report to the Governing Board.
- To evaluate proposed expenditure following recommendations from the head teacher and present to the Governing Board.
- To ensure that the school is working within the guidance of the **Schools Financial Value Standard and Assurance (SFVS)** recommendations.
- To ensure that all spending provides 'Value for money' in terms of raising standards in education.
- To monitor and evaluate the management of the Voluntary Fund and to receive the audited accounts.
- To make regular reports to the Governing Board and ensure that key financial decisions are recorded correctly in the minutes.



### Terms of Reference for Panel Hearings

- To make any decisions under the Governing Board's personnel procedures e.g. disciplinary, grievance, capability, where the Head teacher is the subject of the action.
- To make any decisions under the Governing Board's personnel procedures e.g. disciplinary, grievance, capability, unless delegated to the Head teacher.
- To make any determination or decision under the Governing Board's Complaints Procedure for Parents.
- To consider any appeals against a decision to dismiss a member of staff or to a decision short of dismissal e.g. disciplinary, grievance or capability.
- To make any determinations on behalf of the Governing Board in relation to staff redundancy and redundancy appeals.
- To consider any representations by parents in the case of an exclusion (parents/guardians do not have to be invited).
- To consider the appropriateness of any permanent exclusion or fixed term exclusion which totals 15 days or more in one term or where a pupil is denied the chance to take a public examination (parents/guardians must be invited).
- All panels are to be convened by the Clerk to the Governing Board.

**NB Any governor who has participated on a panel for a staffing decision, cannot sit on the appeal panel**

### Membership [not less than 3]

Any three governors from a pool of governors [comprised of the whole Governing Board], who are:

1. Suitably eligible to undertake the role, and
2. Available on the date specified

*The Head teacher is disqualified from serving in this role.*

*Any governor having a connection with either a pupil, a member of staff or the incident in question which could affect their ability to act impartially should not serve on the panel.*

**Terms of Reference of the Head teacher Performance Management Panel**

- To meet annually with an independent advisor to discuss and determine the Head teacher Performance Management objectives for the coming year (the planning meeting).
- To review, with the support of the independent advisor, the performance of the Head teacher against the agreed Performance Management objectives and determine the recommendation on pay progression (the review meeting).
- To prepare and agree the Head teacher Performance Management review statement, and report to the governing Board.
- To monitor through the year, the performance of the Head teacher against the agreed objectives and to ensure that appropriate support and development opportunities are provided.
- To make recommendations to the Finance pair and FGB in respect of pay progression.

**Membership [2 or 3 governors]**

*Neither the Head teacher nor staff governors may serve on this group.*

- 1.
- 2.
- 3

### Standing Order for Meetings of the Governing Board

#### **Governors are expected to:**

- Arrive in good time for the start of any meeting, having read all the paperwork sent to them in connection with the agenda, and prepared with questions to ask or comments to make.
- Be familiar with the contents of the Learning Improvement Plan.
- Limit discussion to policies and actions and not people.
- Participate in discussion and listen to the views and comments of others.
- Be brief and adhere to any time limits placed against agenda items.
- Follow up on action points between meetings.

#### **The following persons have the right to attend all meetings of the Governing Board**

- Head teacher (if not already a governor)
- Clerk
- Any governor
- Associate members (unless the Governing Board requires them to leave for items relating to individual members of staff or pupils).

Other staff will be invited to attend meetings of the Governing Board when appropriate.

Full Governing Board meetings will be held at the school **6 times each year**, two per term. Governors' attendance at meetings is recorded on the school website. Governors will try to attend all meetings but must attend at least 4 meetings during the year.

The Clerk to the Governing Board will prepare a draft agenda, which will be finalised and approved by the Chair. Governors wishing to place items on the agenda should give notice to the Clerk, and provide a copy of any supporting papers.

Items of 'Any Other Business' will be taken at the end of the meeting.

Voting, where necessary, will normally be taken by a show of hands; however, the Chair may determine a secret ballot where this has been requested by two or more governors.

All meetings will be convened by the Clerk. Any 3 members of the Governing Board may request a meeting by giving written notice to the Clerk, which includes a summary of the business to be transacted. The Clerk will then prepare an agenda to call a meeting.

Each meeting will commence at **6.00PM** and will be limited to **2.5 hours** in duration. Where business has not been completed within the agreed time, those governors present may resolve to continue the meeting in order to complete the agenda. Any business not completed will form part of the agenda for the next meeting.

Draft minutes will be approved for email circulation by the Chair within 2 weeks of the meeting, before being formally approved by the Governing Board at the next meeting.

**Standing Order for the Election of Chair and Vice Chair**

**The election of Chair (and Vice Chair) of the Governing Board will follow this process:**

- The Chair and Vice Chair will serve for a period of between 1 and 4 years.
- The Clerk will take the chair to conduct the election of the Chair and the newly elected Chair will conduct the election for the Vice Chair using the same procedure.

**Either**

- a) The Clerk will invite Governors to self-nominate by a closing date no later than 2 weeks before the date of the meeting at which the election is to be held, or
- b) Governors will be asked to propose nominations to the Clerk by a closing date no later than two weeks before the date of the first governing Board meeting of the academic year. The Clerk will provide a form for this purpose, which will allow for nominations to be seconded before submission (if required).
- The Clerk will include the names of all candidates for election on the agenda for the meeting at which the election is to be held, and send it to governors at least 7 days in advance of the meeting.
- The candidates will be asked to leave the room whilst the election takes place and the outcome discussed.
- Governors will take a vote by secret ballot conducted and counted by the Clerk.
- Candidates will be allowed to vote (including for themselves) before leaving the room.
- In the event of a tie, each candidate will be given the opportunity to address the Governing Board before a further vote is taken. (If a candidate cannot attend the meeting, a supporting statement may be requested in advance of the meeting.)
- If no advance nominations have been received for the office of Chair, the Clerk may seek nominations at the meeting.

If no Chair is duly elected, a Governor **MUST** be appointed to Chair the remainder of the meeting.

Following the election of the Chair, the new Chair will conduct the election of a Vice Chair using the same procedure.

**The role of the Chair of the Governing Board**

- To ensure the business of the Governing Board is conducted properly in accordance with legal delegation requirements.
- To ensure that meetings are run effectively, focusing on the priorities and decisions required, making best use of the time available, and to ensure that all members have an equal opportunity to participate in discussion and decision-making
- To establish and foster an effective relationship with the Head teacher based on trust and mutual respect for each other's roles.
- To establish and foster a good relationship with the Clerk based on professional respect for each role.

**Standing Order for the Appointment of Co-opted Governors**

1. The Co-opted governors are appointed by the Governing Board. They are people who in the opinion of the Governing Board have the skills required to contribute to the effective governance and success of the school.
2. The Governing Board may choose to advertise the vacancy broadly to reach as wide an area as possible. Priority may be given to candidates with particular skills if this expertise would enable the Governing Board to work more effectively. In these cases this would be clearly stated when notifying the vacancy.
3. Where two or more names are put forward, prospective Co-opted governors will be asked to prepare a brief statement of no more than 100 words, explaining their background and why they wish to be appointed. Where possible these statements will be circulated to all members of the Governing Board prior to the meeting at which any appointment will be considered.
4. At the next meeting of the Governing Board, governors will be invited to vote by show of hands if there is a sole candidate. Where there are multiple nominations, governors will take a vote by secret ballot, managed by the Clerk.
5. In the event of a tie, the governors will again discuss the nominations and take a further vote.
6. The Clerk will announce the result, with the candidate polling the most votes being duly appointed.

### **Code of Conduct for School Governing Bodies**

This code sets out the expectations on and commitment required from school governors in order for the Governing Board to properly carry out its work within the school and the community.

#### **The Governing Board has the following core strategic functions:**

Establishing the strategic direction, by:

- Setting the vision, values, and objectives for the school
- Agreeing the school improvement strategy with priorities and targets
- Meeting statutory duties

Ensuring accountability, by:

- Appointing the Head teacher
- Monitoring progress towards targets
- Performance managing the Head teacher
- Engaging with stakeholders
- Contributing to school self-evaluation

Ensuring financial probity, by:

- Setting the budget
- Monitoring spending against the budget
- Ensuring 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 Governing Board and the role of the Head teacher.
- We accept that we have no legal authority to act individually, except when the FGB 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 FGB or its delegated agents and so 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 government 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. Our actions within the school and the local community will reflect this.
- In making or responding to criticism or complaints affecting the school we will follow the procedures established by the Governing Board.
- We will actively support and challenge the Head teacher.

##### **Commitment**

- We acknowledge that accepting office as a governor 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 panels or working groups.
- We will make full efforts to attend all meetings.
- We will get to know the school and respond to opportunities to take part in school activities.
- We will visit the school, with all visits to school arranged in advance with the staff and following the agreed Governor Visit policy.
- We will consider seriously our individual and collective needs for training and development, and will undertake relevant training.
- We accept that in the interests of open government, our names, terms of office, roles on the Governing Board, category of governor and the Board responsible for appointing us will be published on the school's website and made available to Edubase.

##### **Relationships**

- We will 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.
- We will support the chair in the role of ensuring appropriate conduct at meetings and other times.

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- We are prepared to answer queries from other 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 Head teacher, staff and parents, 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 business arise outside a Governing Board meeting.
- We will not reveal the details of any Governing Board vote.

### **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'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.

### **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 governor, 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.