

**POLICY DOCUMENT No G01****DEBENHAM HIGH SCHOOL**

A Church of England High Performing Specialist Academy



**The Role of Governors and Members of the Academy Trust  
Terms of Reference of the Governing Body's Committees and  
Working Parties**

This policy is reviewed annually in the autumn term

**History of Document**

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## Table of Contents

<b>1</b>	<b>Introduction .....</b>	<b>3</b>
<b>2</b>	<b>The Academy Trust.....</b>	<b>3</b>
2.1	The Role of Members of the Academy Trust.....	3
2.2	Composition of the Trust.....	4
<b>3</b>	<b>The Role of Governors.....</b>	<b>4</b>
3.1	Composition of the Governing Body .....	5
3.2	Election of Chair and Vice-Chair .....	6
3.3	Full Governing Body Meetings.....	6
<b>4</b>	<b>Committees and Working Parties .....</b>	<b>6</b>
4.1	Admissions Committee.....	6
4.2	Appeals Committee .....	7
4.3	Finance & General Purposes Committee .....	7
4.4	Health and Safety Committee .....	10
4.5	Hearings & Discipline Committee.....	10
4.6	Curriculum Working Party .....	11
<b>5</b>	<b>Individual Governor’s Roles.....</b>	<b>11</b>
5.1	Chair.....	12
5.2	Vice-Chair.....	12
5.3	Faculty Link Governors .....	12
5.4	e-Safety Governor.....	13
5.5	Safeguarding Governor.....	13
5.6	Performance Management Reviewers.....	13
<b>6</b>	<b>Governors’ Training.....</b>	<b>13</b>

### Annex A – Code of Conduct for Debenham High School Governors

## 1 Introduction

The aim of this document is to give Members of the Academy Trust, Governors, teachers and support staff an indication of how the Members of the Academy Trust and Governors at Debenham High School hope to fulfil their responsibilities to the school. Further information can be found in the Governors' Handbook available through the Gov.UK website.

It identifies the Terms of Reference of the committees and working parties that have been established and lists any special responsibilities for individual Governors, with suggestions how they might carry them out. In general, committees are delegated to make and take decisions on behalf of the Governing Body whereas working parties are expected to meet to make recommendations to a full Governing Body meeting. Final approval for school policies, including reviews, rests with the whole Governing Body or delegated committees

The Governing Body manages the Academy on behalf of the Members of the Academy Trust. The core functions are:

- Ensuring clarity of vision, ethos and strategic direction;
- Holding the headteacher to account for the educational performance of the school and its pupils, and the performance management of staff;
- Overseeing the financial performance of the school and making sure its money is well spent.  
and
- To employ staff.

## 2 The Academy Trust

Debenham High School was established as an Academy Trust on January 1st 2011, converting from Debenham Church of England Voluntary Controlled High School under the Academies Act 2010. The Academy Trust is a company limited by guarantee and an exempt charity. The company's Memorandum and Articles of Association (13th December 2010) is the primary governing document of the Academy Trust. A governing structure of six independent Members (including the Chair of Governors ex officio) and eighteen Governors was set up to oversee the Academy. The Governors are the Directors of the charitable company for the purposes of company law and act as Trustees for the purposes of charities legislation.

### 2.1 The Role of Members of the Academy Trust

Information regarding the role of academy members is contained within the Governors' Handbook and Academies Financial Handbook.

The Members have accountability for ensuring that the Academy Trust meets the stated purpose for which it exists as detailed within the Memorandum and Articles of Association. They expect to meet formally twice each year.

The Members' meeting should take note of:

- Staff changes. The responsibility for the employment of staff is delegated to the Governing Body and the Headteacher.
- A statement of the financial position and confirmation of insurance details.
- A statement of the effective use of the building and school land.

- A statement about school admissions.
- A statement about future plans/aspirations for the school.
- Any other matter relating to the school which Members wish to consider.
- Any planning which might be necessary for the Annual General Meeting.
- Any legal or financial documents which may need to be submitted.

Members should receive all documents sent to Governors for Governing Body meetings, which they are entitled to attend. They have speaking rights but no voting rights. Members may be invited to attend Governor's committee and working party meetings.

## 2.2 Composition of the Trust

The Academy Trust consists of:

- 1 Member nominated by the Diocesan Board of Education.
- The Chair of Governors ex officio.
- 4 Members who signed the original Memorandum and Articles of Association.

Except for the Diocesan Board of Education nominee and the Chair of Governors, the term of office for Members of the Academy Trust is 5 years. It is possible for former Members to be co-opted on to the Governing Body when vacancies arise.

## 3 The Role of Governors

Governors as Directors are responsible for the formulation of policy, financial management, and holding the school to account for the delivery of the academy's objectives.

Governors will normally meet as a Governing Body at least once each term, and usually twice. The Governing Body's main focus will be on maintaining and improving the high standards of education and behaviour in the school; monitoring its performance and providing challenge; overseeing the school's financial and property management; employment of all staff on behalf of the Trust. Governors do not run the school; that is the responsibility of the Head and the staff. Governors set the direction and the policies of the school and hold the Head and other members of the Senior Leadership Team to account.

Governors will be expected to:

- Set the general "direction" of the school, its aims and aspirations.
- Be advocates and ambassadors for the school.
- Agree a budget annually and remain well briefed on the school's financial state.
- Agree annually an Improvement and Development Plan. Oversee the school curriculum and agree any significant changes to the broad, balanced and relevant curriculum offered.
- Set appropriate targets for the school.
- Agree staffing numbers and take part in the appointment of senior staff as appropriate.
- Treat all information provided to Governors as strictly confidential – though minutes of Governing Body meetings are made available on the school website.
- Attend regularly meetings of committees or working parties as agreed.

- Take a particular interest in one or more Faculties/Departments in the school in order to act as a spokesperson/advocate if necessary and take a strategic part in the annual Faculty/Departmental Review.
- Declare any pecuniary interest in any item under discussion and withdraw from active participation in any decision-making regarding this item.
- Help determine the Agenda by speaking with the Chair to raise items at least two weeks before meetings.
- Help maintain the Christian ethos on which the school has been founded.
- Ensure that the Headteacher has appropriate, challenging and regular performance management reviews.
- Be the arbiter in disputes or complaints from staff, pupils or parents.
- Decide the Published Admission Number and make decisions regarding admissions.
- Agree an appeals process for admissions.
- Agree and monitor a policy on pupil behaviour and institute a fair exclusions procedure and an appeal process.
- Ensure that documents are prepared for an Annual General Meeting.
- Ensure that the Annual Report and Financial Statements are prepared.
- Ensure that all financial and other documents which may be required by the Department for Education are prepared and returned efficiently and punctually.
- Approve all school policies and significant policy changes.
- Hold the Headteacher to account.

It is vitally important that the Headteacher is held to account. As an Academy the school is independent of the Local Authority and there is no safety net other than the Governing Body. Governors will need to ask probing questions of the Headteacher and obtain professional help in the Headteacher's performance management. Governors must also ensure that the senior leadership team are all appropriately challenged by the Headteacher and that they have robust and challenging performance management reviews.

- In fulfilling the above expectations Governors acknowledge the Code of Conduct at Annex A to this document.

### **3.1 Composition of the Governing Body**

Debenham High School is a Church of England High Performing Specialist Academy and the Governing Body has the following composition as laid down in the Articles of Association:

- five elected parent Governors.
- one nominated Local Authority Governor.
- two elected teaching staff Governors.
- one elected non-teaching staff Governor.
- one ex officio foundation Governor, the rector of Debenham and Helmingham.
- one foundation Governor appointed by the Parochial Church Council of the Parish of St Mary Magdalene, Debenham.

- two foundation Governors appointed by the Diocesan Board of Education.
- two Governors co-opted by the Members of the Academy Trust.
- two Governors co-opted by the whole Governing Body.
- the Headteacher ex-officio.

### **3.2 Election of Chair and Vice-Chair**

Every year at the first meeting of the autumn term the Governing Body elects a Chair and vice-Chair.

### **3.3 Full Governing Body Meetings**

At least one, but normally two full Governing Body meeting are held each term. They are normally held at 5pm on a Tuesday in the school and it is anticipated that they will not last any longer than 2 hours. All Governors are expected to attend but if they are unable to attend a particular meeting they should inform the Clerk, the Headteacher or another Governor who will present their apologies. The agenda and papers relevant to the meeting will be sent out by the clerk two weeks prior to the meeting. It is hoped that Governors will read all the documentation prior to the meeting and come to it prepared with any questions or comments.

Governing Body meetings are normally also attended by Deputy, Assistant Headteachers and Business Manager who take part in any discussions but do not have voting rights. Members of the Academy Trust are welcome to attend and contribute but do not have a vote. When appropriate the Headteacher may invite other members of staff and/or students to attend part of the meeting.

As specified in the School's Articles of Association, a quorum for a meeting of Governors, and any vote on any matter at a meeting shall be any three Governors or where greater, any one third (rounded up to a whole number) of the total number of Governors holding office at the time of the meeting.

## **4 Committees and Working Parties**

The following committees and working parties shall be maintained. The difference between a committee and a working party is that the committees are empowered to make decisions on behalf of the Governing Body whereas working parties make recommendations. Committees report their decisions and working parties their recommendations to the next full Governing Body meeting.

A quorum for a committee of Governors, and any vote on any matter at a meeting shall be any three Governors or where greater, any one third (rounded up to a whole number) of the total number of Governors assigned to the committee at the time of the meeting.

Members of committees and working parties are confirmed every four years but may be reviewed periodically to ensure necessary skills and experience is appropriate to the committee. Ad hoc working parties are formed as and when required.

### **4.1 Admissions Committee**

Membership:	Headteacher and 5-7 Non-staff Governors, at least 3 are to be present at a meeting.
Chair:	Any member.

In Attendance:	Deputy Headteacher.
Clerk:	Deputy Headteacher.
Meetings:	As required (most entry decisions confirmed by e-mail).
Responsible for:	<ul style="list-style-type: none"> <li>• Issues relating to the entry of pupils to the school (including mid-term admissions).</li> <li>• Agreeing the annual schedule for notifying the determination of admission arrangements to all relevant parties.</li> <li>• Agreeing an Admission Policy for approval by the Governing Body.</li> <li>• Determining whether a pupil can be admitted when the year is full.</li> </ul>

#### 4.2 Appeals Committee

Membership :	4-6 Non-staff Governors including the Vice-Chair.
Chair:	Vice-Chair of Governors.
In Attendance:	Headteacher and relevant staff.  Staff members will be asked to leave when the Committee considers the salaries of staff or any other matter considered to be sensitive and confidential in nature or where a conflict of interest is possible.
Clerk:	Clerk to Governors.
Meetings:	As required.
Responsible for:	<ul style="list-style-type: none"> <li>• Appeals arising from Discipline and Grievance Cases.</li> <li>• Appeals against Dismissal arising from Capability Cases.</li> <li>• Appeals arising from selection for Redundancy.</li> <li>• Appeals against Dismissal arising from failure to complete probation.</li> </ul>

#### 4.3 Finance & General Purposes Committee (FGPC)

Membership:	The Chair of Governors, Vice-Chair, Headteacher and 4-6 other Governors.
Chair:	Any member.
Clerk:	Clerk to Governors.  Agenda and papers are circulated by email one week before the meeting whenever possible.
In Attendance:	Responsible Officer, Deputy Head, Bursar, Business Manager.
Meetings:	At least once a term; twice in budget-setting terms.

Responsible for: The FGPC is a committee of the Full Governing Body with delegated responsibility for four key purposes: Finance, Premises, Personnel & Pay and Audit.

**Finance.** As a Finance Committee to ensure sound management of the academy's finances and resources, including proper planning, monitoring and probity in line with the EFA guidelines in the Financial Handbook and Accounts Direction documents.

- Specific Responsibilities:
- To consider and monitor regularly the academy's short term and long term revenue and capital budget and financial planning to ensure the academy's long term sustainability.
  - To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the academy, and with the financial regulations of the EFA, drawing any matters of concern to the attention of the governing body.
  - To consider the academy's indicative funding, notified annually by the EFA and to assess implications for the academy in advance of the financial year, drawing any matters of significance or concern to the attention of the governing body.
  - To consider and recommend approval/non-approval of the academy's budget to the Full Governing Body.
  - To contribute to the formulation of the academy's development plan, through the consideration of financial priorities and proposals.
  - To receive and consider the broad budget headings and areas of 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.
  - To review and update the Scheme of Financial Responsibility.
  - To review and approve any virements and other transactions in accordance with the Record of Financial Responsibility and Scheme of Delegation.
  - To review and update all financial policies in accordance with the policy review schedule.
  - To review and agree charges for school services, including but not limited to school meals, music tuition and the hire of school premises.
  - To ensure the preparation of the Governors' report and financial statements to form part of the annual report and financial statements of Debenham High School for filing in accordance with Companies Act and Charity Commission requirements.
  - To review and approve annually the school's scheme of delegation.

**Premises.** As a Premises Committee to ensure sound management of the academy's premises including maintaining the fabric of the building and to consider and plan for the future development of the premises.

- Specific Responsibilities:
- To monitor the usage, condition and adequacy of the school's land and buildings.



- To receive and consider recommendations for expenditure from the Health and Safety committee with regard to premises matters.
- To review and update the school letting policy in accordance with the policy review schedule including the scale of charges.
- To receive and consider the Building Maintenance/Development Plan.
- To approve the appointment of Building Contractors for major works.
- To consider and approve improvements to the buildings and land.
- To consider and recommend to the Full Governing Body the purchase or lease of additional land or the expansion of the buildings.
- To recommend major building and maintenance projects to the Governing Body.

**Personnel and Pay.** As a Personnel and Pay Committee to review and plan staffing with due regard to financial aspects.

- To establish and keep under regular review the staffing structure and staffing levels. Any proposed changes to be agreed using appropriate timescale.
- To establish a Salary Policy for all categories of staff and to be responsible for its administration and review.
- Agree the salaries of SLT.
- Agree any staff bonuses.
- To establish and review a Performance Management policy and capability procedure for all staff.
- To oversee the process leading to staff reductions.
- To ensure appropriate attention is given to staff work/life balance, working conditions and well-being, including the monitoring of absence.
- To consider personnel related expenditure in the light of financial constraints and future financial planning.

**Audit.** As an Audit Committee to undertake such activities as deemed necessary in order to provide assurance to the governing body regarding the management and identification of risk and to provide assurance to the governing body regarding the sound management and control of the school finances and other resources.

- To appoint an Internal Auditor on behalf of the Governing Body.
- To receive, consider and respond to regular reports from the Internal Auditor on the effectiveness of the internal controls.
- To review on at least an annual basis the risks faced by the school and to challenge and approve the associated risk management plan.
- To recommend to the full governing body the appointment or reappointment of the auditors.
- To review the findings of the external auditors and agree any action plan arising from it.
- To review and consider the auditor's management letter in order to ensure it is based on a good understanding of the school's business

and to establish whether any recommendations have been acted upon.

#### 4.4 Health and Safety Committee

Membership:	6-8 Governors.
Chair:	Any member.
In Attendance:	Business Manager, Caretaker, Health & Safety Coordinator
Clerk:	Clerk to Governors.
Meetings:	Termly.
Responsible for:	<ul style="list-style-type: none"> <li>• Instigating action on emergency safety issues.</li> <li>• Carrying out an annual safety inspection, generally in the spring term, and reporting its findings to the Governing Body.</li> <li>• Advising the Governing Body on all issues relating to Health, Safety and Security.</li> </ul>

#### 4.5 Hearings & Discipline Committee

Membership :	8 Non-staff Governors from which at least 3 are to attend a hearing. For meetings held solely for pupils subject to a second exclusion only two governors are required to be present.
Chair:	Any member.
In Attendance:	Headteacher, Deputy Headteacher and Assistant Headteacher Pastoral.
Clerk:	Clerk to Governors.
Meetings:	As required
Responsible for:	<ul style="list-style-type: none"> <li>• Personnel Discipline and Grievance Hearings.</li> <li>• Personnel Capability Hearings.</li> <li>• Completion of Teacher Probation.</li> <li>• Selection for Redundancy.</li> <li>• Curriculum Complaints.</li> <li>• Other Complaints.</li> </ul>

- Reviewing <sup>1</sup> and/or considering the Headteacher's decision to exclude a pupil for more than 5 consecutive days or in other circumstances as set out in the statutory guidance <sup>2</sup>.
- Warning pupils after 2 exclusions.
- Considering representations from parents in the case of second or third exclusions in the circumstances set out in the statutory guidance <sup>3</sup>.
- Considering the outcome of, or recommendation made by, any independent review panel hearing.

#### 4.6 Curriculum Working Party

Membership :	All Governors and Trust Members.
Chair:	Headteacher.
In Attendance:	Deputy and Assistant Headteacher (Curriculum).
Clerk:	Any member.
Meetings:	Termly.
Responsible for:	<ul style="list-style-type: none"> <li>• Discussing all matters relating to the curriculum and general running of the school.</li> <li>• Making recommendations to the Governing Body.</li> </ul>

## 5 Individual Governor's Roles

All Governors are expected to take an active interest in the school and not restrict their involvement to attending Governing Body meetings. They should see themselves as ambassadors for the school and give it their full support whenever appropriate. It is hoped that Governors will be able to participate in some of the following:

- attend Commemorative Assembly.
- act as an ambassador for a subject area.
- attend school plays/concerts.
- attend faculty reviews.

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<sup>1</sup> DfE guidance is that the exercise of review involves consideration of whether a decision to exclude a pupil was lawful, reasonable and procedurally fair.

See: "Exclusion from maintained schools, Academies and pupil referral units in England: A guide for those with legal responsibilities in relation to exclusion" published in 2012.

<sup>2</sup> See Annex A of the above DfE guidance which provides a summary and flowchart of the governing body's duties to review the Head teacher's exclusion decision.

<sup>3</sup> The HDC must consider the representations of the parents/carers. It will also consider the representations of the pupil as well as the Statement of Principles, the contents of the Positive Management of Behaviour policy and relevant statutory guidance.

- help with recruitment interviews.
- visit the school during school time at least once a year.
- help with out-of-school activities where appropriate.

Governors should bring any concerns about the school to the attention of the Headteacher or Chair of Governors, rather than discussing them with individual members of staff or pupils.

In addition to their general roles the following have specific roles to carry out.

### **5.1 Chair**

The Chair of Governors is responsible for chairing all full Governing Body meetings. For these meetings the Chair will:

- agree the agenda with the Headteacher and the clerk before the meeting.
- with the Headteacher try to ensure that Governors receive all necessary documentation for the meeting 2 weeks in advance of the meeting.
- ensure that the meeting starts on time and that it does not exceed 2 hours.
- ensure that the meeting is conducted in a good humoured and convivial atmosphere.
- ensure during the meeting that all Governors are given an opportunity to express their views.
- try to obtain a unanimous decision when appropriate.
- when views differ within the Governing Body, ensure that a majority decision is taken by a show of hands (only resorting to a secret ballot when specifically requested).
- ensure that the meeting is conducted in an open and honest manner.

Whilst it is hoped that all Governors will have regular contact with the school, it is vitally important that the Chair of Governors should do so. He should try not to go into Governors' meetings without a good background on all the subjects to be discussed. This can only be achieved by regular discussions with the Headteacher who, it is hoped, will keep the chair informed of all important issues, both good and bad, that occur within the school. A meeting with the Headteacher at least every two weeks would be appropriate.

The Chair should, when possible and when appropriate, also support the Headteacher at various meetings, for example parent evenings such as the new intake evening.

### **5.2 Vice-Chair**

The only specific role that is carried out by the Vice-Chair is to be prepared to step into the Chair's role in the Chair's absence: for example chairing the Governing Body meeting or, in the event of a longer absence, having more regular contact with the Headteacher.

### **5.3 Faculty Link Governors**

Each Governor is asked to take a special interest in a particular subject area and if necessary to represent their interests at Governors' meetings. The following are suggestions as to how Governors can involve themselves in a subject area.

- Governors should take the opportunity to meet with the Head of Department Make contact, ask about staffing (who teaches the subject, their experience etc) the allocation of time within the curriculum, GCSE results, accommodation problems, facilities available, facilities and equipment which would be desirable, etc.
- Take a special interest in the subject's results. (Details can be provided of the Fischer Family Trust estimate and the value added results as well as the raw results.)
- Champion the subject at meetings and in discussions with the Head.
- Arrange to visit lessons, accompanied by a member of the Senior Leadership Team, in order to become better informed about teaching and learning in the school.
- Attend the Faculty Review and receive a copy of the Review report. Be familiar with the action plan and monitor its implementation.
- Involve themselves in Learning Walks around the school to monitor how Assessment for Learning is carried out.
- Join the subject staff on a visit (eg fieldwork trip).
- Take a part in the interview process for recruiting staff to the department.

#### **5.4 e-Safety Governor**

The role of the e-Safety governor is specified within Policy Document No W04, e-Safety Policy.

#### **5.5 Safeguarding Governor**

This Governor will be responsible for liaising with the Headteacher and the designated teacher at the school over matters regarding safeguarding and child protection that are consistent with Local Safeguarding Children Board (LSCB) procedures.

#### **5.6 Performance Management Reviewers**

The Chair and Vice-Chair are appointed and trained to carry out the Performance Review of the Headteacher. They carry out this annual review together with the School Improvement Partner (SIP) who would normally act as the clerk and give Governors support in setting key objectives. They may also meet with the Headteacher once a term to monitor their performance towards the agreed objectives.

## **6 Governors' Training**

A wide range of Governors training is available from the Local Authority and Governors are encouraged to participate in some of this training which is paid for by the school.

# Code of Conduct for Debenham High School

## Governing Body

### The governing body 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 headteacher.
- Monitoring progress towards targets.
- Performance managing the headteacher.
- 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 Governing Body we agree to the following:

#### Role & Responsibilities

- We understand the purpose of the Governing Body and the role of the headteacher.
- We accept that we have no legal authority to act individually, except when the Governing Body has given us delegated authority to do so, and therefore we will only speak on behalf of the Governing Body when we have been specifically authorised to do so.
- We accept collective responsibility for all decisions made by the Governing Body or its delegated agents. This means that we will not speak against majority decisions outside the Governing Body 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 Christian 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 Body.
- We will actively support and challenge the headteacher.

**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 Body, 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 well and respond to opportunities to involve ourselves in school activities.
- We will visit the school, with all visits to school arranged in advance with the staff and undertaken within the framework established by the Governing Body and agreed with the headteacher.
- We will consider seriously our individual and collective needs for training and development, and will undertake relevant training.

**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.
- 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 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 headteacher, 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 Body meeting.
- We will not reveal the details of any Governing Body 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 Body'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 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 body.

**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 Body 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.

**Adopted by the Governing Body of Debenham High School on 03 Feb 2015  
and at the subsequent policy review on 06 Dec 2016**