



The Praxis Trust

**Governance Handbook
&
Scheme of Delegation**

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TRUST OVERVIEW

The Praxis Trust, was established in 2015, our mission to create a family of outstanding academies which promote the academic success and personal development of all the young people and enable them to meet the future with confidence and enthusiasm.

We want our academies to be the best and a beacon of outstanding practice looked to by others as an agenda setter for education. Within the Praxis Trust we believe we are here to improve the life chances of all children, we have the capacity to make a difference to the lives of the pupils and families in our care and we are morally bound to do so.

We are committed to raising the skills across the academies by ensuring a focus on quality, encouraging innovation and strengthening the ethos of the academies. The framework will strive to enable academies to maintain and retain their own independent culture and ethos, whilst operating within a strategic partnership to improve quality, share best practice and operate effectively and efficiently. All academies will have a clear financial foundation in order to achieve this vision and offer value for money and organisational resilience.

Our founding principle is of delegated responsibility and this involves individual academies retaining high levels of autonomy, whilst ensuring robust monitoring and the availability of strong support from the Trust.

The Trusts Mission Statement is:

‘Putting Children First’

This mission statement is quantified in the following statements:

- All children deserve the best education possible
- Inspirational leadership is the expected norm
- Children enjoy their education, and upon leaving are well prepared for their future life
- Pupil’s experiences are widened through an enriched curriculum
- All staff feel valued and supported and are developed to reach their full potential
- Creativity and imaginative thinking is encouraged in all children and staff
- Church schools retain and develop the Christian distinctiveness and character
- Strong community engagement is encouraged

The Scheme of Delegation provides clear accountability and the ability to work closely through the local governing bodies, so that issues are highlighted at an early stage and deal with in a supportive manner.

The Trust’s objective is, broadly speaking, the advancement of education in the UK by the provision of schools or educational institutions. This document makes lines of accountability clear and ensures every level of leadership and governance within the Praxis Trust is working together, under a clear remit to support the attainment of the Trusts Vision for education.

PRINCIPLES OF GOVERNANCE

The governance handbook sets out the fundamental principles of the organisation and details the rules of governance. These are determined within:

- The Articles of Association
- The Scheme of Delegation
- Terms of Reference
- Associated guidance documents, policies and job descriptions

The principles are based on the concept of 'Delegated Responsibility', which ensures that appropriate responsibilities and decision making are passed to the appropriate level of governance and leadership within the Trust.

The Praxis Trust commits to reviewing and developing the Governance structure, to take into account the dynamic environment of education and best practice.

Financial Governance must be compliant with the regulations laid out in the Academies Financial Handbook.

Effective governance is supported by the structure of:

- Trust Members
- Trust Board
- Trust Sub-committees
- Local Governing Bodies
- Senior Executive Lead

The Trust board retains overall responsibility and ultimate decision making authority for all the work of the Praxis Trust, regardless of delegation outlined within this document; in line with the direct responsibility to the Department of Education and the Secretary of State for Education.

WORKING PRINCIPLES

Academy for the Community

- All academies will continue to engage and promote links with their local community;
- The Praxis Trust will be a beacon of excellent provision, teaching and learning;
- All academies will be inclusive and responsive to their community needs through enshrining equality;

Teaching and Learning

- All academies will be represented on the teaching and learning committee;
- The teaching and learning committee will overview curriculum developments and monitor impact of initiatives;
- The Praxis Trust will lead on the creation of a central support team (with development over time to meet needs);
- Academies within the Trust will shape the curriculum offer to local needs;
- Models of best practice will be freely shared throughout the Trust and beyond;
- Academies will share models of reporting, recording and evaluating of attainment, progress and wellbeing amongst other aspects and elements for both pupils and staff;
- The Senior Executive Lead will support the writing of Academy Development Plan with Principals, to ensure that The Praxis Trust and academy priorities are reflected and that resources are effectively and efficiently allocated and managed;

Governance

- Local Governing Bodies (LGBs) will be retained, with their responsibilities clearly outlined in the Scheme of Delegation and Terms of Reference;
- LGBs will be focused on teaching and learning, outcomes for pupils, resource allocation and safeguarding;

Finance and Administration

- The Praxis Trust's core functions are adequately resourced;
- Budgets are delegated in line with the Scheme of Delegation to the appropriate level. The Financial Handbook details the allocation process;
- The Praxis Trust has appointed a Senior Executive Lead and an Acting Chief Finance Officer to fulfil central Trust roles of support and development;
- The Praxis Trust Central team will provide a central finance service to academies;
- The Praxis Trust and academies will always seek to secure best value in services, supplies and procurement;

Staff, Pay and Conditions and CPD

- The Praxis Trust will review and maintain certain policies as a central function with delegated ability for local amendment following approval of the Board of Trustees;
- The Praxis Trust commits to protect staff pay and conditions as laid out in STPCD;
- The Praxis Trust will deliver CPD to staff, cascaded appropriately, to ensure achievement of succession plan;

ACCOUNTABILITY FOR DECISIONS AND INTERVENTION

ACCOUNTABILITY FOR DECISIONS

The Praxis Trust Board delegates authority to four key groups in order to ensure and achieve effective leadership and governance of the Praxis Trust:

- Senior Executive Lead
- Trust Teaching and Learning Committee
- Trust Finance and Resources Committee
- Local Governing Bodies

The purpose of this delegation is to:

- Avoid duplication of governance and reporting responsibilities
- Enable governance to be as close as possible to the point of impact

The Terms of Reference and Scheme of Delegation provide clarity of where the decision making takes place. The clarity surrounding this provides an environment suitable for effective leadership and management, as well as effective governance.

INTERVENTION

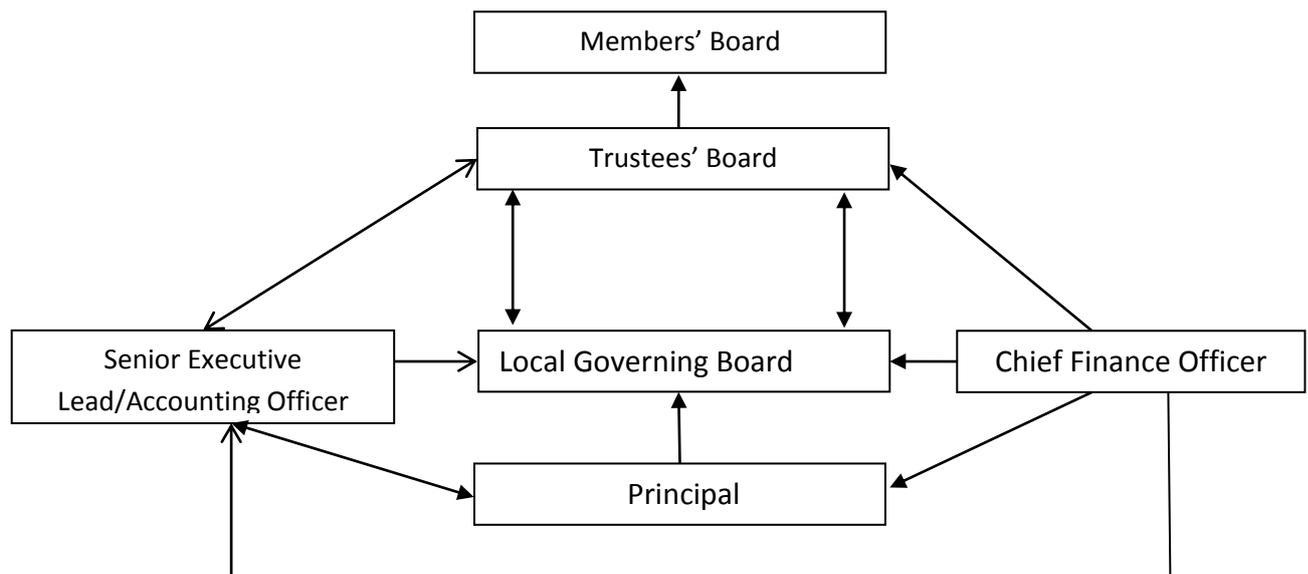
The Trust Board remains ultimately responsible for The Praxis Trust and the conduct of all member Academies. There may be circumstances (exceptions rather than the rule), when the Trust Board may need to intervene and may withdraw the delegated authority of a particular element of Governance.

Intervention may take place relating to:

- Safeguarding concerns;
- Local leadership, management, governance capacity and capability;
- Attainment and progress concerns;
- Curriculum suitability and provision concerns;
- An adverse Ofsted/SIAMS inspection;

An Interim Governing Body may be established in exceptional circumstances.

ELEMENTS OF GOVERNANCE



Members

Members of the Trust are the signatories to the Memorandum of Association and have agreed the Trust's Articles of Association. The Articles of Association describe how Members are recruited and replaced and how many of the Trustees the Members can appoint to the Trust Board.

The Members appoint Trustees to ensure that the Trust's Charitable Objectives are carried out and so must be able to remove Trustees if they fail to fulfil this responsibility. Accordingly, the Trust Board submits an annual report on the performance of the Trust to the Members. Members are also responsible for approving any amendments to the Trust's Articles of Association.

Members are permitted to be Trustees. In order to retain a degree of separation of powers between Members and the Trust, and in line with DfE expectations, not all members are Trustees. Members are not permitted to be employees of The Praxis Trust.

Trustees

The Trustees are the Charity Trustees and are responsible for the general control and management of the administration of the Trust, in accordance with the provisions set out in the Memorandum and Articles of Association. The Board of Trustees is the accountable body for the performance of all the academies within The Praxis Trust and as such has a responsibility to:

- Ensure clarity of vision, ethos and strategic direction;
- Hold the Senior Executive Lead to account for the educational performance of the academies and their pupils and the performance management of staff;
- Oversee the financial performance of The Praxis Trust, legal compliance and ensure value for money;

The Praxis Trust will achieve this through:

- Setting the vision, ethos and strategy for The Praxis Trust and work with the Academies to reflect this at local level;
- Establish the governance structures for The Praxis Trust at all levels, in keeping with the Articles of Association;
- Provide clarity, through Terms of Reference and Scheme of Delegation, of where the governance functions and level of accountability are exercised;
- Developing The Praxis Trust board to ensure that it has the capacity, skills and succession plans to have a positive impact on outcomes for pupils;
- Directing growth and business development of The Praxis Trust;
- Ensuring Principals are challenged to improve the education of their pupils;
- Overview and scrutiny of educational performance data of each academy and holding Principal's and LGBs to account;
- Overview and scrutiny of The Praxis Trust's financial capability and management systems to ensure compliance with the Academies Financial Handbook and deliver best value for money;
- Ensure contractual, legal, financial and legal compliance across The Praxis Trust;
- Approve the Annual Accounts and Annual Report of the Trust;
- Make Trustee appointments to Local Governing Bodies;
- Engage with academy communities, parents, pupils and staff;
- Contributing to collaborative relationships and partnerships beyond The Praxis Trust;
- Maintaining a Register of Business Interests and ensure probity in all its dealings;
- The Trust Board will set Trust-wide policies and principles;

The Praxis Trust will carry out regular skills audits of the Trustees. Where key skills are missing on the Board, expertise will be sourced to support the challenge and scrutiny of the required specialist area.

The Praxis Trust is permitted to exercise all the powers of the Trust. The Praxis Trust Board has delegated the day to day operation of the Trust to the Senior Executive Lead. The Principals hold the responsibility for the day to day operations of their Academy. The Trustees have the right to review and adapt the governance structure of the Praxis Trust at any time which may include removing delegation as deemed appropriate.

Trust Board Sub-Committees

The Praxis Trust has constituted two sub-committees

1. Teaching and Learning
2. Finance and Resources

The Trust Board Sub-committees, through their Terms of Reference, provide the overview and high level scrutiny of their remit. The principle of 'no duplication of governance' demands clear differentiation in the nature of the scrutiny and challenge provided by the Trust Board Sub-Committees and the Local Governing Body.

The Finance and Resources Committee will pay particular attention to the Academies Financial Handbook.

Senior Executive Lead

The Senior Executive Lead is the Accounting Officer so has overall responsibility for the operation of the Trust's financial responsibilities and must ensure that the organisation is run with financial effectiveness and stability, ensuring value for money.

The Senior Executive Lead will hold the Academy Principal's to account for the educational performance of the academies and their pupils and the performance management of staff and report to the Trust Board accordingly;

Principal

The Principal is responsible for the day to day management of the Academy. The Principal is managed by the Senior Executive Lead of The Praxis Trust. Where there is delegation, the Principal will report to the Senior Executive Lead and Local Governing Body on delegated responsibilities.

Chief Finance officer

The Chief Finance Officer is appointed by the Trust Board to lead on financial matters for the Trust, as detailed in The Praxis Trust Financial Handbook, working alongside Finance staff in academies, in ensuring sound and appropriate financial governance and risk management arrangements are in place, preparing and monitoring of budgets, and ensuring the delivery of annual accounts. The Chief Finance Officer also has direct access to the Accounting Officer, the relevant committee of the Trustees and Local Governing Boards.

Local Governing Body

Through the principle of 'delegated responsibility', The Praxis Trust considers the role of the Local Governing Body (LGB) to be an important one. Therefore each academy will have a Local Governing Body that has responsibility for each academy as set out in this document and The Scheme of Delegation. Responsibilities for each LGB are detailed in the Scheme of Delegation and the Terms of Reference, but in broad terms include:

- To contribute to and fulfil the vision and ethos of the Academy and The Praxis Trust as it relates to the Academy with LGBs having particular regard to the aims and ambitions for their pupils;
- To act as a critical friend to the Academy Leadership Team; being ready to challenge and hold academy leaders to account for the performance of the Academy;
- To oversee the management of the finances of the local academy, assessing the annual budget prepared by the Principal and submitting this for approval by the Finance and Resources Committee for ratification at The Praxis Trust Board. The LGB ensures that the academy works within its allocated and agreed budget and adopts and implements The Praxis Trust Financial Handbook and the Academies Financial Handbook.
- To champion the work of the Academy within the local community and engage with stakeholders;
- Discharge responsibilities and duties as outlined within the Scheme of Delegation;

- Contribute to the Trust Board in the development of the Academy and strategy;
- Maintain a Register of Business Interests and ensure probity in all of its dealings;
- Ensure the implementation of The Praxis Trust policies and procedures;

The LGB is considered, in legal terms, to be a committee of The Praxis Trust and, as such, has clear Terms of Reference and delegations as detailed in the Scheme of Delegation. Delegation can be removed from the LGB by The Praxis Trust Board if intervention is deemed necessary.

Clerk

- The Clerk to The Praxis Trust and Local Governing Bodies shall be appointed by the Trustees;
- The clerk shall convene and attend meetings, produce minutes (the taking of minutes may be delegated, however the clerk remains responsible for ensuring that they are an accurate and professionally presented record);
- Maintain a register of attendance and report on non-attendance;
- Receive notices concerning appointments, resignations and disqualifications;
- Ensure that governance information that is required to be published on websites fulfils statutory and trust requirements;
- Perform such functions suitable to the post as may be determined to effectively discharge governance responsibilities;

COMPOSITION OF GOVERNANCE STRUCTURES

Members

- The Praxis Trust shall have no fewer than 3 (three) Members. The Praxis Trust presently has 4 (four) members;
- The Members shall include appointees of the Diocesan Board of Education holding 25% of the representation rights;
- An employee of the Trust cannot be a member;

Appointment and Removal of Members

- The Members may agree by passing a special resolution to appoint additional Members as they see fit;
- The Members may agree by passing a special resolution to remove any Member. The Member whose proposed removal is the subject of the resolution is not entitled to vote on that resolution. Any Member may resign provided that after such a resignation the number of Members is not less than 3 (three);

Meetings of Members

- The Trust must hold an AGM each academic financial year and no more than 15 months must elapse between AGMs. So long as the first AGM is held within 18 months of incorporation, it need not hold it in the year of its incorporation or the following year;
- The quorum of an AGM is 3 (three) Members. A Trustee may attend and speak at a general meeting or AGM. A Chair of a general meeting is elected by ordinary resolution of the Members present;

Trustees

- The Members shall appoint no fewer than 3 (three) Trustees. The Praxis Trust presently has 6 (six) Trustees;
- The Trustees shall include appointees of the Diocesan Board of Education holding no more than 25% representation rights;
- The appointed Trustees will hold four year terms of office;

Appointment and Removal of Trustees

- The appointed trustees may co-opt no more than two trustees for terms of no more than four years, subject to the condition that no more than one third of the trustees shall be employees of the trust;
- A trustee can resign by giving notice to The Praxis Trust, so long as the number of Trustees remains at least 3 (three);
- A trustee can be removed by the person or persons who appointed or elected them;
- A trustee can be removed by ordinary resolution of the Members;

Meetings of Trustees

- The Trustees shall appoint/remove a clerk. The clerk for the meetings convened through Members, Trustees, Local Governing Bodies;
- The Trustees shall hold at least 3 meetings in every academic year;

Local Governing Body

- Each Academy will have a Local Governing Body that has been delegated responsibility as stated in the Scheme of Delegation;
- Governors shall have the following areas of expertise/representation: Education, HR, Legal, Estates, Finance and Business Management;
- Employees of The Praxis Trust may sit on the LGB as long as they represent no more than 20% of the LGB membership (including elected staff members);
- Each LGB will have two (2) parent governors (elected by the parents);
- Academies designated Church of England academies shall include appointees of the Diocesan Board of Education holding no more than 25% representation rights as Foundation Governors
- The Praxis Trustees require each LGB to appoint leads in: Finance, Safeguarding, Vulnerable Groups (including SEN, Pupil Premium and Looked After Children);
- Each LGB may convene committee groups as the need arises;

Appointment and removal of Local Governors

- The Clerk to The Praxis Trust should ensure that the Trust Secretary is aware of forthcoming Trust appointed vacancies at least three months before those vacancies are due;
- The Board will undertake the search and appointment in accordance with its Terms of Reference;
- The Trust Board will appoint the Chair;
- The Principal is Ex-officio Governor;
- At least two (2) parent governors will be elected by the parents of their respective academy;
- At least two (2) staff governors will be elected (Principal plus one other) will be elected by staff of their respective academy;
- Parent and Staff Governors will be elected by the parents and staff respectively. The elections will be managed by the academy according to the common process developed by the Trust. This ensures open, consistent, effective and fair process;
- All appointments are subject to a term of four (4) years, subject to one year's probation, but Governors may subsequently be re-appointed. The limit shall not apply to the Principal who holds the position whilst in post;

Meetings of Local Governing Body

- Local Governing Bodies shall hold at least 3 meetings during the academic year;
- The Clerk appointed by the trustees will clerk all meetings;

The Induction of new Members, Trustees and Governors

The Trust Secretary and the Clerk will ensure Members, Trustees and Governors are provided with support to enable them to effectively discharge their role. This will include - information about their role, information about the academy(s), support from paid staff as appropriate and entitlement to expenses. All Members, Trustees and Governors will be required to sign and adhere to the Code of Conduct, and undertake identified training.

The majority of Trustees will be appointed by Members.

The Appointment of Member and Board of Trustees Chair and Vice-Chair

The procedure for the appointment of Chair and Vice Chair is that:

- The Member and Trustee Chair and Vice Chair shall be appointed for four years;
- Members and Trustees may nominate themselves for office;
- Nominations will be sent in advance to the Trust Secretary. If no nominations are received in advance, nominations may be accepted during the meeting at which the election will take place;
- If there is only one nominee for each position, a ballot will be held to ensure the majority supports the nomination;
- Votes will be indicated by a show of hands;
- Candidates may vote for themselves;
- Absent Members/Trustees are allowed a proxy or postal vote.
- Other considerations: The agenda for the meeting at which the Chair and Vice Chair elections will take place should list the election as the first agenda item and give details of any nominations received in advance;
- The Clerk will chair the part of the meeting that deals with the election of the Chair;
- Once the Chair is elected, they will conduct the election of the Vice Chair, using the same procedures adopted for the election of the Chair;

The Appointment of Local Governing Body Chair and Vice Chair

- The Trustees will appoint the Local Governing Body Chair. The Local Governing Body will appoint the Local Governing Body Vice-Chair, through a process that mirrors that for Members and Trustees;

Business Interests

A Register of Member, Trustee and Governor business and pecuniary interests will be maintained.

- New Members, Trustees and Governors will be asked on appointment to complete a form detailing business interests;
- Existing Members, Trustees and Governors will be reminded at least annually to update and sign the form, even if there is no change in their circumstances, to show that the information is current;
- Individual Members, Trustees and Governors whose circumstances change in respect of business interest should take the initiative in completing a new form as these changes occur, without waiting for the annual review;
- Pecuniary Interests shall be declared as and when they occur with regard to items under discussion and decisions for consideration. These should be recorded within the Register;
- Registers detailing the interests of individual Members/Trustees/Governors are placed upon the Trust/academy websites. The website will not include the interests of family members, although these are declared within the full Register. The Trust is required to have a completed statement to confirm that all supplies made by Members/Trustees/Governors are made 'at cost' with no element of profit and that this may be subject to verification;

Meetings

- The Members will agree the annual number of its meetings and shall nominate one

of its meetings as an Annual General Meeting (AGM) each year, and shall specify the meeting as such in the notices calling it;

- Not more than fifteen months shall elapse between the date of one Annual General Meeting and the next. This meeting shall receive the Annual Accounts and Annual Report of the Trust. Note: The Annual Accounts are approved and signed by the Board of Trustees;
- The Board of Trustees and Local Governing Body shall each meet at least three times per academic year. They will agree amongst themselves the annual number of meetings and how many times they will meet in each term;
- There will be 14 days' written notice of a meeting provided with a copy of the agenda;
- Reports or other papers shall be provided at least seven days in advance of the meeting, except in cases of emergency where the Chair considers a meeting is needed to decide on a matter requiring urgent consideration, when this period may be shortened;
- Any three Members/Trustees/Governors may request a meeting by giving written notice to the Clerk that includes a summary of the business to be transacted;
- The Clerk must convene the meetings as quickly as is reasonably practicable;
- All Members/Trustees/Governors must make every effort to attend and contribute to all meetings of the Members/Board of Trustees/Local Governing Body;
- At the last meeting in the Summer term, the Members/Trustees/Local Governing Body must agree the times and dates for meetings in the next academic year;
- The days and times of meetings are reviewed annually and take into account suitability, reasonableness and convenience for work-life balance;

Quorum and Voting

- The quorum for a meeting and for any vote on any matter shall be:
- Members: any two (2) Members;
- Trustees and Governors: any three (3) Trustees/Governors, or where greater any one third (rounded up to a whole number) of the total number of Trustees/Governors at the date of the meeting who are entitled to vote;
- The number of attendees and the required quorum for all meetings shall be stated upon the minutes for the meeting;
- Every question, except those regarding the removal of a Trustee or removal of the Chair of Trustees, shall be determined by a majority of the voters present and voting on the question;
- Articles 65 – 92 details the requirements for removal of a Trustee or removal of the Chair of Trustees;
- Where there is an equal division of votes, the Chair shall have a second or casting vote;

It should be noted that:

- Normally decisions will be agreed by the Chair seeking a consensus view at the end of a discussion;
- Where the Chair or another Member/Trustee/Governor considers it appropriate to take a vote, the Chair shall determine whether this will be by a show of hands;

- All resolutions put to a vote require a proposer and seconder;
- Proxy votes may be submitted by absent members within the procedure established by the Trust
- Information on how individuals voted is confidential to the meeting, although individuals may request that their votes be recorded;
- Drawing up agendas The Members' Meeting and Board of Trustees' agenda will be considered at a meeting between the Chair, the Senior Executive Lead and the Clerk;
- The Local Governing Body agenda will be considered at a meeting between the Chair, the Principal and the school Business Manager. This will be based upon a Trust produced Standard Agenda;
- The agenda meeting will be held at least three weeks before the meeting. Priorities will be discussed and the agenda agreed;
- Members/Trustees/Governors may request items be placed on the agenda by contacting the Clerk or the Chair. These requests will be considered at the agenda setting meeting;
- The Chair makes the final decision on agenda items, placing priority items near the top of the list and taking into account the views and advice of the Senior Executive Lead/Principal and Clerk. The Chair should not use this power to forbid discussion on matters put forward by others;
- The agenda at every meeting of the Local Governing Body will be based upon a model agenda provided by the Trust Central Team;
- The agenda will include an item or items concerned with academy improvement, safeguarding, finance and audit which will be supported by a written report by the Principal, or their staff nominee;
- Each agenda item will include a brief description to help Members/Trustees/Governors to prepare appropriately for the meeting;
- Any papers required will be identified. The agenda and any supporting papers (and, if not previously distributed, the draft minutes of the last full meeting of the Members/Board of Trustees/Local Governing Body) and the minutes of Committee meetings which have not previously been distributed, will be sent to all Members/Trustees/Governors to arrive at least seven days before the meeting in question;
- The same processes are used in drawing up Committee agendas;

Minutes

- The Clerk will ensure that minutes of the proceedings of a meeting are drawn up and signed by the Chair at the next meeting, subject to the approval of the meeting that they are a correct record;
- Only Members/Trustees/Governors who have received minutes may vote on whether the minutes may be accepted;
- The Trust/Academy shall, as soon as reasonably practicable, make available for inspection by any interested person, a copy of:
- The agenda for every meeting, the signed minutes of every such meeting plus reports or papers considered at any such meeting;

The Board of Trustees/Local Governing Body can exclude any material relating to:

- a named person who works, or it is proposed should work, at an academy;

- a named pupil at, or candidate for admission to, an academy, or
- any other matter that, by reason of its nature, the Board of Trustees/Local Governing Body is satisfied should remain confidential, having in mind the requirements of data protection and freedom of information legislation.
- The minutes shall be kept by the Clerk as a permanent record, in paper copy and electronically;
- Draft minutes must be quality assured by the Chair within two weeks of the meeting. The Clerk will send the quality assured draft minutes to all members of the meeting as soon as they are available;
- Upon approval at the next relevant meeting, the Chair will initial and date each page;
- Approved Local Governing Body Minutes are to be sent to the Trust, as soon as they are formally approved;

Attendance and Apologies for Absence

- The Trust expects all Members/Trustees/Governors to make every effort to attend meetings at which they are representatives;
- The Principal will be asked to withdraw from Local Governing Body meetings during discussion and decisions on their pay or in any other matter where a conflict of interest could arise. If the Principal cannot be present at a full Local Governing Body meeting, the deputy or other nominated member of staff may be invited to attend;
- The Clerk will record the names of all those present at the meeting, including his or her own name and the names of any visitors and observers;
- The minutes will record the late arrival or early departure of Members/Trustees/Governors;
- A Member/Trustee/Governor who is not able to attend a meeting should give apologies, explaining the absence. The Members/Trustees/Local Governing Body will decide at the meeting whether or not to accept the apologies and record its decision in the minutes of the meeting, following a vote if necessary. Where apologies have not been accepted, the Secretary/Clerk will inform the absent Member/Trustee/Governor. Where a Member/Trustee/Governor fails to attend a meeting and does not give apologies beforehand, the absence will be noted in the minutes;
- Members/Trustees/Governors will be disqualified from serving if they miss meetings for six months consecutively, starting from the first meeting missed;
- Where a Member/Trustee/Governor is consistently missing meetings, the Chair will arrange to meet the person to discuss any difficulties and provide support;
- Any Member/Trustee/Governor who fails to attend a meeting for six months from the first meeting missed will be automatically disqualified, unless the Members/Board of Trustees/Local Governing Body has accepted apologies. In this case, the six month period will start again from the first subsequent meeting at which apologies are not sent or are not accepted. The Clerk will inform the Member/Trustee/Governor of the disqualification rule before the end of the six month period;

Correspondence

- The full meeting may from time to time determine who should write letters, policy

papers or discussion documents and other materials on its behalf;

- No Member/Trustee/Governor should write such a letter or policy paper or make a public statement without the authority of the Chair of Trustees;

Confidentiality

- Although the agendas, reports and minutes of Members/Board of Trustees/Local Governing Body and Committee meetings are public documents, the discussions within the meeting are confidential;
- All must respect the general confidentiality of the detailed discussions that take place in meetings;
- The Members/Board of Trustees/Local Governing Body may keep certain parts of its business proceedings confidential and omit details from the public minutes;
- A matter is confidential if so declared by the Chair at a meeting, with the agreement of members present, and having regard to the requirements of freedom of information legislation. Generally, this is done to protect the identity of persons under discussion, including a parent, pupil, member of staff or Member/Trustee/Governor;
- The Members/Board of Trustees/Local Governing Body will determine the circulation of confidential minutes arising from its meetings;
- Confidential minutes will be available to all persons present at the meeting at which the confidential matter was discussed and, at the discretion of the Members/Board of Trustees/Local Governing Body, to other Governors who need to have this information in order to form judgments and make decisions;
- Confidential minutes will not be available for circulation to parents or members of the public except where disclosure is required under freedom of information legislation;
- The minutes of confidential items will be printed on coloured paper for ease of identification. The Clerk will ensure they are kept in a secure place;
- A confidential matter is not to be discussed by any Member/Trustee/Governor outside the meeting, including with fellow Members/Trustees/Governors;
- Individual Governors will be asked to account for any breaches in confidentiality and the Members/ Board of Trustees/Local Governing Body may vote to suspend or remove those who have breached confidentiality;

Rights of persons to attend meetings

In addition to Members/Trustees/Governors, those who will attend a Members/Board of Trustees/Local Governing Body meeting are:

- The Clerk
- Anyone else by invitation of the Members/Board of Trustees/Local Governing Body
- Trust Central Team staff may be required to attend the Board of Trustees' meetings. Principals and Chairs of Local Governing Bodies may also be required to attend the Board of Trustees' meetings for accountability purposes;
- Academy-based staff may be invited to attend Trust Committee meetings to ensure the proper consideration of matters under discussion;
- Invited attendees are not entitled to speak at meetings unless invited to do so by the

Chair, and they may not vote. The Members/Board of Trustees/Local Governing Body may ask attendees to leave a meeting at any time;

Conflicts of Interest

- Where there is a conflict between the interests of any person and the interests of the Members/Board of Trustees/Local Governing Body, that person should withdraw from any relevant meeting and should not vote. In a situation where the principles of natural justice require a fair hearing, and there is any reasonable doubt as to a person's ability to act impartially, he or she should also withdraw from the meeting and not vote;
- If there is any dispute as to whether or not a person must withdraw from a meeting, the other Members/Trustees/Governors present at the meeting must decide on this;
- Examples of cases where a fair hearing must be given include decisions relating to staff or pupil discipline or admission of pupils. The restrictions on persons taking part in proceedings do not stop the Members/Board of Trustees/Local Governing Body or Committee from allowing someone who can offer relevant evidence to a case in question from giving that evidence;

Action following meetings and urgent actions

- The Members/Board of Trustees/Local Governing Body will authorise the Chair or Clerk to ensure that action agreed at meetings is followed up by the named person within the agreed timescale;
- The Chair and Clerk will monitor progress of actions when planning the next full meeting of the Board of Trustees/Local Governing Body;
- Where urgent action is needed, the Chair (or Vice Chair where the Chair is unable to exercise this responsibility) has the power to exercise any function of the Members/Board of Trustees/Local Governing Body where delay would be likely to be seriously detrimental to the interests of the Trust/Academy, or to any pupil, parent or staff member. In this context, 'delay' means delay for a period longer than the earliest date on which it would be reasonably practicable for a meeting to be held of the Members/Board of Trustees/Local Governing Body, or of a Committee to which the function in question has been delegated;
- The Chair will use these powers only when absolutely unavoidable and will report any urgent action taken at the next full meeting of the Board of Trustees/Local Governing Body, usually in writing as part of a Chair's report to Governors;

Extraordinary Meetings

- Any three members of the Members/Board of Trustees /Local Governing Body may requisition a meeting by giving written notice to the Clerk that summarises the business to be conducted;
- The Clerk must convene a meeting as soon as is practicable. At least seven days before the meeting, the Clerk must give each Member/Trustee/Governor written notice of the meeting, a copy of the agenda and any papers to be considered. If the Chair considers there are matters that demand urgent consideration, they can determine a shorter period of notice, but that period must be at least seven days if matters to be discussed include the removal of the Chair, the suspension of any Member/Trustee/Governor, or a Significant Change as defined by the Department

for Education;

- As a matter of courtesy, the Chair should be informed when any three Members/Trustees/Governors time and to have weighed up other options, such as an agenda item at the next full meeting of the Members/Board of Trustees/Local Governing Body;

Committees

- The Board of Trustees is able to delegate decision-making powers to its committees in line with the Trust Scheme of Delegation. Committees operate in a broadly similar manner to the Board of Trustees: they must have a Chair; they may have a Vice Chair; there has to be a Clerk; meetings must include an agenda and papers that are distributed with due notice; minutes must be approved and published, unless confidential;
- The Board of Trustees must determine membership and proceedings of any Committee it decides to establish;
- The Board of Trustees must review annually the establishment, terms of reference, constitution and membership of any Committee;
- The membership of any Committee may include co-opted members, provided that they do not form the majority on the Committee;
- Where co-opted members to a Trust Committee are Governors from a academy Local Governing Body, they shall exercise this Trust role in the interests of the Trust as a whole and should pay specific attention to avoiding any conflicts of interest;
- The quorum for a meeting of a Committee is two (2) Trustees who are members of the Committee;
- Each Committee must have a Chair, who is either appointed by the Board of Trustees or elected by the Committee, as determined by the Board of Trustees;
- The Chair must be a Trustee and not a co-opted member;
- The Board of Trustees may remove the Chair of a Committee at any time; and
- No vote shall be taken at a Committee meeting unless the majority of members of the Committee present are Trustees;

Task and Finish Working Groups

- Working Groups exist to consider short-term projects and initiatives. They are established, and their membership set, by the Board of Trustees/Local Governing Body. Working Groups do not have delegated powers and can make no decisions on behalf of the Board of Trustees/Local Governing Body, to whom they must report regularly;

Member/Trustee/Governor visits to Academy's

- Visits are an opportunity to collect information on the impact of policies and plans, to meet staff and to understand better how an academy operates. While there may be an element of monitoring in a visit;
- Members/Trustees/Governors must not monitor the quality of teaching. This is the Principal's responsibility. Visits will usually focus on any special responsibilities held by Members/Trustees/Governors or priorities in the Annual Operating Statement;
- The Trust requires clear protocols for the scope of the visit to be agreed between the

Member/Trustee/Governor and the Principal. These should cover preparation for the visit, the visit itself and post-visit action;

- Every Governor should visit their academy at least once a year, and the Local Governing Body may agree an upper limit on the number of visits per Governor to avoid infringing on the time and other commitments of teaching staff. The timing and date of visits should be agreed well in advance with the Principal;
- Feedback on each visit should be presented to the Members/Board of Trustees/Local Governing Body, with the visited Principal being invited to contribute;
- A record of Member/Trustee/Governor visits should be kept by the Clerk, including the dates and purposes of visits and the teachers and classes visited. A template for this is provided;

Complaints from Parents and Carers

- Complaints by parents about the running of the school will be dealt with in accordance with the Trust's Complaints Policy;
- In no circumstance should any Member/Trustee/Governor attempt to become involved in the resolution of a parent's/carer's complaint outside the formal process, except by advising how the process works;

Resignation from office

- A Member/Trustee/Governor shall cease to hold office if they resign by notice to the Secretary/Clerk;

Suspension and removal from office

A Member/Trustee/Governor may be suspended for a fixed period of up to six months. The grounds for suspension are if the Member/Trustee/Governor:

- 1.0 Becomes ineligible to serve as Member/Trustee/Governor within the grounds for disqualification;
- 2.0 Works at the school and is subject to disciplinary proceedings (Members cannot be employees);
- 3.0 Is subject to court or tribunal proceedings, the outcome of which could mean that they will be disqualified from holding office as a Member/Trustee/Governor;
- 4.0 Has acted in a way that is inconsistent with the Code of Conduct and has brought, or could bring, the Trust, school or its governance into disrepute, or;
- 5.0 Is in breach of the duty of confidentiality to the school, the staff or the pupils;
- Ground 1.0 will result in automatic suspension;
- A vote to suspend a Member/Trustee/Governor must be taken on grounds 2 to 5; The Trust Central Team must be informed when any grounds for suspension are identified;
- Any motion to suspend must be specified as an agenda item at a meeting for which at least seven days' notice has been given. Before the vote to suspend, the person proposing suspension must give the reasons for doing so and those proposed for suspension must be given the opportunity to make a statement in response before withdrawing from the meeting so that the vote can take place. If it is decided that suspension will be invoked, a second vote must be taken to determine the period of suspension;

- A Member/Trustee/Governor who has been suspended must be given notice of any meetings and must be sent agendas, reports and papers for meetings missed during suspension. They shall not be disqualified from continuing to hold office for failure to attend meetings for six months;
- The Appointing Body (Members/Board of Trustees) may remove from office any appointed Trustee or Governor. The reasons for proposed removal must be made known to the Trustee or Governor, who will have an opportunity to make defence to the Appointing Body. Elected Governors (parents and staff) may not be removed from office, but may be considered for suspension under the grounds set out above;
- Any Governor will automatically be removed from office if any legal grounds for disqualification, including insolvency, are determined;

Equality duties

The Trust is responsible for ensuring schools comply with equality legislation, in particular the legislation on race relations, disability discrimination, sex discrimination and the Equality Act 2010. The Trust will have an Equalities Policy with which all schools must comply. The general duty on the Trust is to have regard to the need to eliminate unlawful discrimination and promote equality of opportunity.

Communication matters

- All Members/Trustees/Governors should complete a form with their contact details. These will be stored by the Clerk;
- Email will be used for sending out agendas, papers and minutes. Meetings may not be held via Email. Whilst Chairs may use email circulation to inform Members/Trustees/Governors or to discern opinion, no decisions may be made via Email;
- To facilitate wider representation across the network of schools operated by the Trust, meetings supported by video/audio conferencing are permitted, provided that the link is stable and of a sufficient quality to enable effective communication. The Chair will determine whether the link is providing effective communication;

Procedures for adopting, reviewing and changing the Governance and Accountability Handbook

The Governance and Accountability Handbook is approved at a full meeting of the Board of Trustees.

It will be used in conjunction with DfE regulations and guidance, Company and Charity law, Trust policies and the Trust's Instrument of Government (Articles and Memorandum). The Handbook will be reviewed annually and every Member/Trustee/Governor will be provided with a current copy.



The Praxis Trust

Scheme of Delegation

RESPONSIBILITIES: SCHEME OF DELEGATION

This Scheme of Delegation identified the key decision making authorities for Academies within The Praxis Trust. It determines the functions undertaken by the Members and those that have been delegated to the Board of Trustees, Senior Executive Lead, Principals and Local Governing Bodies. The Scheme of Delegation applies to all academies. This delegation is based upon the quality of governance and management and an academy's performance being at an acceptable level. Where this performance is judged to be insufficient, then the Board of Trustees will revoke powers from academies and their Local Governing Bodies.

The Board of Trustees is able to delegate identified functions to a committee as required. Where decisions have been delegated, they must be reported back to the Board of Trustees at the next meeting.

Where there is a specific need for a decision to be taken and a time imperative precludes awaiting the next Trustee meeting, action may be agreed with the Board of Trustees' Chair. This must be reported to the Board of Trustees at the next meeting.

It is essential that a Principal has sufficient powers to manage effectively on a day to day basis.

The Board of Trustees delegates general responsibility to manage financial commitments and expenditure in accordance with the approved budget plan and financial regulations as details in The Praxis Trust Financial Handbook.

Where there is a shared responsibility for decision making between the Trust and its academies, the Trust has the ultimate responsibility.

Governance

Members	Trustees	Senior Executive Lead (SEL)	Principal	Local Governing Body
Agree and review Articles of Association	To review and amend: Governance Handbook and Scheme of Delegation	To attend meetings of the Trustees and to provide a SEL report	To implement the vision and ethos of the Academy and The Praxis Trust at local level	To monitor and support the implementation of the vision and ethos of the Academy and The Praxis Trust at local level
Role Profile for Members		To support the appointment process of the Clerk	To attend meetings of the LGB and to provide a Principal report	Ensure the spiritual wellbeing of the pupils
Change name of the Trust	Role Profile for Trustees			
Receive annual report from Trustees on The Praxis Trust performance	Agree and review Terms of Reference for Trust Board	To secure professional advice on behalf of the Trustees as may be requested	To tailor trust-side policies to Academy policy as recommended by the Executive Team	Determine the Academy vision and ethos in collaboration with the Principal/Senior Executive Lead and Trustees
Appoint/remove Members	Agree and review Terms of Reference for sub-committees	To support the Trustees and the Academies in the preparation of Trust-wide and Academy specific policy requirements		
Appoint/remove Trustees	Constitution and Terms of Reference for Local Governing Bodies (including Interim Boards)	To succession plan for The Praxis Trust Senior Leaders	To tailor trust-side policies to Academy policy (if required) as recommended by the Senior Executive Lead	To ensure that the Academy has a medium to long term vision for its future and that there is a robust strategy in place for achieving its vision
	Determine the vision and ethos of The Praxis Trust		Establish and maintain a register of all business interests and publish in accordance with regulations	
	Appoint a Senior Executive Lead	Establish and maintain a register of all business interests and publish in accordance with regulations		To appoint a Chair, Vice-Chair and local governors with specific responsibilities for Finance, Safeguarding, Vulnerable Groups (including SEND, Pupil Premium and Looked After Children) Other roles may be appointed as the LGB sees fit to discharge its responsibilities
	Appoint a Chief Finance Officer			

Governance Cont'd

Members	Trustees	Senior Executive Lead (SEL)	Principal	Local Governing Body
	<p>Appoint/remove Clerk to Trust Board & Local Governing Bodies</p> <p>Review and amend the policies and principles documents of The Praxis Trust</p> <p>Support the Chairs on the leadership of their respective LGB</p> <p>Provide overview, scrutiny and challenge of Academy education and financial performance</p> <p>Produce and submit an annual report to Members on the performance of The Praxis Trust and publish as required</p> <p>Ensure that there is effective communication between the Trustees and LGBs</p> <p>Ensure that the Praxis Trust is compliant with the requirements as laid out in the Academies Financial Handbook</p>			<p>To review and amend the policies of the Academy (in line with The Praxis Trust policy)</p> <p>To implement a means whereby the LGB and The Praxis Trust can receive and react to pupil, parent and staff feedback</p> <p>To establish and maintain relationships with members of the local community</p> <p>To ensure that the Academy website is compliant with requirements laid out by the DfE.</p> <p>To carry out a skills audit and annual self-review of LGB performance setting out priorities for governance improvements in the next academic year</p>

Governance Cont'd

Members	Trustees	Senior Executive Lead (SEL)	Principal	Local Governing Body
	<p>Carry out a skills audit and review Trustee performance setting out priorities for governance improvements in the next academic year</p> <p>Succession plan for Trust Board of The Praxis Trust</p> <p>Establish and maintain a register of all business interests for Members and Trustees and publish in accordance with regulation</p>			<p>To succession plan for Principals in conjunction with the Trustees/Senior Executive Lead and LGB Members</p> <p>Establish and maintain a register of all LGB business interests and publish in accordance with regulation</p>

Finance

Members	Trustees	Senior Executive Lead (SEL)	Principal	Local Governing Body
<p>Appoint external auditors</p> <p>Sign off statutory accounts at the AGM</p>	<p>Appoint internal auditors</p> <p>Recommend the approval of annual accounts and report to Members AGM</p> <p>To approve the Financial Handbook (Finance Policy, Financial Scheme of Delegation, Fraud Policy, Investment Policy) and review on an annual basis for The Praxis Trust and for Academy delegations</p> <p>To appoint a Finance and Resources Committee</p> <p>To approve the annual budget for The Praxis Trust including its academies</p> <p>To approve any significant changes to the approved budget</p> <p>To monitor income, expenditure, cash flow and balance sheets of The Praxis Trust</p> <p>To approve the consolidated budget forecast for The Praxis Trust academies</p>	<p>To scrutinise the budgets for Academies and report regularly to The Praxis Trust Finance and Resources Committee</p> <p>To prepare annual statutory accounts for Trustee approval</p> <p>To support the Academies in implementing sound financial practices and the financial scheme of delegation as determined by The Praxis Trust</p> <p>To prepare the annual budget for the Praxis Trust</p> <p>Prepare the consolidated budget forecast for The Praxis Trust academies</p> <p>To monitor income, expenditure, cash flow and balance sheets of The Praxis Trust</p> <p>To prepare monitoring reports for the Trustees</p>	<p>To ensure the preparation of the annual budget for the Academy with the assistance of relevant staff and Senior Executive Lead input as appropriate</p> <p>To monitor the income and expenditure and cash flow of the Academy</p> <p>To prepare monitoring reports for the Senior Executive Lead and LGB as requested</p> <p>Provide such information and assistance as is required by the Senior Executive Lead in preparation of statutory accounts and audit procedures</p> <p>Ensure proper financial controls are in place at Academy in line with the financial Scheme of Delegation determined by The Praxis Trust</p> <p>Report variances from the budget to the LGB</p>	<p>To appoint a Local Governor responsible for Finance</p> <p>To recommend to the Trustees approval of the annual budget for the Academy</p> <p>To monitor the income and expenditure and cash flow of the Academy</p> <p>To ensure any variances from the budget are reported to The Praxis Trust Finance and Resources Committee</p> <p>Provide such information and assistance as is required by the Senior Executive Lead in the preparation of statutory accounts and audit procedures</p> <p>Ensure proper financial controls are in place at Academy in line with the financial Scheme of Delegation determined by The Praxis Trust</p>

Finance Cont'd

Members	Trustees	Senior Executive Lead (SEL)	Principal	Local Governing Body
	<p>Consider any significant variances on delegated budgets reported by LGB for approval</p> <p>Determine central spend/top slice for academies within the Trust</p> <p>Establish a charging and remissions policy and to keep this under review</p> <p>Appoint an Accounting Officer</p> <p>Ensure proper financial controls are in place across the Trust</p> <p>Establish, approve implement and monitor a Trust expenses policy</p>	<p>Senior Executive Lead to act as Accounting Officer</p> <p>Ensure proper financial controls are in place across the academies</p> <p>Ensure adequate risk and financial and asset management systems are in place across The praxis Trust and report to The Praxis Trust Board</p> <p>Review any significant variances on delegated budgets reported by Academy and LGB and see approval from The Praxis Trust Board</p>	<p>To ensure provision of Free School Meals to those pupils meeting the criteria</p> <p>To approve staff expenses at Academy</p>	<p>Complete financial auditing documentation as required</p> <p>Ensure provision of Free School Meals to those pupils meeting the criteria</p>

Curriculum and Standards

Members	Trustees	Senior Executive Lead (SEL)	Principal	Local Governing Body
<p>To receive an annual report from the Trustees and Senior Executive Lead on standard (progress and attainment)</p>	<p>To appoint a Teaching and Learning Committee</p> <p>To determine trust-wide policy to ensure provision of a balanced and broad curriculum and to include a prohibition on political indoctrination to allow a balanced treatment of political issues; and a written policy on sex and relationship education</p> <p>To determine the trust policy on religious education and collective acts of worship</p> <p>To receive a report from the Teaching and Learning Committee</p> <p>Receive and approve Academy Development Plans</p> <p>To determine The Praxis Trust SEND principles and the SEND national code of practice and Disability Discrimination Act Policy</p>	<p>To provide oversight of the implementation of The Praxis Trust curriculum principles</p> <p>To provide termly reports to the Teaching and Learning Committee regarding standards</p> <p>To provide oversight of the target setting for pupil achievement and progress by the Principal of the Academy</p> <p>Ensure effective processes are in place for monitoring the quality assurance of teaching, learning and assessment, the curriculum, inclusion and the sharing of good practice across the Trust</p> <p>To monitor the key performance indicator reported from the Principal relating to standards</p> <p>To provide oversight of the implementation of SEND code of practice and trust principles</p>	<p>To ensure a unique curriculum is delivered at each Academy including compliance with any funding agreement requirements</p> <p>To make provision for the religious education and collective acts of worship</p> <p>To set targets for pupil achievement and progress and monitor against targets</p> <p>To report key performance indicator figures half termly to the Senior Executive Lead and LGB relating to standards</p> <p>Prepare a draft academy development plan for submission in conjunction with the SLE and LGB to ensure that the plan is costed and expenditure is built into the budget forecast</p>	<p>To approve the curriculum proposed by the Principal (ensuring consistency with The Praxis Trust curriculum principles)</p> <p>Ensure effective processes are in place for monitoring the quality assurance of teaching, learning and assessment, the curriculum, inclusion and the sharing of good practice across the Academy and within the trust and beyond</p> <p>Develop with the Principal the Academy development plan</p> <p>Monitor KPIs reported from the Principal relating to standards</p> <p>In conjunction with the Principal, set the opening and closing times of the Academy, notifying the Trustees of any changes and ensuring compliance with regulations</p>

Curriculum and Standards

Members	Trustees	Senior Executive Lead (SEL)	Principal	Local Governing Body
		<p>To ensure compliance with the Disability Discrimination Act requirements within the academies</p>	<p>The Principal is responsible for setting the opening and closing times for the Academy, notifying Trustees of any changes and ensuring compliance</p> <p>School closures will be in line with Bad weather policies and implemented with the approval of the Chair of Governors</p> <p>To designate a teacher to be responsible for co-ordinating SEND provision within the Academy</p> <p>To make provision for SEND pupils with or without a statement or Educational Health Care Plan</p> <p>To ensure compliance with the Disability Discrimination Act requirements within the Academy</p>	<p>Appoint a LGB for SEND inclusion</p> <p>To review and maintain the Academy SEND policy in line with The Praxis Trust SEND policy</p> <p>To provide oversight of the implementation of the policy within the Academy and compliance with the Disability Discrimination Act requirements</p>

Safeguarding

Members	Trustees	Senior Executive Lead (SEL)	Principal	Local Governing Body
	<p>Adopt The Praxis Trust Safeguarding and Child Protection Policy</p> <p>Adopt The Praxis Trust PREVENT Policy</p> <p>Ensure Recruitment policies and Volunteer agreements address safeguarding and safer recruitment requirements</p> <p>Trustees commit to attending regular safeguarding training as integral to their role as a Trustee</p> <p>Adopt the Praxis Trust policy on Educational Visits and off site learning opportunities</p>	<p>Ensure that each Academy has appointed a designated teacher to support looked after children</p> <p>To make arrangements for safeguarding audits to be conducted by independent personnel</p> <p>To report to Trustees the procedures in place for safeguarding and on matters as they arise</p> <p>Ensure the Educational Visits policy is compliant with insurance and regulatory advice</p> <p>Ensure that all Principals and staff are safeguarding and PREVENT trained and that all academies are compliant</p> <p>Ensure that recruitment policies and volunteer agreements are in place and compliant with safeguarding and safer recruitment requirements</p>	<p>To appoint a designated teacher to support looked after children and to ensure the role is compliant with statutory guidance</p> <p>To appoint a designated safeguarding lead and alternate lead to ensure compliance with statutory guidance</p> <p>To implement the safeguarding and child protection policy for the Academy</p> <p>To maintain the Single Central Record</p> <p>To approve educational visits in conjunction with LGB approval ensuring compliance with the Educational Visits policy and appropriate risk assessments</p> <p>Ensure that all staff are safeguarding and PREVENT trained and compliant</p>	<p>Appoint a designated governor for safeguarding</p> <p>Review and maintain a safeguarding and child protection policy for the Academy which is consistent with The Praxis Trust policy</p> <p>Ensure completion of the single central record and its regular up-dating</p> <p>Approve educational visits subject to compliance with the Educational visits policy and completion of appropriate risk assessments</p> <p>Ensure that all Academy staff are safeguarding and PREVENT trained and compliant</p> <p>Ensure that any governor involved in the recruitment of staff has safer recruitment training</p> <p>Governors commit to regular safeguarding training as integral to their role as Governors</p>

Safeguarding

Members	Trustees	Senior Executive Lead (SEL)	Principal	Local Governing Body
		Implement recruitment policies and volunteer agreements, ensuring compliance with safeguarding and safer recruitment requirements	<p>Ensure that at least one staff member involved in the recruitment of staff has safer recruitment training</p> <p>Implement recruitment policies and volunteer agreements, ensuring compliance with safeguarding and safer recruitment requirements</p>	

Behaviour

Members	Trustees	Senior Executive Lead (SEL)	Principal	Local Governing Body
	To adopt The Praxis Trust Code of Conduct	<p>To prepare The Praxis Trust Code of Conduct for adoption by the Trustees</p> <p>To review the overall pattern of exclusions and to report to Trustees</p>	To review the overall pattern of exclusions and to report to Trustees	<p>To adopt and ensure the implementation of The Praxis Code of Conduct and ensure consistency</p> <p>To convene a committee to review any exclusion of a pupil as required</p>

Admissions

Members	Trustees	Senior Executive Lead (SEL)	Principal	Local Governing Body
	<p>To adopt The Praxis Trust Admissions policy</p>	<p>To propose The Praxis Trust Admissions policy and make necessary arrangements for implementation</p> <p>To provide oversight and support of the implementation of the admissions arrangements across The Praxis Trust</p>	<p>Provide direction to the LGB as to requirements under the Admissions policy and Appeals Code</p> <p>Ensure compliance with The Praxis Trust Admissions policy and determine any local arrangements as required with approval from LGB/SEL/Trustees</p> <p>To make arrangements for determining admissions and hearing admissions appeals if required</p> <p>Ensure participation in the Fair Access protocol</p>	<p>Undertake consultation, publish admissions and determine arrangements as required in accordance with Schools Admissions and Appeals Codes</p> <p>Make arrangements for determining admissions and hearing admissions appeals</p> <p>Ensure effective arrangements are in place for pupil recruitment</p> <p>Contribute to the development of The Praxis Trust Prospectus and other promotional materials and websites</p>

Other Pupil Related Matters

Members	Trustees	Senior Executive Lead (SEL)	Principal	Local Governing Body
	<p>Receive a termly report from the Senior Executive Lead regarding attendance, pupil premium impact, and incidents of discrimination</p> <p>Adopt The Praxis Trust Complaints policy and receive reports from the Senior Executive Lead regarding the level of complaints across The Praxis Trust</p> <p>Approve Academy session times, term dates and holidays (CPD days) as recommended by the Senior Executive Lead and LGB</p> <p>Adopt The Praxis Trust policy on attendance (authorised absence)</p>	<p>Monitor the levels of attendance in the Academy's, including unauthorised absence and report termly to the Trustees</p> <p>Monitor the impact of pupil premium across Academies and report termly to the Trustees</p> <p>Review the level of complaints across Academies and report termly to Trustees</p> <p>Review the level of racial, homophobic or other discriminatory incidents across academies and report termly to Trustees</p>	<p>Maintain a register of pupil attendance</p> <p>Report on attendance and absence as part of key performance indicators</p> <p>Set time of Academy sessions and dates of Academy terms and holidays for approval by Trustees via the LGB and Senior Executive Lead</p> <p>Ensure that the Academy meets for 380 sessions per academic year</p> <p>Ensure effective deployment of the pupil premium and monitor and produce statutory report on impact and publish on website</p> <p>Prepare an Academy Complaints Policy compliant with The Praxis Trust policy and hear complaints at the relevant stage</p>	<p>Review attendance and pupil absences as part of the key performance indicators</p> <p>Appoint a Local Governor responsible for statutory grants including pupil premium</p> <p>Monitor the impact of the pupil premium within the Academy</p> <p>Adopt an Academy Complaints Policy consistent with The Praxis Trust policy</p> <p>Hear complaints at a relevant stage</p> <p>Ensure effective arrangements are in place for pupil support and representation at the Academy</p> <p>Support The Praxis Trust and the Principal in the extended provision in the Academy</p>

Staffing

Members	Trustees	Senior Executive Lead (SEL)	Principal	Local Governing Body
	<p>To appoint a Finance and Resource Committee</p> <p>To define overarching management structures and budgets across The Praxis Trust</p> <p>Adopt The Praxis Trust wide staff policies and procedures</p> <p>Appoint, suspend and dismiss the Senior Executive Lead acting through a committee</p> <p>Conduct Performance Management review of the Senior Executive Lead acting through a committee</p> <p>Appoint, suspend and dismiss members of the Principals acting through a committee and in consultation with the Senior Executive Lead</p> <p>To appoint, suspend and dismiss the Clerk</p> <p>Principal appointments to be ratified by the Board of Trustees</p>	<p>To participate in the process to appoint the Principal with the delegated authority of the Trust Board</p> <p>To advise the Trustees on The Praxis Trust wide principles, policies and procedures and ensure effective implementation</p> <p>Monitor and review staffing changes across academies</p> <p>Senior Executive Lead to conduct performance management of the other Principals within The Praxis Trust with support from the Finance and Resource Committee</p> <p>To participate in the performance management of Principal in conjunction with the LGB</p>	<p>To determine staffing requirements within the Academy and budget accordingly</p> <p>Implement The Praxis Trust wide principles, policies and procedures in the Academy</p> <p>Appoint teaching and non-teaching staff</p> <p>Suspend or dismiss teaching and non-teaching staff in consultation with the Senior Executive Lead</p> <p>Conduct performance management of staff in the Academy</p> <p>Pay review recommendations resulting from performance management will be referred to the LGB for recommendation and ratified with Trustees in line with the Academy pay policy</p>	<p>To determine the senior leadership and non-teaching structures for each Academy</p> <p>To participate in the performance management of the Principal</p> <p>To support the Principal in the development and review of the staffing structure for the Academy and the appointment of Academy staff to ensure that the Academy is fully staffed</p> <p>Ensure that there effective communication between the Principal, Trustees and SEL</p> <p>Monitor and scrutinise the implementation of The Praxis Trust policies at the Academy in relation to HR matters (appointment, induction, performance management, pay review and procedures for dealing with disciplinary matters, grievances and dismissal)</p>

Information Management and Communication

Members	Trustees	Senior Executive Lead (SEL)	Principal	Local Governing Body
	<p>Adopt data protection policies and procedures to comply with Data Protection Act/GDPR legislation</p> <p>Adopt a Freedom of Information policy to comply with legislation</p> <p>Publish these policies on the website</p>	<p>Ensure compliance with all data protection legislation and good practice across The Praxis Trust</p> <p>Support Academies on the effective safe storage of data</p> <p>Ensure safe disposal of equipment including mobile phones and laptops</p>	<p>Ensure the publication of Academy information, ensuring that all electronic communication, including web pages are compliant and up to date</p> <p>Maintain accurate and secure pupil records</p> <p>Maintain accurate and secure staff records for the Academy</p> <p>Ensure safe disposal of equipment including mobile phones and laptops</p>	<p>Ensure the effective implementation of the data protection policies and procedures in the Academy</p> <p>Ensure systems are in place consistent with The Praxis Trust policies and procedures</p> <p>Ensure systems are in place consistent with The Praxis Trust strategy for effective communication with pupils, parents or carers, and the wider community including the local Parent Teacher Association</p>

Health and Safety, Risk and Premises

Members	Trustees	Senior Executive Lead (SEL)	Principal	Local Governing Body
	<p>To appoint a Finance and Resource Committee</p> <p>Review risk management and maintain a risk register</p> <p>Approve insurance arrangements</p> <p>Review and maintain a buildings strategy and asset management planning arrangements</p> <p>Adopt The Praxis Trust Health and Safety Policy with appendices individual academies</p> <p>To adopt The Praxis Trust Lettings policy</p>	<p>To prepare the risk register for The Praxis Trust</p> <p>Review the risk reports supplied by the LGB and make any recommendation to The Praxis Trust Board</p> <p>Monitor arrangements for the effective supervision of building maintenance and minor works</p> <p>Monitor the implementation of The Praxis Trust Health and Safety policy across Academies</p> <p>To procure buildings and related insurance and make proposals to the Trustees</p> <p>Monitor and support the implementation of The Praxis Trust Health and Safety policy</p> <p>Draw up and agree an accessibility plan for each Academy with the Principal and LGB</p>	<p>Prepare a health and safety policy for the Academy consistent with The Praxis Trust policy</p> <p>Maintain and monitor the accident book and agree appropriate actions</p> <p>Ensure suitable risk assessments are prepared and appropriate actions taken</p> <p>Review security of premises and equipment and work with the Executive Team to ensure appropriate insurance cover is obtained</p> <p>Implement The Praxis Trust Lettings policy</p> <p>Liaise with the Executive Team on the accessibility plan for the Academy</p>	<p>Appoint a local governor for Health and Safety</p> <p>Review the risk register of the Academy and prepare a risk report for the Executive Team and The Praxis Trust</p> <p>Adopt a health and safety policy for the Academy consistent with The Praxis Trust policy</p> <p>Review the implementation of the health and safety policy and ensure that appropriate risk assessments are being carried out</p> <p>Participate in site inspections to review any health and safety issues and the security of premises and equipment</p>



The Praxis Trust

TERMS OF REFERENCE FOR SUB-COMMITTEES

Membership

- The Trust board must determine the membership, proceedings and terms of reference of any committee, and must review these annually.
- The membership of a committee may include associate members, provided that a majority of members of the committee are trustees.
- Each committee must have a chair and a clerk – the trustee board will decide whether to appoint the chair or whether the committee should do this.

Quorum

- As a minimum there must be at least three trustee members of the committee.

Meetings

- An agenda is to be set and distributed along with associated papers for consideration at least 7 days in advance.
- The Trust board is free to determine how often their committees meet – this may be left to the discretion of the individual committees and may depend on the circumstances of the trust at any given time. Committee meetings will not be open to the public but minutes shall be made available once ratified as a true record at the next meeting. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection.
- In the absence of the chair, the committee shall choose an acting chair for that meeting from among their number.
- The draft minutes of each meeting will be circulated with the agenda for the next ordinary meeting of the full trust board and will be presented at that meeting by the chair (or in his/her absence another member of the committee).
- Any decisions taken must be determined by a majority of votes of committee members present and voting – but no vote can be taken unless a majority of those present are trustees.

General Terms for All Committees

- To act on matters delegated by the full Trust board.
- To liaise and consult with other committees where necessary.

- To contribute to the Trust Improvement Plan.
- To consider safeguarding and equalities implications when undertaking all committee functions.
- To make recommendations to full Trust board for consideration.



The Praxis Trust

TERMS OF REFERENCE FOR FINANCE AND RESOURCES COMMITTEE

Financial policy and planning

- To monitor review, and recommend to the trust board a finance policies and procedures which includes the local scheme of delegation for spending and budgetary adjustments (virements) for the committee, CFO and other nominated staff.
- To review, adopt and monitor all additional financial policies, including a charging and remissions policy.
- To establish and maintain a three year financial plan, taking into the account priorities of the trust Improvement Plan, roll projection and signals from central government and (if applicable) the LA regarding future years' budgets, within the constraints of available information.
- To draft and propose to the trust board for adoption annual academy budgets taking into account the priorities of the Trust and Academy's Improvement Plans.
- To ensure that sufficient funds are set aside for pay increments as set out in the Pay Policy as recommended by the Principal and resources committee for approval by the trust board

Financial monitoring

- To monitor the income and expenditure throughout the year of all delegated and devolved funds against the annual budget plan.
- To receive at least termly budget monitoring reports from the CFO.
- To report back to each meeting of the full trust board and to alert them of potential problems or significant anomalies at an early date.
- To meet with other committees and provide them with the information they need to perform their duties.
- Subject to the local scheme of delegation, to approve any budgetary adjustments that will from time to time be necessary in response to the evolving requirements of the academy.

Premises

- To provide support and guidance for the Trust Board and the principals on all matters relating to the maintenance and development of the premises and grounds, including Health and Safety.
- To ensure that an annual inspection of the premises and grounds takes place and a report is received identifying any issues.
- To inform the Trust board of the report and set out a proposed order of priorities for maintenance and development, for the approval of the trust board and LGB.
- *The Principal is authorised to commit expenditure without the prior approval of the committee in any emergency where delay would result in further damage or present a risk to the health and safety of pupils or staff. In this event the Principal would normally be expected to consult the committee chair at the earliest opportunity.*
- To create a project committee where necessary to oversee any major developments.
- To establish and keep under review an Accessibility Plan and a Building Development Plan
- To review, adopt and monitor a Health and Safety policy.

Staffing

- To ensure that the academy is staffed sufficiently for the fulfillment of the academy's development plan and the effective operation of the academy.
- To establish and oversee the operation of the academy's Appraisal Policy – including the arrangements and operation of the academy's appraisal procedures for the principal.
- To establish a Pay Policy for all categories of staff.
- To be responsible for the administration monitor and review of the Pay Policy.
- To ensure that staffing procedures (including recruitment procedures) follow current equalities legislation.
- To annually review procedures for dealing with staff discipline and grievances and make recommendations to the trust board for approval.
- To recommend to the Local Governing Body staff selection procedures, ensuring that they conform with safer recruitment practice, and to review these procedures as necessary.
- In consultation with staff, to oversee any process leading to staff reductions.
- To establish the annual and longer-term salary budgets and other costs relating to personnel, e.g. training.



The Praxis Trust

TERMS OF REFERENCE FOR TEACHING AND LEARNING COMMITTEE

- To review, monitor and evaluate the curriculum offer.
- To recommend for approval to the full trust board the:
 - Self-evaluation form
 - Academy Improvement Plan
 - Targets for academy improvement
- To evaluate rates of progress and standards of achievement by pupils, including any underachieving groups
- To set priorities for improvement, and monitor and evaluate the impact of improvement plans which relate to the committee's area of operation.
- To review policies identified within the academy's policy review programme and in accordance with its delegated powers (e.g. sex education and pupil behaviour/discipline).
- To monitor and evaluate the effectiveness of leadership and management
- To evaluate the impact of quality of teaching on rates of pupil progress and standards of achievement
- To evaluate the impact of continuing professional development on improving staff performance
- To evaluate provision for all groups of vulnerable children (e.g. looked after children) and ensure all their needs have been identified and addressed, and to evaluate their progress and achievement.
- To ensure that the requirements of children with special needs are met, as laid out in the Code of Practice.
- To regularly review the Assessment Policy and to ensure that the policy is operating effectively.
- To consider recommendations from external reviews of the academy (e.g. Ofsted or local academy improvement advisers), agree actions as a result of reviews and evaluate regularly the implementation of the plan.
- To ensure that all children have equal opportunities.
- To advise the resources committee on the relative funding priorities necessary to deliver the curriculum.
- To monitor the academy's publicity, public presentation and relationships with the wider community.
- To identify and celebrate pupil achievements.



The Praxis Trust

Code of Conduct for Trustees

This Code of Conduct sets out the behaviour and conduct expected of all Praxis Trust Board Trustees

The Trust Board

The Trust Board is legally responsible for the conduct of the academies within the trust with a view to promoting high standards of educational achievement.

The Trust Board should:

- Ensure clarity of vision, ethos and strategic direction
- Operate in such a way that statutory duties are met and priorities are approved
- Provide challenge and hold the Principals to account for improving the quality of teaching, pupils' achievement and pupils' behaviour and safety
- Contribute to the academy's self-evaluation and understand the academies strengths and weaknesses
- Engage with key stakeholders
- Ensure solvency and probity and that the financial resources made available to the academies are managed effectively

Core Functions of the Trust Board

1. Ensuring that the vision, ethos and strategic direction of the Trust is clearly defined

It is the job of the Trust board to:

- Set the trust's strategic framework
- Ensure the trust has a long-term strategic vision
- Agree the strategic priorities, aims and objectives for the trust
- Sign off the policies, plans and targets for how to achieve them
- Check on progress and review regularly their strategic framework for the trust in the light of that progress.

2. Ensuring that the Principal performs his or her responsibilities for the educational performance of the academy

The Trust board is responsible for the appointment and performance management of the Principal. Part of their role is to support and strengthen the Principals' leadership and to hold them to account for the performance of pupils and staff. This is particularly important in relation to the educational performance of the academy.

3. Ensuring the sound, proper and effective use of the academy's financial resources

The trust board is responsible for making sure the trust's money is well spent. They should ensure that each academy sets an annual budget, monitoring spending against the budget and ensuring value for money is obtained. They must also ensure risks to the trust and academies are managed.

The Trust board should play a strategic role and leave the running of the academy to the Principal they have appointed. The Trust board must not interfere in the day-to-day running of the academy.

Ways of Working

- The way the Trust board operates and organises itself should be kept under review.
- The Trust board should consider how to use their powers to delegate functions and decisions to committees.
- The Trust board must review the establishment, terms of reference, constitution and membership of any committee of the trust body annually.
- The Trust board must meet at least three times a year.
- Trustees and Chairs should work together to ensure that meetings are well planned at appropriate intervals and that agendas are fit for purpose.
- The Trust board must appoint a clerk to advise them on the nature of their functions and duties and ensure the governing body operates efficiently and effectively.

The Seven Principles of Public Life

As recommended by the Committee on Standards in Public Life 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.

- 1. 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.
- 2. 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.
- 3. 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.
- 4. 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.
- 5. 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.
- 6. 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.
- 7. Leadership** - Holders of public office should promote and support these principles by leadership and example.

The Agreement

In General

- a) We understand the purpose of the Trust board and the role of the Principal, Chair, Vice, Chair and Chairs of Committees as set out above.
- b) We are aware of and accept the Nolan seven principles of public life.
- c) We accept that we have no legal authority to act individually, except when the Trust board has given us delegated authority to do so, and therefore we will only speak on behalf of the Trust board when we have been specifically authorised to do so.
- d) 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.
- e) We accept collective responsibility for all decisions made by the Trust board or its delegated agents. This means that we will not speak against majority decisions outside the Trust board meeting.
- f) We will encourage open government and will act appropriately.
- g) We will consider carefully how our decisions may affect the community and other academies.
- h) We will always be mindful of our responsibility to maintain and develop the ethos and reputation of our academy and to promote community cohesion. Our actions within the academy and the local community will reflect this.
- i) In making or responding to criticism or complaints affecting the Trust we will follow the procedures established by the Trust board.

Commitment

- a) We acknowledge that accepting office as a trustee involves the commitment of time and energy.
- b) We will each involve ourselves actively in the work of the trust board, and accept our fair share of responsibilities, including service on committees or working groups or as nominated trustees.
- c) We will prepare for meetings by reading papers beforehand.
- d) We will make every effort to attend all meetings promptly, regularly and for the full time. Where we cannot, we will endeavour to explain in advance in full why we are unable to.
- e) We will get to know the academies well and respond to opportunities to involve ourselves in academy activities.
- f) Our visits to academies will be arranged in advance with the staff and undertaken within the framework established by the Trust board and agreed with the Principal.
- g) We will consider seriously our individual and collective needs for training and development, and will undertake relevant training.
- h) We accept that in the interest of open government, our full names, dates of appointment, terms of office, roles on the trust board, attendance records, relevant business and pecuniary interests, category of trustee and the body responsible for appointing us will be published on a trust website.

Relationships

- a) We will strive to work as a team in which constructive working relationships are actively promoted.

- b) We will express views openly, courteously and respectfully in all our communications with other trustees.
- c) We will support the chair in their role of ensuring appropriate conduct both at meetings and at all times.
- d) We are prepared to answer queries from other trustees 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.
- e) We will seek to develop effective working relationships with the Principal, staff and parents, the Local Authority and other relevant agencies and the community.

Confidentiality

- a) We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, both inside or outside academies.
- b) We will exercise the greatest prudence at all times when discussions regarding academy business arise outside a trust board meeting.
- c) We will not reveal the details of any trust board vote.
- d) We will not reveal the details of discussions in Trust board meetings or comments made by individual trustee at those meetings.

Conflicts of interest

- a) We will record any pecuniary interest that we have in connection with the Trust board's business in the Register of Business Interests.
- b) We will declare any personal or pecuniary interest in a matter under discussion at a meeting and offer to leave the meeting for the appropriate length of time.
- c) We accept that the Register of Business Interests will be published on the trust's website.
- d) We will act in the best interests of all academies and not as a representative of one academy or group.

Implementation of this Code of Conduct

- a) We understand that any allegation of a material breach of this code of conduct by any trustee shall be raised at a meeting of the trust board and, if agreed to be substantiated by a majority of trustees, shall be minuted.
- b) We understand that no trustee/associate member can refuse a DBS check and that all trustees must hold an enhanced DBS certificate with effect from 1 April 2016



The Praxis Trust

Code of Conduct for Local Governing Bodies and LGB Committees within The Praxis Trust

This Code of Conduct sets out the behaviour and conduct expected of all school Governors.

The Governing Board

The Governing Board is legally responsible for the conduct of the school with a view to promoting high standards of educational achievement.

The Governing Board should:

- To contribute to and fulfil the vision and ethos of the Academy and The Praxis Trust as it relates to the Academy with LGBs having particular regard to the aims and ambitions for their pupils;
- To act as a critical friend to the Academy Leadership Team; being ready to challenge and hold academy leaders to account for the performance of the Academy in all areas;
- To oversee the management of the finances of the local academy, assessing the annual budget prepared by the Principal and submitting this for approval by the Finance and Resources Committee for ratification at The Praxis Trust Board. The LGB ensures that the academy works within its allocated and agreed budget and adopts and implements The Praxis Trust Financial Handbook and the Academies Financial Handbook
- Use the pupil premium and other resources to overcome barriers to learning, including reading, writing and mathematics
- To champion the work of the Academy within the local community and engage with stakeholders;
- Discharge responsibilities and duties as outlined within the Scheme of Delegation;
- Contribute to the Trust Board in the development of the Academy and strategy;
- Maintain a Register of Business Interests and ensure probity in all of its dealings;
- Ensure the implementation of The Praxis Trust policies and procedures;
- Operate in such a way that statutory duties are met and priorities are approved
- Use performance management systems to improve the quality of teaching
- Support and strengthen school leadership
- Contribute to the school's self-evaluation and understand its strengths and weaknesses

Core Functions of the Governing Board

The School Governance (Roles, Procedures and Allowances) (England) Regulations 2013 set out core functions which the Governing Body must strongly focus on and retain oversight of.

Ensuring that the vision, ethos and strategic direction of the school are clearly defined

It is the job of the Governing Board to:

- Set the school's strategic framework
- Ensure the school has a long-term strategic vision
- Agree the strategic priorities, aims and objectives for the school
- Sign off the Academy specific policies, plans and targets for how to achieve them
- Check on progress and review regularly their strategic framework for the school in the light of that progress

Ensuring that the Principal performs his or her responsibilities for the educational performance of the school

Part of their role is to support and strengthen the Principals' leadership and to hold them to account for the performance of pupils and staff. This is particularly important in relation to the educational performance of the school.

Ensuring the sound, proper and effective use of the school's financial resources

The Governing Board is responsible for making sure the school's money is well spent. They should do this by ensuring they have at least one governor with specific skills and experience of financial matters.

The Governing Board should play a strategic role and leave the running of the school to the Principal they have appointed. The Governing Board must not interfere in the day-to-day running of the school.

Ways of Working

- The way the Governing Board operates and organises itself should be kept under review.
- The Governing Board should consider how to use their powers to delegate functions and decisions to committees or individual governors
- The Governing Board must review the establishment, constitution and membership of any committee of the governing body annually.
- The Governing Board must meet at least three times a year.
- Principals and Chairs should work together to ensure that meetings are well planned at appropriate intervals and that agendas are fit for purpose.

The Principal

- The Principal's responsibilities include the internal organisation, management and control of the school and the educational performance of the school.
- The Principal will deliver the aims of the Governing Board through the day-to-day management of the school, implementation of the agreed policy framework and school improvement strategy and the delivery of the curriculum.
- It is the Principal's legal duty to provide the Governing Board with all the information they need to do their job well. This means they should help the Governing Board access the data published by the DfE and Ofsted. They should also provide regularly a wide range of other management information so that the Governing Board can monitor different aspects of life in the school throughout the year.
- The Principal must comply with any reasonable direction of the Governing Board.

- The Principal is accountable to the Governing Board for the performance of all his or her responsibilities.

The Chair

- The Trustees must appoint a Chair to lead and manage the Governing Board.
- The Chair plays a crucial role in setting the culture of the governing body and is first among equals, but has no individual power.
- The Chair may only make decisions or act on behalf of the Governing Board if:
 - The Governing Body have delegated that decision to the Chair of Governors
 - The Chair is of the opinion that a delay in exercising a function would be detrimental to the school, anyone who works at the school or any pupil at the school or their parent.
- The Chair is the principle link between the Governing Board and the Principal. The Principal and Chair should meet regularly at mutually convenient times to discuss school matters and the Chair should be a critical friend by offering support, challenge and encouragement.
- The Chair works with the clerk to set Governing Board agendas and approves draft minutes of Governing Board meetings.

The Vice-Chair

In the absence of a Chair of Governors, the Vice-Chair will take on that role.

Chairs of Committees

Chairs of committees work with the clerk to set committee meeting agendas and approve draft minutes for those meetings. They have responsibility for ensuring that if a function of the Governing Board has been delegated to the committee or a function of the Governing Board has otherwise been exercised by the committee, it is reported to the Governing Board.

Governors

In law the Governing Board is a corporate body, which means that no Governor can act on her/his own without proper authority from the Governing Board. All Governors carry equal responsibility for decisions. If a function of the Governing Board has been delegated to an individual, the individual must report to the Governing Board in respect of any action taken or decision made.

The overriding concern of all Governors has to be the welfare of the school as a whole, regardless of the route by which they were appointed and the type of Governor they are i.e. staff, parent, community, LA, foundation, co-opted.

For governing boards to carry out their role effectively, Governors must be prepared and equipped to take their responsibilities seriously. They should:

- prepare for meetings by reading papers beforehand
- make every effort to attend meetings promptly, regularly and for the full time
- take responsibility for their own learning, training and development as a Governor

In addition they should:

- work as a member of a team at all times and be loyal to collective decisions made by the Governing Board
- recognise that all Governors have the same rights
- act in the best interests of the school at all times
- not do anything that might undermine the Governing Board's statutory requirement to promote community cohesion
- respect confidentiality
- listen to and respect the views of others
- express their own views clearly and succinctly
- declare any conflicts of interest
- take their fair share of work/positions of responsibility
- know, understand and work within the prescribed regulatory framework
- report any evidence of fraud, corruption or misconduct to an appropriate person or Authority
- adhere to the seven principles of public life (below) originally published by the Nolan Committee
- ensure that communication undertaken via social networking sites is comparable to one to one interaction, meaning that all aspects of this code of conduct are taken account of when posting information, messages, pictures or video footage on-line.

The Seven Principles of Public Life

As recommended by the Committee on Standards in Public Life 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.

- 1. 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.
- 2. 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.
- 3. 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.
- 4. 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.
- 5. 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.
- 6. 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.
- 7. Leadership** - Holders of public office should promote and support these principles by leadership and example.

The Agreement

In General

- a) We understand the purpose of the Governing Board and the role of the Principal, Chair, Vice, Chair and Chairs of Committees as set out above.
- b) We are aware of and accept the Nolan seven principles of public life.
- c) We accept that we have no legal authority to act individually, except when the Governing Board has given us delegated authority to do so, and therefore we will only speak on behalf of the Governing Board when we have been specifically authorised to do so.
- d) 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.
- e) We will encourage open government and will act appropriately.
- f) We accept collective responsibility for all decisions made by the Governing Board or its delegated agents. This means that we will not speak against majority decisions outside the Governing Board meeting.
- g) We will consider carefully how our decisions may affect the community and other schools.
- h) We will always be mindful of our responsibility to maintain and develop the ethos and reputation of our school and to promote community cohesion. Our actions within the school and the local community will reflect this.
- i) In making or responding to criticism or complaints affecting the school we will follow the procedures established by the Governing Board.
- k) We understand that communication via social networking sites in a variety of formats is deemed comparable to one to one interaction for the purposes of this code of conduct.

Commitment

- a) We acknowledge that accepting office as a Governor involves the commitment of time and energy.
- b) We will each involve ourselves actively in the work of the Governing Board, and accept our fair share of responsibilities, including service on committees or working groups or as nominated Governors.
- c) We will prepare for meetings by reading papers beforehand.
- d) We will make every effort to attend all meetings promptly, regularly and for the full time. Where we cannot, we will endeavour to explain in advance in full why we are unable to.
- e) We will get to know the school well and respond to opportunities to involve ourselves in school activities.
- f) Our visits to school will be arranged in advance with the staff and undertaken within the framework established by the Governing Board and agreed with the Principal.
- g) We will consider seriously our individual and collective needs for training and development, and will undertake relevant training.
- h) We are committed to actively supporting and challenging the Principal.

Relationships

- a) We will strive to work as a team in which constructive working relationships are actively promoted.

- b) We will express views openly, courteously and respectfully. The Governor chairing a meeting is responsible for ensuring appropriate conduct at all times, and the other Governors are responsible for supporting the Chair in that role.
- c) 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.
- d) We will seek to develop effective working relationships with the Principal, staff and parents, the Local Authority and other relevant agencies and the community.

Confidentiality

- a) 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.
- b) We will exercise the greatest prudence at all times when discussions regarding school business arise outside a Governing Board meeting.
- c) We will not reveal the details of any Governing Board vote.
- d) We will not reveal the details of discussions in Governing Board meetings or comments made by individual Governors at those meetings.

Conflicts of interest

- a) We will record any pecuniary interest that we have in connection with the Governing Board's business in the Register of Business Interests.
- b) We will declare any personal or pecuniary interest in a matter under discussion at a meeting and offer to leave the meeting for the appropriate length of time.

Implementation of this Code of Conduct

- a) We understand that any allegation of a material breach of this code of conduct by any Governor shall be raised at a meeting of the Governing Board and, if agreed to be substantiated by a majority of Governors, shall be minuted.
- b) We understand that any Governor whose conduct is minuted twice in twelve months shall be suspended for a period of six months from the date of the second minute.
- c) We are aware of the provisions of regulation 15(1) of the School Governance (Procedures) (England) Regulations 2003 which pertain to qualification and disqualification for the role of school Governor and grounds for suspension
- d) We understand that no governor/associate member can refuse a DBS check and that all governors must hold an enhanced DBS certificate with effect from 1 April 2016

Publication on Website

The following information about each governor / associate member will be published on the school's website:

- Name
- Category of governor
- Which body appoints them
- Term of office
- The names of any committees the governor serves on

- Details of any positions of responsibility such as chair or vice-chair of the governing body or a committee
- Attendance at meetings.