

Adopted by the Board of Trustees of Cambridge Steiner School on 2 Nov 2017

The Board of Trustees has the following core strategic functions:

Establishing the strategic direction, by:

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

Ensuring accountability, by:

- Appointing the School Business Manager and Senior Staff
- Monitoring progress towards targets
- Performance managing the SBM/Faculty Business Team (FBT)
- Engaging with stakeholders
- Contributing to school self-evaluation

Ensuring financial probity, by:

- Approving the school budget
- Monitoring spending against the budget
- Ensuring value for money is obtained
- Ensuring risks to the organisation are managed

As individuals on the board we agree to the following:

Role & Responsibilities

- We understand the purpose of the board and the role of the SBM/FBT.
- We accept that we have no legal authority to act individually, except when the board has given us delegated authority to do so, and therefore we will only speak on behalf of the governing board when we have been specifically authorised to do so.
- We accept collective responsibility for all decisions made by the board or its delegated agents. This means that we will not speak against majority decisions outside the Board of Trustees meeting(s).
- We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer.
- We will encourage open governance and will act appropriately.

- We will consider carefully how our decisions may affect the community and other schools.
- We will always be mindful of our responsibility to maintain and develop the ethos and reputation of our school. Our actions within the school and the local community will reflect this.
- In making or responding to criticism or complaints we will follow the procedures established by the Board of Trustees.
- We will actively support and challenge the SBM/FBT.

Commitment

- We acknowledge that accepting office as a Trustee involves the commitment of significant amounts of time and energy.
- We will each involve ourselves actively in the work of the Board of Trustees, and accept our fair share of responsibilities, including service on committees or mandate groups.
- We will make full efforts to attend all meetings we are constituted to attend and where we cannot attend explain in advance why we are unable to.
- We will get to know the school well and respond to opportunities to involve ourselves in school activities.
- We will visit the school, with all visits arranged in advance with the SBM/FBT and undertaken within the framework established by the Board of Trustees.
- We will consider seriously our individual and collective needs for induction, training and development, and will undertake relevant training.
- We accept that in the interests of open government, details of the members of the Board of Trustees will be published on the school's website.
- In the interests of transparency we accept that information relating to Trustees will be collected and logged on the DfE's national database of governors (Edubase), with the Charity Commission and with Companies House.

Relationships

- We will strive to work as a team in which constructive working relationships are actively promoted.
- We will express views openly, courteously and respectfully in all our communications with other Trustees and the Secretary to the Board of Trustees.
- We will support the chair in their role of ensuring appropriate conduct both at meetings and at all times.
- We are prepared to answer queries from other Trustees in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved.

- We will seek to develop effective working relationships with the SBM/FBT, staff and parents, the Association, the local authority and other relevant agencies and the community.
- We will not attempt to exercise individual authority over the organisation, unless such authority has been specifically granted by the Board of Trustees.

Mutual Expectations

- We encourage everyone to participate & will uphold equality of respect for all team members.
- We give other people time & space to think & express their thoughts & feelings.
- We encourage the expression of opposing viewpoints in our meetings. However, we will seek to direct contrary opinions to the ideas, never to the character or idiosyncrasies of the individual or individuals holding those views.
- We encourage people to draw one another out e.g. with supportive questions
- We will make the effort to pay attention to the person speaking (glance, body language...).
- We listen to each other's ideas because we are committed to ensuring that all ideas will be heard.
- We expect each participant to speak up on matters of controversy, so that everyone knows where everyone else stands.
- We encourage team members to represent each other's point of view accurately – even when they don't agree with them.
- Team members strive to refrain from talking behind people's backs outside meetings - This expressly applies to the use of email &/or social media.
- Even in the face of opposition from "more experienced" or "more knowledgeable" colleagues, team members are encouraged to stand up for their beliefs, explaining their rationale & providing evidence as relevant.
- A problem is not considered solved until everyone who will be affected by the solution understands the reasoning.
- When the team makes an agreement, the decision shall be framed in such a way as to reflect the range of perspectives.
- All *decisions* will be made public.

Confidentiality

- We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, both inside or outside school.
- We will exercise the greatest prudence at all times when discussions regarding school business arise outside a Board of Trustees meeting.
- We will not reveal the details of any Board of Trustees discussion or vote.

- We will not undermine the legitimacy of Board decisions, irrespective of a Trustees personal position on an issue.

Conflicts of interest

- We will record any personal, pecuniary or other business interest (including those related to people we are connected with) that we have in connection with the Board of Trustees business in the *Register of Interests*.
- If any such conflicted matter arises in a meeting we will offer to leave the meeting for the appropriate length of time.
- We will also declare any conflict of interest at the start of any meeting should the situation arise.
- We will act in the best interests of the school as a whole and not as a representative of any group.

Breach of this Code of Conduct for Trustees

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

Document History and Version Control Table

Version	Action	Authority	Date
1.0	First Draft written and approved	Trustees	02/11/2017

The Seven Principles of Public Life

(Originally published by the Nolan Committee: The Committee on Standards in Public Life was established by the then Prime Minister in October 1994, under the Chairmanship of Lord Nolan, to consider standards of conduct in various areas of public life, and to make recommendations. These have been edited according to the notes given in the SWAS Briefing Document 7/2016).

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. Proceedings and decisions of the Trustees must serve the school, even when individual Trustees may be relatively inconvenienced.

Integrity - Trustees 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. Conflicts of interest must be declared and properly managed.

Objectivity - In carrying out school business, including making appointments, awarding contracts, or recommending individuals for rewards and benefits, Trustees should make choices based on merit, evidence and best practice.

Accountability - Trustees are accountable for their decisions and actions to the membership and must report all their decisions to the membership. Concerns and complaints are to be regarded as opportunities to improve the organisation. Only the names of individuals, or other identifiers that would infringe the dignity of individuals, are withheld in the interests of integrity

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

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

Leadership - Trustees should promote and support these principles by leadership and example.

This document is based on the **National Governor's Association Code of Conduct 2016** and the **Steiner Waldorf Advisory Service Briefing Document on Leadership and Management 7/2016**.

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